

JESSIE BALL
DU PONT
FUND



in trust
FULFILLING THE VISION
OF JESSIE BALL DUPONT

2012 Annual Report





35

CELEBRATING 35 YEARS OF
THE JESSIE BALL DUPONT FUND
1977 – 2012

Table Of Contents

MISSION & VALUES.....	02
LETTER FROM PRESIDENT & CHAIR	04
2012 HIGHLIGHTS	06
2012 GRANTMAKING.....	08
CELEBRATING 35 YEARS	
THE WILL	11
THE WORK	12-59
TRUSTEES & STAFF	60

WHAT DRIVES US

Expanding access and creating opportunity by investing in people, organizations and communities that were important to Jessie Ball duPont.

WHO WE ARE

The Jessie Ball duPont Fund is a national foundation that makes grants to a defined universe of organizations whose eligibility is determined exclusively by Mrs. duPont's personal philanthropic decisions. An organization is eligible if it received a gift from Mrs. duPont between January 1, 1960 and December 31, 1964. Today, there are more than 300 eligible organizations.

The Fund organizes its resources around the following focus areas:

- Building the Assets of People, Families and Communities
- Building the Capacity of Eligible Organizations
- Strengthening the Nonprofit Sector

OUR VALUES

Throughout their work, the trustees and staff of the Fund strive to:

- Learn with and from the people they serve;
- Respect the wisdom and creativity of the organizations and communities with which they work;
- Engage in thoughtful and disciplined reflection about the decisions they make;
- Maintain the highest ethical standards in all that they do;
- Act with compassion, work for justice and champion the rights of all people to share in the wealth and health of our nation.

OUR CORE BELIEFS

The trustees and staff of the Jessie Ball duPont Fund believe:

- A democratic society that works for all people requires the participation of a strong and organized independent sector;
- Communities are stronger and healthier when:
 - Public, private and philanthropic resources are invested to build the assets of individuals, families and neighborhoods;
 - Citizens, neighborhoods and organizations work together across the boundaries that divide us;
 - They are deliberate about identifying, building and using their philanthropic assets – the time, talent and money of people;
- Citizens have both the right and the responsibility to participate fully in public debate about the distribution of resources, opportunities and assets intended to serve the common good.



Letter From the President & Chair

Our colleagues in philanthropy sometimes look doubtful when we explain that the Jessie Ball duPont Fund supports a defined universe of 330 organizations identified by Mrs. duPont in her will. How can that work, they wonder? How can you have impact across such a diverse field of grantees?

In fact, the diversity of our grantees - by type of organization, by geographic location, by size and mission - has given the Jessie Ball duPont Fund great opportunities. This review of our first 35 years of philanthropy makes clear the many ways in which the Jessie Ball duPont Fund has had impact, big and small, in the places and with the people that were important to Mrs. duPont.

Without question, it has been a learned art. In the early years, the trustees of the Jessie Ball duPont Fund were less concerned with creative grantmaking and more concerned with the mechanics of operating a substantial philanthropic organization. It was not until the mid-1980s that the second generation of trustees adopted an inquisitive and thoughtful approach to grantmaking that laid the foundation for the work we do today.

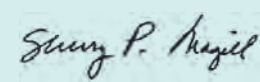
Chief among those second-generation trustees was the Rev. Dr. George C. Bedell, an Episcopal priest and executive with the State of Florida university system, who championed the notion that the Fund's philanthropy should be guided by the strengths of its grantees. Dr. Bedell died in November 2012 at the age of 84 - a loss felt acutely by all who knew him.

Dr. Bedell would be pleased with the Jessie Ball duPont Fund of 2012. Financially, the Fund is robust and healthy, ending the year with total assets of \$274,631,707. (These are unaudited results. The Fund's audit will be posted at www.dupontfund.org once it is completed.) Philanthropically, it is strong, awarding \$11.2 million in grants in 2012 and using innovative strategies such as program-related investments to deepen its work in key areas.

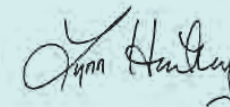
And programmatically the Jessie Ball duPont Fund is creative and collaborative, identifying concerns that are common across communities and applying knowledge and experience gained in one community to another.

After 35 years there is no doubt: our diversity is our strength. It is a testament to Jessie Ball duPont's wisdom and courage that she created a perpetual fund with enormous flexibility. It is only through that diversity and flexibility that the Jessie Ball duPont Fund is able to respond to the needs of a rapidly changing world, a world Mrs. duPont could not have imagined.

Sincerely,



Sherry Magill
President



Mary Lynn Huntley
Chair for the Trustees

“After 35 years there is no doubt: our diversity is our strength...a testament to Jessie Ball duPont’s wisdom and courage.”



Highlights from 2012

YOUTH EMPLOYMENT

The future of every community is linked directly to its ability to prepare young people for constructive employment and transition those young people from school to work and career. But in too many communities today, large numbers of young people are neither prepared for work nor connected to the pathways to employment. Not only are we wasting opportunities with these young people, we are ensuring great economic and social costs down the line.

Much of the work of the Jessie Ball duPont Fund is focused on expanding access and creating opportunities for those living at the margins. Youth not on track to constructive work today are more likely to be those on the margins tomorrow.

The Jessie Ball duPont Fund has supported youth employment programs for more than a decade. In 2012, the Fund took a more targeted and strategic approach, drawing on lessons of the past to build intensive youth employment programs in two Florida communities: urban Jacksonville and small town Port St. Joe (See pages 28 and 53), as well as in the Northern Neck of Virginia.

ENERGY CONSERVATION

The Jessie Ball duPont Fund broadened its five-year energy conservation initiative in 2012 in two important ways:

The Fund launched Phase II of the initiative for small private colleges, offering support for those institutions that had successfully begun energy conservation efforts and wished to build a sustainable source of funding to continue the work. The Fund hosted an educational seminar on "green revolving loan funds" and in 2013 will begin providing seed funding to those colleges interested in establishing such a fund.

"the Fund underwrote energy audits for 13 churches in the Northern Neck of Virginia and, by year end, had made the first Repair & Restoration grant to a church for energy retrofits."

Also in 2012, the Jessie Ball duPont Fund looked at energy conservation opportunities among the churches that are eligible for the Fund's support. In an exploratory project, the Fund underwrote energy audits for 13 churches in the Northern Neck of Virginia and, by year end, had made the first Repair & Restoration grant to a church for energy retrofits. (See page 50)

MEDICAID AND HEALTH CARE REFORM

In 2012 there were many questions around how the State of Florida would manage health care for those in need. The state had a Medicaid waiver request pending before the federal government, and was vocally opposing implementation of Medicaid expansion under the Affordable Care Act. (See page 41)

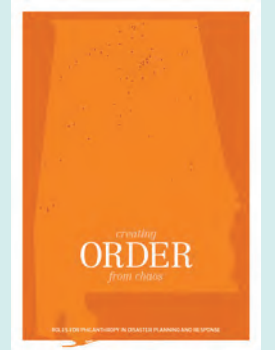
The Jessie Ball duPont Fund once again turned to its colleagues at the Health Policy Institute at Georgetown University and underwrote two sets of briefing papers assessing the challenges facing Florida and the implications of various state responses.

In partnership with the Winter Park Health Foundation, the Jessie Ball duPont Fund hosted presentations in Tallahassee and webinars for legislators and health policy advocates from across the state. As 2012 drew to a close, the briefs and the Fund's experts at Georgetown were being called upon to provide in-person testimony and educate decision-makers across the state.

DISASTER RESPONSE

In 2011, the Jessie Ball duPont Fund worked with philanthropic colleagues in responding to the tornadoes that devastated Alabama and captured the lessons learned in a special publication – *Creating Order from Chaos: Roles for Philanthropy in Disaster Planning and Response*. The book was released in 2012 on the one-year anniversary of the tornadoes and distributed widely to the field by the Council on Foundations and the Southeastern Council of Foundations. (See page 59)

While many praised the project, its usefulness was fully demonstrated in fall 2012 when Superstorm Sandy struck the Northeast. In the wake of the storm, numerous organizations reached out for copies of the book and expressed appreciation for its clear articulation of constructive disaster response strategies.



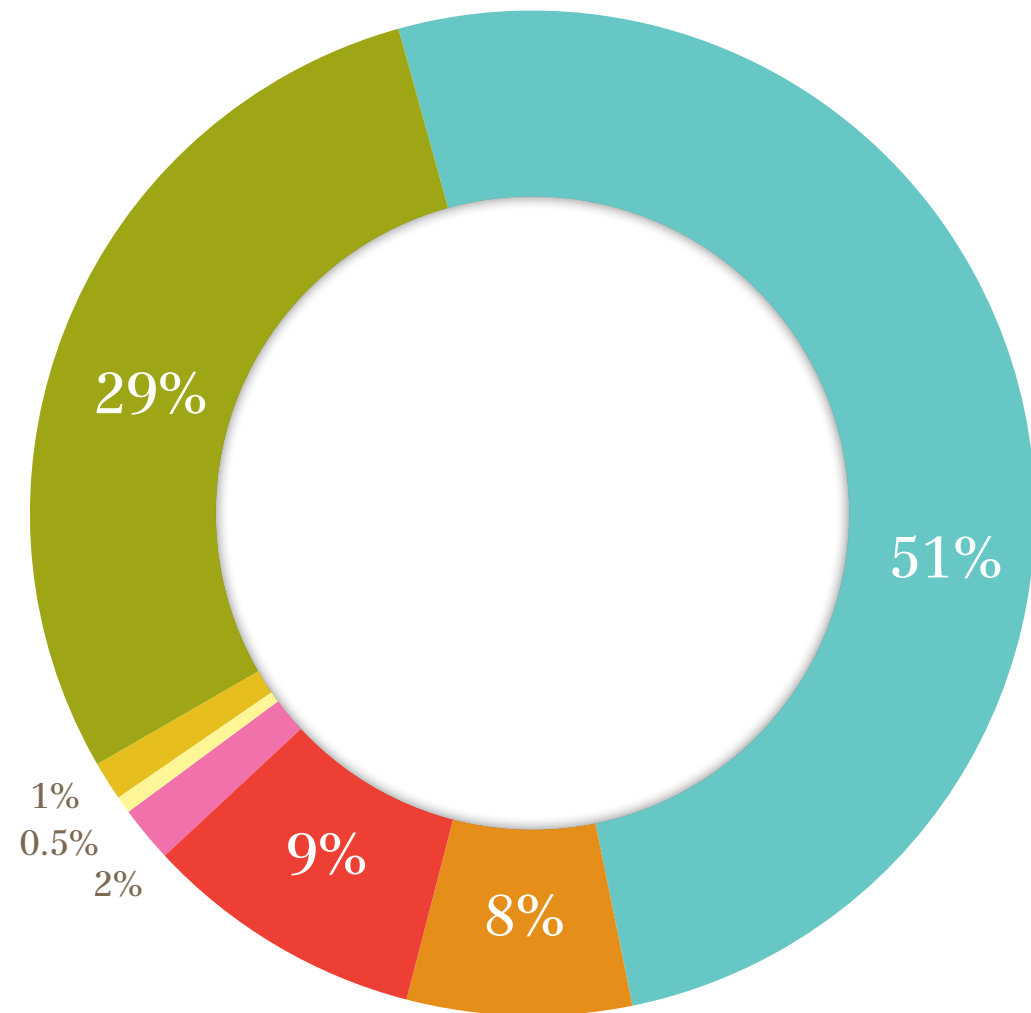
A TRIBUTE

To Sally Douglass, senior program officer of the Jessie Ball duPont Fund, who retired December 31, 2012. Sally worked closely with the Fund's nonprofit portfolio and its Delaware portfolio in her 19 years of service, earning the affection and respect of all. We commend her exemplary performance and wish her well in the next chapter of her life.



Grantmaking 2012

2012 GRANTS AWARDED



- Building Organizational Capacity
- Strengthening the Nonprofit Sector
- Building Assets / Creating Opportunity
- Initiatives
- Disaster Relief
- Feasibility
- Technical Assistance

2012 GRANTS AWARDED		# OF GRANTS	VALUE OF GRANTS (\$)
Building Organizational Capacity	General	30	\$2,430,254
	Energy Conservation Initiative	22	\$791,751
Building Assets / Creating Opportunity	General	39	\$4,424,490
	Supporting the Safety Net	72	\$1,310,000
Strengthening the Nonprofit Sector	General	7	\$620,845
	Nonprofit Institutes at Georgetown University	55	\$232,959
Initiatives	Church Repair & Restoration	5	\$214,950
	Diocesan Enrichment Fund	7	\$70,000
	Executive Directors Discretionary Fund	40	\$400,000
	Independent School Discretionary Fund	4	\$40,000
	Presidents Discretionary Fund	3	\$30,000
	Small Liberal Arts Colleges Fund	19	\$272,019
Disaster Relief		2	\$200,000
Feasibility		12	\$55,397
Technical Assistance		35	\$144,603
Total		352	\$11,237,268



CELEBRATING 35 YEARS OF
THE JESSIE BALL DUPONT FUND
1977 – 2012

Jessie Ball duPont was a remarkable woman in many respects, not the least of which were her courage and independence. As a young woman in the early 1900s, she ventured across the country to secure a teaching job and gain the means to support her aging parents. Upon the death of her beloved husband Alfred, she stepped in and managed his business affairs. She knew her own mind and made her own decisions in an era when that was not the common course for a woman.

So it is not surprising that Mrs. duPont was forthright in planning for the disposition of her estate. Through her Last Will and Testament - and the seven codicils that modified it - Mrs. duPont gave very specific instructions for gifts of jewelry and personal belongings. She included long lists of individuals to receive gifts of cash in specified amounts, or have annuities established for their benefit. She offered detailed plans for projects that she wished to see accomplished.

But it was with the lightest hand that she guided the jewel of her estate - the Jessie Ball duPont Religious, Charitable and Educational Fund.

She directed that "all of my estate" be used to create "This trust, a perpetual one, [that] shall be known as the Jessie Ball duPont Religious, Charitable and Educational Fund."

She identified a group of organizations that "I request, but do not direct" the Fund to support, and went on to say:

"In the event the trustees do not use all of the income for the institutions... I direct that the surplus income hereunder be used for the temporary relief of individuals, residing in Florida, Delaware, or Virginia, who are in need."

She made a few operational modifications over time, but there was no further instruction for her philanthropy. Fewer than five pages of the 82-page Last Will and Testament are devoted to directing the operations of what was, at its birth a \$70 million charitable foundation.

"It is surprising how little direction she gives to the trustees of her estate," notes Sherry Magill, president of the Jessie Ball duPont Fund, who has been a student of the will for her 22-year tenure at the Fund. "She suggests the Fund support individuals 'in need' without defining that need."

For Magill and others who have studied the will, this lack of direction is an indication of Mrs. duPont's mature understanding of philanthropy in perpetuity.

"I am cognizant that the needs of institutions are constantly changing," Mrs. duPont writes, "and, further, that as time passes the standards of performance of the institutions will change."

"She did not try to control from the grave," Magill says. "She says, in essence, 'go do the work.'"

That broad latitude lies in some tension with the limits of a specific group of grantees - the organizations that Mrs. duPont "requests but does not direct" be supported. But over the course of 35 years, the unrestricted charge and the restrictions on eligibility have remarkably blended to guide an approach to philanthropy that is both distinctive and creative.

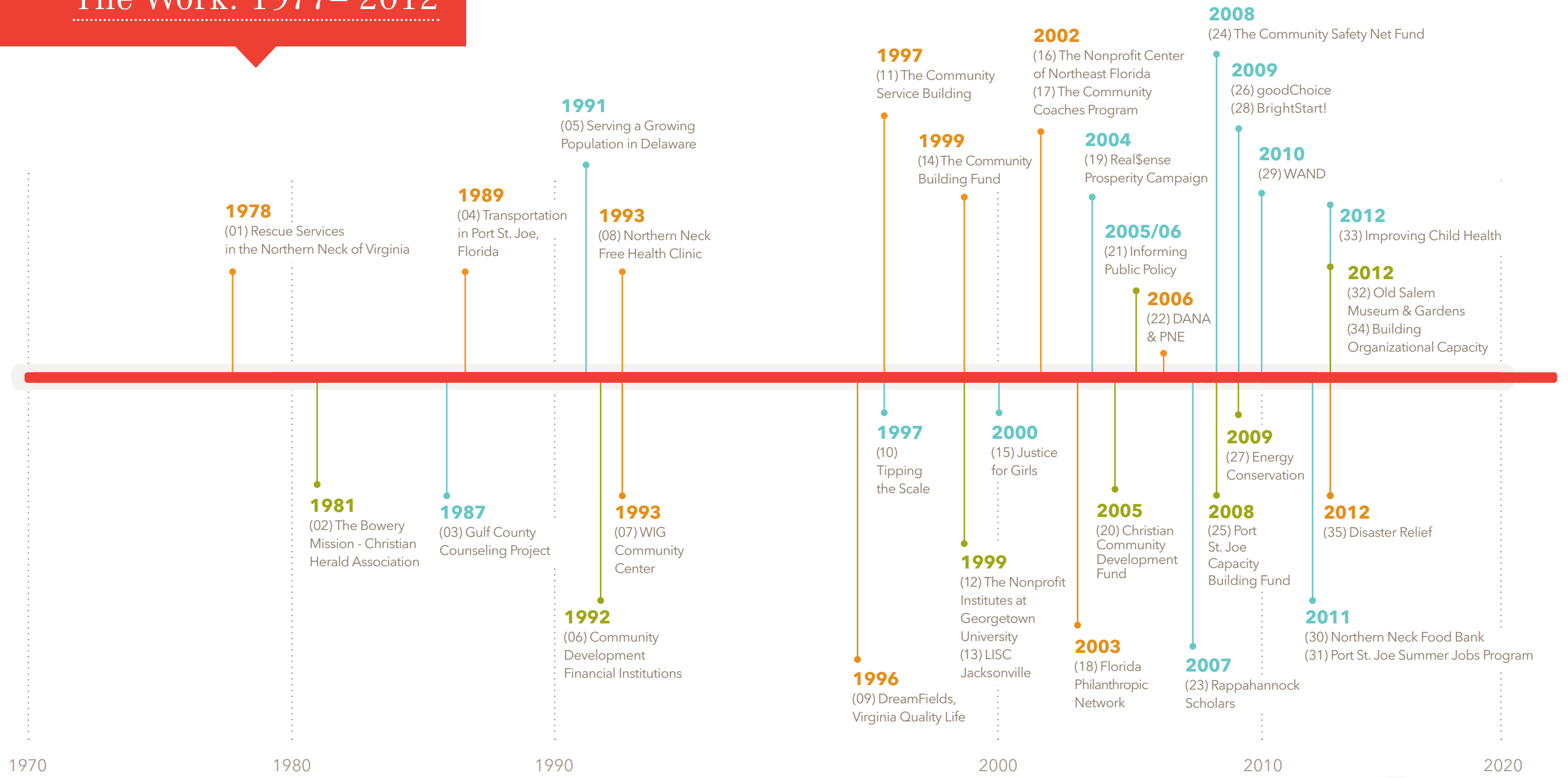
"For Magill and others who have studied the will, this lack of direction is an indication of Mrs. duPont's mature understanding of philanthropy in perpetuity."

The permanency of the funder-grantee relationship has resulted in strong bonds and deep trust between the Fund and its grantee organizations. The boundless opportunity for work has enabled the Fund to evolve with the times. Mrs. duPont could not have imagined the challenges facing communities and organizations today, and she knew that.

Mrs. duPont demonstrated great courage in leaving her estate, ultimately, to a group of people she did not know and to whom she offered so little direction. She freed her philanthropy. After 35 years it is clear that her light hand was, indeed, her greatest gift.



The Work: 1977–2012



01

Rescue Services
in the Northern
Neck of Virginia

1978

STRENGTHENING THE NONPROFIT SECTOR

In the Northern Neck of Virginia, roads are narrow and winding, towns are few and hospitals are even fewer. If you have an accident or a medical emergency, you turn to the local rescue squad – and in Northumberland, Lancaster and Essex counties, those are volunteer rescue squads.



Between 1978 and 2012, the Jessie Ball duPont Fund invested almost \$800,000 in these rural emergency response systems.

In 1978, one year after the Jessie Ball duPont Fund began operations, the trustees awarded almost \$25,000 to the Northumberland County Rescue Squad and the Tappahannock Volunteer Rescue Squad to support an ambulance purchase and expansion of facilities.

Since then, the Fund has invested repeatedly to help the region's rural communities have the life-saving emergency response systems that they need.

The Fund has worked with three separate rescue squads – Northumberland County, Tappahannock and Kilmarnock-Lancaster County – helping the organizations purchase ambulances, defibrillators, “jaws-of-life,” massive emergency generators, hydraulic lifts and other equipment.

Between 1978 and 2012, the Jessie Ball duPont Fund invested almost \$800,000 in these rural emergency response systems. The Fund also provided organizational support to help strengthen management and volunteer recruitment, in part by encouraging leaders such as Ken Shepard of the Northumberland squad to attend the Nonprofit Institute at Georgetown University (See page 31).

“Taking time away at the Institute forced us to devote our waking hours, for three days, to solving a problem,” said Shepard. “Outside of the Institute, it never would have happened. We’re all volunteers.”



Narrow winding roads, rural countryside and miles of coastline combine to create challenges for rescue services in the Northern Neck of Virginia. (Ingrid Damiani)



02

The Bowery Mission -
Christian Herald Association

1981

“Among the most important things the Fund can do is to ensure that these organizations remain healthy, vibrant and relevant to meet the needs of their communities.”

BUILDING ORGANIZATIONAL CAPACITY

For most of the 20th century, the “Bowery” district in New York City was the stereotypical skid row – home to the poorest, most desperate and, often, most dependent of the city’s residents. Throughout that period, The Bowery Mission, owned by Christian Herald Association, provided sanctuary, food, compassion and support to all who entered its doors.

In the early 1960s, Jessie Ball duPont made a contribution of \$240 to Christian Herald, a gift that ensured the organization would be eligible for support from the fund that bears her name. Today, the Jessie Ball duPont Fund is a frequent funder of The Bowery Mission, supporting not only the delivery of services but the organizational health of the 130-year old charity.

“This is one of the organizations that was important to Mrs. duPont, one she chose to support,” said the Fund’s President Sherry Magill. “Among the most important things the Fund can do is to ensure that the organizations she cared about remain healthy, vibrant and relevant to meet the needs of their communities.”

Through the years, the Jessie Ball duPont Fund has invested more than \$1.1 million in The Bowery Mission. The Fund has supported a variety of programs, some serving children, some serving women and some serving alumni of the Mission.

But the Fund also has supported professional development opportunities for staff, initiatives to shore up the Mission’s financial position and the development of collaborations with area churches and schools. And in times of crisis and distress, the Jessie Ball duPont Fund has provided core operating support to the organization.

The latter has become important in the 21st century, as events from the September 11, 2001 terrorist attacks on New York to the Great Recession have challenged the Mission and the people it serves. In 2012, the Mission reported that the number of homeless in New York City increased 15% in the previous year, due in part to major changes in the city’s rent subsidy program, and that about 90% of the city’s homeless struggle with addiction.

“The Bowery Mission does heroic work with people who desperately need heroes,” Magill said. “Helping to sustain this type of work, helping to sustain this type of organization is important for philanthropy, and for the Jessie Ball duPont Fund.”



The red doors of The Bowery Mission have welcomed all who need assistance for more than a century. (Courtesy of The Bowery Mission)



Transportation in Port St. Joe, Florida

1989

04

BUILDING ASSETS / CREATING OPPORTUNITY

In a small rural town with limited opportunities, it can be difficult for young people to envision the broader world – to see what is possible and reach for it. For these young people in particular, post-secondary education can be life-changing.

Beginning in 1987, the Jessie Ball duPont Fund supported efforts to encourage college-going by the young people in rural Gulf County, Florida. Though the program has changed through the years, it has had a profound effect on the way young people in that community view post-secondary education.

The Jessie Ball duPont Fund has a deep interest in Gulf County and its county seat of Port St. Joe, which was one of the places Mrs. duPont called home. In 1987, only 37% of Gulf County high school graduates went on to any type of post-secondary education.

That year the Fund made a grant of \$86,500 to support the Gulf County Counseling Project, which was the brainchild of administrators at Rollins College, in Winter Park, Florida.

Rollins counselors met with parents and families in Gulf County to encourage them to support students' efforts to continue education beyond high school.

Rollins continued the program through 1995 – and the Jessie Ball

duPont Fund stayed with them, investing a total of \$594,120 through the years. The last grant of \$258,000 was to create a sustainable source of funding, as Rollins concluded its work.

Today the program is known as the Gulf County Scholarship Program and is funded by the Fund's legacy as well as gifts from other individuals, businesses and foundations.

Starting in Grade 7, students accumulate points for attendance, academic achievement and parent engagement. Upon graduation and matriculation into a post-secondary program, students are awarded cash, with the amount determined by the number of points earned and the type of post-secondary education pursued. Students attending a four-year private college or university, for example, receive \$10 for every point earned.

Though the size of individual scholarships are relatively small – far less than the cost of a semester's education – they fill an important niche in students' broad financial plans for education, particularly as they carry no restrictions on use. Students can apply the funds to any education-related expense, from travel, to housing, to living expenses.

Over the life of the program, more than 900 Gulf County graduates have been supported by scholarships totaling \$512,842. And today, 82% of Gulf County high school graduates enroll in a post-secondary educational program.

STRENGTHENING THE NONPROFIT SECTOR

In Port St. Joe, Florida, a coastal town of fewer than 5,000 residents, there is no municipal bus system. There are no taxis. No commercial transportation to help people of modest means get where they need to go.

But there are churches – many of them – and in Port St. Joe they serve not only as houses of worship, but as neighborhood centers, day-care and after-school centers, recreation programs, feeding programs and youth development programs. Eighteen of these churches are eligible for support from the Jessie Ball duPont Fund.

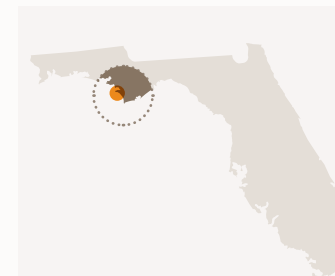
In 1989, First Baptist Church of White City, a community adjacent to Port St. Joe, requested \$19,600 to support the purchase of a van that would help the church expand its ministry to seniors and youth. Two years later, First United Methodist Church in Port St. Joe made a similar request. Then Thompson Temple First Born Church of the Living God, then Zion Fair Missionary Baptist. And it continued.

For a while, the Fund chafed a bit at these seemingly redundant requests. Then staff saw what was happening: through these church vans, the churches of Port St. Joe were creating a community transportation system.

If seniors needed to go to the doctor, the van could take them. If youth needed to go on a field trip, the van or vans could transport them. When meals needed to be delivered to shut-ins, the vans would carry them. When children needed to get to summer camp, the vans provided the transportation.

Between 1989 and 2010, the Fund invested \$513,000 in 21 vans for churches in Port St. Joe. The Fund established guidelines to ensure that the vans met current safety requirements and that churches had the appropriate insurance and trained, licensed drivers.

While the Fund helped churches in other communities purchase vans to support church activities, it is only in Port St. Joe that the Jessie Ball duPont Fund vans have become a network of transportation for people in need, of all ages.



Between 1989 and 2010, the Fund invested \$513,000 in 21 vans for churches in Port St. Joe.

IN 1987
37%

of Gulf County high school graduates opted for post-secondary schooling

IN 2013
82%

of high school graduates opted for post-secondary schooling

03

Gulf County Counseling Project

1987

05

Serving a Growing Population in Delaware

1991

“The Episcopal Diocese of Delaware ... with the support of the Jessie Ball duPont Fund, has been a driving force in reaching out to and nurturing these new residents.”

BUILDING ASSETS / CREATING OPPORTUNITY

Delaware, like many states, has experienced enormous population changes in recent decades, not the least of which has been the growth in the Latino and Hispanic population.

In 1990, the U.S. Census reported Latinos and Hispanics comprised 2.3% of the population; 20 years later, they comprised 8.4%.

The Episcopal Diocese of Delaware saw this trend emerging in 1990 and since then, with the support of the Jessie Ball duPont Fund, has been a driving force in reaching out to and nurturing these new residents.

In 1991, the Fund awarded a \$25,000 grant to the Diocese to help it learn more about the demographic changes occurring in southern Delaware, where agricultural businesses were attracting immigrants as low-wage labor. The research documented “the huge growth in the Hispanic population, associated with the poultry industry, and the cultural tensions developing... due to that growth.” Among the issues cited: worker safety, housing and medical care for low- and moderate-income people.

In 1995, the Diocese launched the Sussex County Project to provide community outreach through the region’s churches. During the next

15 years, the Jessie Ball duPont Fund provided more than \$600,000 in support, helping the Diocese:

- Establish La Esperanza, a Latino Community Outreach Center in Georgetown, Delaware, created in partnership with Catholic and Presbyterian congregations.
- Partner with the Delaware Division of the Arts to establish a Latino Cultural Center in Georgetown, hosting the first Georgetown Hispanic Festival in 1997.
- Establish the Delmarva Poultry Justice project to improve working conditions for low-wage employees in the poultry industry.
- Establish La Red Health Center at La Esperanza, providing medical care for people in need, using an all-bilingual staff.
- Support formation of a youth soccer club.
- Establish Primeros Pasos/First Steps, a child-care center in Georgetown for the children of poor and working families in Sussex County.

The church’s work was not confined to Southern Delaware, however.

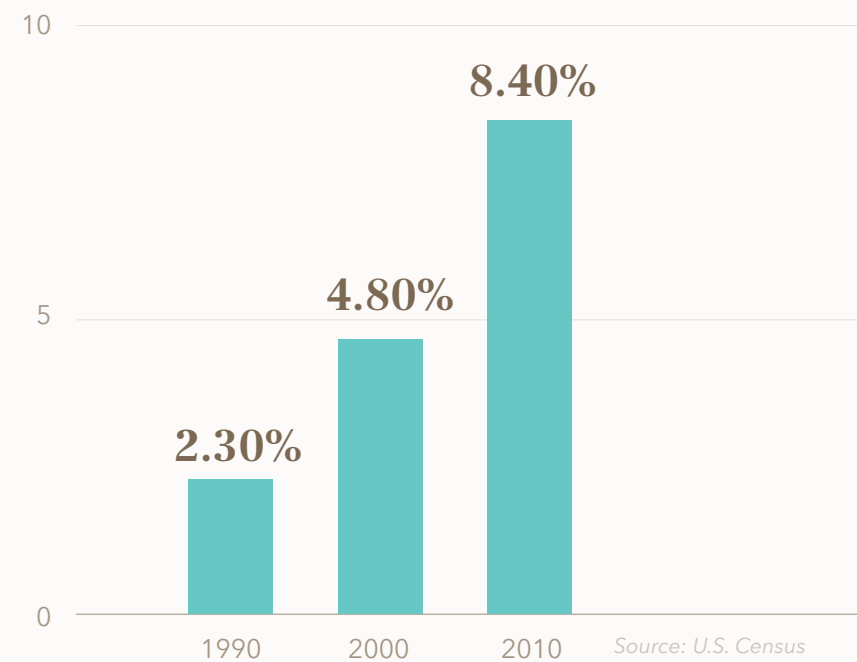
During the same period, Trinity Episcopal Church in urban Wilmington established a ministry serving the Spanish-speaking community, providing short-term financial assistance, programs for youth and language lessons. And Christ Church Christiana Hundred in Greenville, Delaware, partnered

with the Latin American Community Center in Wilmington to provide professional mental health services to this underserved community.

“The church has shown great leadership in recognizing - and addressing - the challenges that come with a changing population mix,” said Sherry Magill, president of the Jessie Ball duPont Fund. “They have been significant leaders in their communities.”

HISPANIC POPULATION

As % Of Delaware Population



06

Community Development
Financial Institutions

1992

BUILDING ORGANIZATIONAL CAPACITY

In Delaware, North Carolina and Florida, communities have new sources of capital today thanks to the vision of religious organizations and strategic investments made by the Jessie Ball duPont Fund in the 1990s.

The decade was one of rapid growth for a relatively new type of lending institution - the community development financial institution, or CDFI. CDFIs look and operate much like traditional financial institutions with one key difference - their mission is to invest in economically disadvantaged communities. Typically, CDFIs provide technical assistance as well as capital, supporting the development of housing, community facilities and enterprises that create jobs.

The Jessie Ball duPont Fund first entered this field in 1992, when it made a \$5,000 grant to the Episcopal Diocese of Delaware to explore establishing a CDFI in the state. Within a year, First State Community Loan Fund had been founded to provide access to capital for small businesses, community organizations and developers of affordable housing in Delaware. In the next two years, the Fund invested \$290,000 in First State, helping it to establish itself as a key part of Delaware's lending community.

In 1993, the Jessie Ball duPont Fund partnered with the Episcopal Diocese of North Carolina to invest in the already established Center for

Community Self-Help, with a mission to create and protect ownership and economic opportunity for all. The Fund's relatively modest investment of \$410,000 helped Self-Help but also connected the Fund with a robust and thriving institution. Today, Self-Help is considered among the leaders in the industry.

“CDFIs operate much like traditional financial institutions with one key difference - their mission is to invest in economically disadvantaged communities.”

In 1996, the Fund collaborated with the Archdiocese of Miami to support the newly established Florida Community Loan Fund, which makes loans to nonprofit and mission-based for-profit organizations. In the latter half of the decade, the Fund invested \$975,000 in the Loan Fund, watching with pride as it tackled projects across the state of Florida.

Each of these institutions, in its own way, has thrived and had enormous impact on its community.

And today, the Jessie Ball duPont Fund is again looking to them as partners - but through a different lens.

In 2011, the trustees of the Fund committed \$10 million from the Fund's endowment to be used for Program Related Investments in Florida, Virginia and Delaware. Its first PRI, made in fall 2011, was a \$2 million investment in the Florida Community Loan Fund to support development and preservation of affordable rental housing in Duval County (Jacksonville), Florida.

“There is great satisfaction that comes from knowing the Fund's early investments helped establish these organizations,” said Mark Constantine, senior vice president of the Jessie Ball duPont Fund, “and now they are important partners for the Fund in its work with communities.”

SINCE 1993:



- \$22 million in loans made
- 1,295 jobs created
- 225 housing units developed
- 911 day care slots created
- 474 charter school seats created

SINCE 1980:



- \$6.08 billion in financing
- 90,000 credit union members
- 27,000-plus jobs created
- 855 community facility projects financed
- 25 community properties acquired and renovated
- 153 homes completed

SINCE 1994:



- \$114 million in financing
- 4,600 jobs created
- 2,700 housing units developed
- 82 community facilities developed

STRENGTHENING THE NONPROFIT SECTOR

School desegregation in the small community of Port St. Joe meant closing the black high school and demolishing most of its buildings.



The WIG gymnasium provides recreation space for children and young adults.

Left standing was the David Jones Memorial Gym, which had been an anchor for the predominantly black community of North Port St. Joe.

When the Jessie Ball duPont Fund visited North Port St. Joe in 1991, staff heard the community's longing to reclaim the gym as a center of community life. They also saw opportunity in helping a community organize itself to create positive change.

In 1993, with the help of the Jessie Ball duPont Fund, the Washington Improvement Group (WIG) was born – named after the former Washington High School, based in the gymnasium under a long-term lease with the city, and focused on helping “the poor, the underprivileged, and victims of discrimination and alienation.”

During the next decade, the Fund worked to build the capacity of WIG, educate and train its leaders to be effective change agents, and help WIG and the community agree on a proper role for the organization. It was, perhaps, the most difficult philanthropy the Fund has undertaken to date.

“We underestimated the long-term effects of Port St. Joe’s history as a ‘company town,’ dominated by a single employer, the paper mill,” said Sherry Magill, president of the Jessie

Ball duPont Fund. “The community’s natural inclination was to rely on another’s lead. It was very hard for us not to become that leader.”

The leaders of WIG faced challenges common to most young nonprofits – defining mission, distinguishing between what they would like to do and what they had the capacity to do, and sorting through sometimes conflicting priorities.

Ultimately, the group determined that its best role might be as funder of other community organizations. With the help of the Jessie Ball duPont Fund, WIG established an endowed fund at The Community Foundation of North Florida in Tallahassee and today makes grants to community organizations working in Port St. Joe.

The community’s dream of reclaiming the gym, meanwhile, has been fully realized. The gym and surrounding buildings now are the site of bustling programs serving children, youth and the needy in North Port St. Joe. Summer camps, a food pantry, tutoring programs and athletic programs all operate on the site. And one building has been converted into a museum housing an extensive collection of memorabilia and ephemera that document the history of North Port St. Joe.

“Our work in North Port St. Joe has taught us enormous lessons about leadership, about community capacity and about patience,” said Magill. “We are proud of what that community has accomplished and hopeful for the progress that is still to come.”

STRENGTHENING THE NONPROFIT SECTOR

“We embrace health and wellness as the foundation for quality of life, and we dedicate ourselves to providing the highest level of medical care to all those who lack access to it within our community.”

Those words have guided operations at the Northern Neck Free Health Clinic since 1993, when the clinic first opened in borrowed space at the Lancaster County Health Department.

Today, the nonprofit operates a medical and dental clinic and pharmacy in a 10,500 square foot facility on the Virginia Quality Life common campus and also provides outreach services in nearby communities.

The clinic provides all services free of charge to uninsured low-income individuals, funded almost exclusively by contributions and donations of equipment and supplies.

Through the years, the Jessie Ball duPont Fund has partnered with area churches to make more than \$500,000 in strategic investments in the clinic, recognizing the value that it brings to vulnerable people in the region. Annually, the clinic

Northern Neck Free Health Clinic
1993
08

handles about 11,000 patient visits and dispenses roughly 30,000 prescription medications.

Demand for the pharmacy services has grown substantially since changes to Medicare in the mid-2000s. In anticipation of those changes, the Fund supported pharmacy technician training for more than three dozen volunteers, ensuring that all were certified by the Commonwealth of Virginia. This large pool of certified volunteers has enabled the clinic to meet rising demand without incurring additional costs for paid pharmacists.

Overall demand has soared in recent years as more area residents are impacted by the recession.

“I moved here in the 1950s,” said Executive Director Jean Nelson, “and people who I thought would never walk through these doors are walking into the clinic now.”

The Northern Neck Free Health Clinic provides medical care, dental care and pharmacy services at its primary facility in Kilmarnock, Virginia. (Ingrid Damiani)

07

WIG Community Center

1993





STRENGTHENING THE NONPROFIT SECTOR

Rural communities can be incredibly rich in natural beauty but incredibly poor in the man-made resources that help to build healthy communities and develop productive young people.

Such was the case in the lower Northern Neck of Virginia in the early 1990s. In the region around the towns of Kilmarnock and Irvington, there were few facilities or programs focused on health, fitness and recreation.

From 1995-2005, the landscape changed, however, as churches, community leaders and nonprofits came together to build a robust complex of facilities, with strategic financial support from the Jessie Ball duPont Fund.

In 1996, nine churches led by Irvington Baptist Church and the Youth Club of Lancaster County collaborated to build an outdoor sports complex on 20 acres of donated land. The project, known as DreamFields, features ball fields, playgrounds and a community center that hosts everything from reading classes to wedding receptions.

That same year, a group of community leaders established Virginia Quality Life, Inc., a nonprofit dedicated to building a common campus for community resources about one mile from the DreamFields site. Partners in VQL included the Northern Neck YMCA, the American Red Cross River Counties Chapter, the Northern Neck Free Health Clinic and Rappahannock General Hospital Rehabilitation Services and Sports

Medicine Center. Today, the campus boasts a stunning 36,000 square foot Red Cross/YMCA center that offers an array of programming for all ages, an expanded free clinic as well as additional health care facilities.

Overall, the Jessie Ball duPont Fund invested about \$1 million in development of these facilities and another \$400,000 to support programming. Typically, the Fund was an early investor, serving as a seed funder to entice other funders and inspire their confidence. By 2004, a total of more than \$10.5 million had been raised in support of the projects, including \$3.5 million in gifts from local individuals.

Reflecting on the work, John Farmer, pastor of Irvington Baptist Church, said, "I am proud and happy to have been a small part of its inception... our community has been equipped and ennobled by the effort."

DreamFields,
Virginia Quality
Life

1996

09

10

Tipping
the Scale

1997

BUILDING ASSETS / CREATING OPPORTUNITY

At Baptist Medical Center in Jacksonville, teens from some of the city's most challenged neighborhoods learn about work, discipline and life through a program called Tipping the Scale, an adolescent intervention and mentoring program launched in the late 1990s by the hospital and a local nonprofit and sustained by more than \$440,000 in funding from the Jessie Ball duPont Fund.

“There is new confidence, a new sense of what is out there for them. There is a quiet pride – they don’t flaunt it.”

“These are kids from low-income neighborhoods without support systems and resources, many of whom are raising themselves,” said Davy Parrish, former CEO of The Bridge of Northeast Florida and one of the founders of Tipping the Scale. “It is a quantum leap for them to go from their world in the inner city to the state-of-the-art environment at the hospital.”

Through extensive mentoring, exposure to real-life work situations and summer job opportunities, the Tipping the Scale students receive personal support, academic encouragement and preparation for college and/or career.

Since the program began in 1999, 889 youth have participated in the program at Baptist and 98% have completed high school. All who have graduated have gone on to college or career, said Lynn Sherman, director of community health for Baptist.

Today, Tipping the Scale is providing the foundation for a broader summer employment program for young people in Jacksonville.

Tipping the Scale combines two strategies – mentoring during the school year and paid jobs during the summer.

Hospital staff serve as mentors and are carefully coached in advance. As a result, mentoring relationships can span three or more years, and there is very low attrition.

The change in the teens is remarkable.

“There’s a transformation,” Parrish said. “There is new confidence, a new sense of what is out there for them. There is a quiet pride – they don’t flaunt it. There is excitement about the money and what is going to happen over the summer. And there is concern about logistics – transportation and lunches – and a lot of work on time management.”

Sherman sees a growth in the teens’ “ability to understand responsibility and transfer it into action – that and their sense of possibility for their own lives.”

“We are particularly proud of the work of The Bridge and Baptist in establishing a high-quality program for these young people,” said Katie Ensign, senior program officer of the Jessie Ball duPont Fund. “It is gratifying to see how the program has grown and been accepted by others in the community.”



*For young people from some of North Florida's most challenging neighborhoods, Tipping the Scale provides not only work and experience, but the support and guidance of an interested and dedicated adult.
(Ingrid Damiani)*

11

The Community Service Building

1997

STRENGTHENING THE NONPROFIT SECTOR

Nonprofit organizations often spend a significant amount of time and money locating, securing and managing the offices in which they work.

In Wilmington, Delaware, private and corporate funders who were keenly aware of these challenges came together to create a permanent home for nonprofits in the heart of the city.

In the mid-1990s, the funders consulted with nonprofit organizations to determine their needs and engage them in concept planning. In 1995, seven foundations, including the Jessie Ball duPont Fund, joined with a host of corporate funders and the State of Delaware to support acquisition and renovation of the Montchanin Building, a 12-story office tower built in 1924, along with adjacent property that would be used for parking.

The Community Service Building opened its doors in 1997, along with a 473-space parking garage. In all, acquisition, construction and renovations cost about \$24 million. In addition to contributing to the building project, the Jessie Ball duPont Fund supported the relocation costs for some of its eligible organizations.

Initially, only six nonprofit organizations moved into the building and for-profit businesses rented the additional space. But over time, the tenant mix shifted and today, the building is fully occupied by nonprofits.

Seventy-three organizations call the building home, from the American Red Cross to the YMCA, including several Jessie Ball duPont Fund-eligible organizations.

The Community Service Building has served as inspiration for the Jessie Ball duPont Fund in its home community of Jacksonville. As 2013 unfolded, the Fund was exploring the possibility of buying a historic downtown building and creating a similar home for nonprofit and philanthropic organizations.

BUILDING ORGANIZATIONAL CAPACITY

Building a strong organization usually starts at the top, with capable, knowledgeable leadership.

In the 1990s, the Jessie Ball duPont Fund focused on the need to provide training and support to the leaders of its eligible nonprofit organizations in order to build their capacity and maximize their effectiveness.

In 1999, the Fund commissioned the Center for Public and Nonprofit Leadership at Georgetown University to provide a learning experience that would:

- Increase the organizational capacity and effectiveness of eligible organizations;
- Enhance the leadership abilities of board and staff;
- Help each organization see itself as part of the larger nonprofit sector;
- Create a sense of community among the participating organizations.

Through a five-day residential program, teams of participants from each nonprofit received training from Georgetown University faculty and experts in the field. Participants brought projects from their organizations, tackled them as teams and received follow-up coaching from Georgetown leaders. And each year, participants were invited back to a two-day alumni session, with a learning component and ample networking.

Since the first Nonprofit Institute in 1999, 288 individuals from 75 nonprofits have participated in the program. Many organizations have cycled through the program more than once as CEOs have changed.

Through the years, Georgetown University has modified the curriculum and approach to meet changing needs. Today, for example, there

is a special session of the Institute for emerging leaders within the organizations, designed to better equip them for the challenges ahead and keep them working in the nonprofit sector.

The impact of the program is best understood at the organizational level. Participants talk about the specific skills they acquired - in strategic planning or marketing or volunteer management. Beyond that, however, in interview after interview, CEOs and board members point to the benefits of:

- Being challenged, especially being pushed to look at their operation in new ways;
- Finding a cohort of colleagues who could provide support outside of their organization;
- Seeing their organization in the context of their community and the larger field.

"The match with Georgetown was particularly good," said Fund President Sherry Magill, "because they were scholars of the nonprofit sector. They were learning just as we were learning."

Through the Institutes, the Jessie Ball duPont Fund has a more robust cohort of nonprofits with which to work, supporting the needs and ambitions of people in the communities that were so important to Jessie Ball duPont.

TO LEARN MORE

Read Notes from the Field: *Building Stronger Nonprofit Organizations*, Winter 2006, available in the Library at www.dupontfund.org

\$24M

development costs

73

nonprofit tenants



The Nonprofit Institutes at Georgetown University 1999

12

BUILDING ORGANIZATIONAL CAPACITY

In the early 1990s, Jessie Ball duPont Fund staff Sherry Magill and Mark Constantine met the Episcopal Bishop of Virginia, who shared with them the exceptional community development work being done in Richmond by an organization called Local Initiatives Support Corporation – LISC.

It was an encounter that would change the face of Jacksonville.

Today, LISC/Jacksonville is among the community's strongest nonprofit organizations. Since its founding in 1999, it has made \$21 million in acquisition and construction loans in greater Jacksonville and is responsible for the renovation or construction and sale of 236 homes in underserved communities. It also is responsible for the construction of seven youth athletic fields.

LISC is more than a homebuilder. It invests resources to revitalize and strengthen the whole neighborhood – housing, schools, community facilities and nonprofit organizations that enable local residents to become “stakeholders” in their community.

“Bringing LISC to Jacksonville is among the Fund’s greatest achievements,” Magill says. But it was not an easy task.

Magill enlisted the help of the newly-created Jaguars Foundation and together, they convinced then Mayor John Delaney to invite LISC to Jacksonville. Joined by community leader J.F. Bryan, who was then the chairman of The Community Foundation in Jacksonville, and others, they raised the funds needed to open the office and hire staff.

“The first five years were very rough slogging,” said Magill. “There was no community development corporation market here. That had to be created. And we had to get investors, including the city, to be supportive.”

In 2004, then Mayor John Peyton agreed to send a team to visit Richmond and see the impact LISC had had on that city. They returned home believers, and the city has been a steady partner with LISC since. The Jessie Ball duPont Fund, through its partnership with The Community Foundation, a duPont Fund-eligible organization, also has remained a committed supporter, investing \$2.55 million with LISC/Jacksonville through the years.

Today LISC is embarking upon a new venture, focusing on two Jacksonville neighborhoods and aiming for “wrap-around” investments that address not only housing but economic development, family income and wealth, access to quality education and healthy environments. LISC/Jacksonville plans to commit \$20 million in loans in these two communities over the next three years.

And the Jessie Ball duPont Fund remains on board. Said Magill, “I am an absolutely devoted believer in what LISC does.”

LISC Jacksonville has revitalized multiple neighborhoods in Jacksonville, improving housing quality and helping build community infrastructure. (Ingrid Damiani)



13

LISC Jacksonville
1999



The Community Building Fund
1999

14

STRENGTHENING THE NONPROFIT SECTOR

In 1999, the Jessie Ball duPont Fund was deeply concerned about the growing national trend to shift the financing of social services away from the federal government to states and localities.

The Fund was particularly concerned about how this trend would impact children and youth, especially given the limited capacity of community-based nonprofits.

In response, the Jessie Ball duPont Fund announced in November 1999 a \$5 million investment, over five years, to build the capacity of child-serving nonprofits in its home community of Jacksonville, Florida. The Jessie Ball duPont Community Building Fund, as it was called, would be housed at The Community Foundation in Jacksonville and would:

- Help local youth-serving nonprofits build their capacity;
- Create a community forum for those nonprofits;
- Provide education and training experiences for staff of those nonprofits;
- Support community programs to improve the quality of life for children.

There were numerous challenges along the way, but among the most significant was helping organizations understand the concept of capacity building. It did not mean just hiring more staff or buying more equipment.

The Community Building Fund encouraged – or rather, demanded – that organizations take a hard look at themselves. Did they know what they

needed to know to do the work that they wanted to do? And was the work that they wanted to do the work that their constituents and the community needed done?

Self-probing questions such as these and the thoughtful six-to-18-month process of asking and answering them became known as Reflective Practice. Over five years, the Community Building Fund institutionalized this practice of thoughtful reflection and good strategic analysis among a large cohort of Jacksonville-area nonprofits.

Between 1999 and 2012, through direct grants from the Community Building Fund and succeeding entities, 68 area nonprofits underwent Reflective Practice. The Community Building Fund also has supported periodic “Nonprofit Summits” – gatherings focused on learning about common issues and encouraging collaborative responses to those issues.

As a result, scores of nonprofits have become stronger, smarter and more responsive, and services for children and youth in the community are better.

“We knew from the outset that Jacksonville needed a stronger, healthier, more vibrant nonprofit sector,” said Sherry Magill, president of the Jessie Ball duPont Fund. “The Community Building Fund was a framework in which to start that work.”

TO LEARN MORE

Read Notes from the Field: *Strengthening a Community's Nonprofit Sector*, Winter 2008, available in the Library at www.dupontfund.org

15

Justice for Girls

2000



BUILDING ASSETS / CREATING OPPORTUNITY

Girls struggling in Florida's juvenile justice system may not have heard of Jessie Ball duPont, but the fund that bears her name has made a major difference in their lives.

After 15 years and almost \$2 million in investments by the Jessie Ball duPont Fund, Northeast Florida has perhaps the nation's most robust regional program advocating for at-risk girls.

The story begins in the 1990s, when the Jessie Ball duPont Fund invested in the National Council on Crime and Delinquency's broad work in juvenile justice.

Subsequently, the Fund narrowed the scope of its investment, supporting a more focused study of girls through a partnership between NCCD and Lawanda Ravoira, who was then CEO of a Florida nonprofit working with at-risk girls. The result was *Educate or Incarcerate*, a ground-breaking analysis of girls in Northeast Florida's juvenile justice system, published in 2000. Its key messages: to keep girls safe and out of trouble, prevention and intervention need to happen as early as middle school, and should be gender-specific, that is, geared to the unique needs of girls.

"That publication really changed the conversation around girls in juvenile justice," said Ravoira.

During the next six years, NCCD and Ravoira partnered repeatedly, studying the full range of juvenile justice services for girls in Florida and advocating for – and achieving – major changes in the way the state's Department of Juvenile Justice dealt with girls.

In 2008, NCCD decided to institutionalize its knowledge and practice in this field by creating the Center for Girls and Young Women, a national resource for research, technical assistance and training to improve outcomes for girls in the juvenile justice and child welfare systems nationwide. Ravoira was chosen to lead the center.

The Center gained national recognition, receiving requests for assistance from across the country. It also developed and implemented in Jacksonville a program for elementary-age girls after local stakeholders noticed that 850 elementary girls a year were being given out-of-school suspensions for behavior problems. Local funders, NCCD and the Robert Wood Johnson Foundation supported the program.

One of the local funders was Delores Barr Weaver, who had long been a supporter of Ravoira's work and an advocate for girls' and womens' issues. In 2012, Weaver made a gift of \$6.6 million to help establish the Delores Barr Weaver Policy Center, which will conduct research, provide training and advocate for girls involved in the juvenile justice and child protection systems in Northeast Florida. Ravoira was named to head the new center.

"Our work will focus on our community," Ravoira told the media, "in really making Duval County and the First Coast a model for this country in how communities should respond to girls."

"Our work will focus on our community," Ravoira told the media, "in really making Duval County and the First Coast a model for this country in how communities should respond to girls."

TO LEARN MORE

Read about the Juvenile Justice Initiative in the Fall 2003 issue of Notes from the Field, available in the Library at www.dupontfund.org

STRENGTHENING THE NONPROFIT SECTOR

Today, it is hard to imagine Greater Jacksonville *without* the Nonprofit Center of Northeast Florida.

In 10 years, the Center has established itself as an essential part of the landscape: a political force, a network hub and a knowledge resource.

The Jessie Ball duPont Fund has been a key part of that work since before the Nonprofit Center was born.

In 1998, the Fund's President Sherry Magill chaired a study group that recommended establishing a nonprofit support organization. During the next few years, Magill advocated and raised funding for such a center, and, in 2002 the Nonprofit Center of Northeast Florida was born with the Jessie Ball duPont Fund as a founding member.

"Communities need strong nonprofit sectors if they are to ensure a good quality of life for all people," said Magill, "and nonprofits need this type of infrastructure to help them organize, learn, collaborate and communicate effectively."

In its first 10 years, the Center has received continuing financial and moral support from the Fund that has helped:

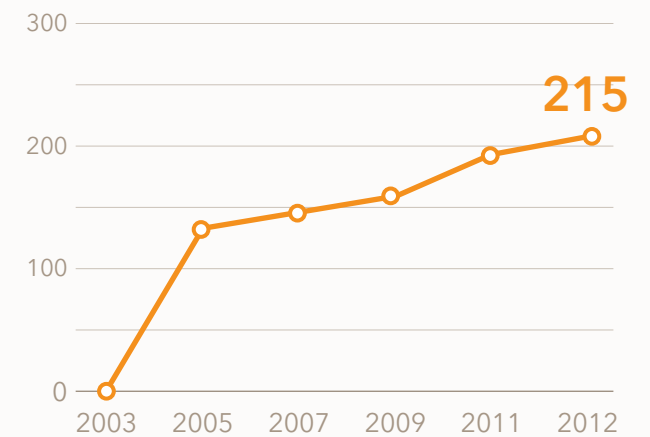
- Membership grow to more than 200 organizations and individuals;
- The Center establish an online community platform to provide information and facilitate collaboration;
- The Center take an active role on the political stage, advocating for policies and practices that benefit nonprofits, working to retain government funding for critical services and partnering with government to bring additional resources to the community.

Beyond these particular achievements, the Center has given the nonprofit sector enormous presence in Jacksonville. The importance and influence of the sector – a sector that was not even on the public radar 10 years ago – today

is recognized by political leaders and acknowledged by the media. "The Nonprofit Center's role has never been so important," opined The Florida Times-Union in late 2012.

"Our first 10 years are very much a story of strong, consistent and generous support from the Jessie Ball duPont Fund," said Rena Coughlin, the Center's president and CEO. "The Fund's decade of both extraordinary financial support and exceptional advocacy on our behalf has been the single most important factor in the Nonprofit Center's success to date. It's also what inspires our continual quest to be better and think farther ahead."

Nonprofit Center of Northeast Florida Membership



The Nonprofit Center of Northeast Florida

2002

16



STRENGTHENING THE NONPROFIT SECTOR

Building the capacity of a nonprofit organization is an ongoing challenge. Board members and staff change. Funding streams shift. And community and constituency needs and interests evolve.

How does a community create a mechanism that will continue to help organizations as they navigate these changes over time?

“Our concern was sustainability,” said Sherry Magill, president of the Jessie Ball duPont Fund. “We wanted to invest in lasting change.”

In Jacksonville, the answer has been the Community Coaches Program, a direct outgrowth of the Jessie Ball duPont Community Building Fund (See page 33).

“Our concern was sustainability... We wanted to invest in lasting change.”

Part of the original work of the Community Building Fund involved training and coaching nonprofit leaders to improve their skills and, thereby, the performance of their organizations. The question was asked: what if you gave community volunteers the same training, building a cadre of skilled experts who could then coach nonprofit leaders going forward?

The Community Coaches program invites community volunteers to enlist as coaches, receive training and commit to provide 10 hours of donated services to local nonprofit organizations. By 2012, more than four dozen Community Coaches had received the year-long training required to become a coach.

One of the early challenges faced by the program was logistics: how do nonprofits connect with a coach, and how do coaches get matched with an appropriate nonprofit? In 2004, with the encouragement of the Jessie Ball duPont Fund, the Coaches Program was housed at the Nonprofit Center of Northeast Florida (See page 35), with the Center’s staff assuming the role of program manager.

As of 2012, community coaches had accepted 265 coaching assignments, providing more than 5,000 hours of pro bono services to area nonprofits in areas including strategic planning, fund development and board-executive relations.

“The estimated in-kind value for Coaches’ expert services to local nonprofits is over \$250,000,” said Rena Coughlin, president and CEO of the Nonprofit Center. “The value to the community - stronger nonprofit leadership and management practices - is immeasurable.”

17

The Community Coaches Program

2002



Jessie Ball duPont Fund President Sherry Magill and colleague David Odahowski of the Edyth Bush Charitable Foundation were recognized for their service to FPN at the 2013 annual meeting.

STRENGTHENING THE NONPROFIT SECTOR

As the handful of grantmakers sat around the breakfast table in Miami in June 2000, they reflected on the messages they had heard during the previous day’s meetings: the State of Florida, under Gov. Jeb Bush, intended to shift funding in ways that would increasingly strain the nonprofits responsible for delivery of social services in the state.

The grantmakers also reflected on another fact they knew to be true: there was no statewide philanthropic entity with a voice to counter the voices in Tallahassee, or to speak on behalf of the funders and nonprofit organizations in the state.

That morning, the funders - including Sherry Magill, president of the Jessie Ball duPont Fund - vowed to create the statewide entity that would give Florida philanthropy its voice.

Creating a new organization is a difficult task, and this was no different. But after many stumbles and struggles, the Florida Philanthropic Network was born in 2003, with the Jessie Ball duPont Fund as one of its founding members, and Magill as a member of the board.

“It was just so important that we have this type of organization in Florida,” Magill said. “While there are many strong foundations in Florida, there was none that funded statewide and had the breadth of focus to be a voice for philanthropy.”

FPN began with only its seven founding members. Its early work focused on research - understanding and documenting the independent

Florida Philanthropic Network

2003

18

sector in Florida - and building relationships. It issued reports on Philanthropy in the Sunshine State, on the impact of federal resources coming to the state and on the economic impact of the nonprofit sector. FPN also developed relationships with policymakers in Tallahassee and Washington, D.C.

Today, FPN boasts more than 90 members, including virtually all community foundations in Florida. Its annual conference attracts nationally recognized experts and figures in the field of philanthropy. And it helps funders in specific fields such as health care or education, gain knowledge and connect with policymakers to influence state decisions on key matters.

“Florida is very regionalized,” Magill said. “People think regionally more often than they think about the entire state. And yet the statewide view, the statewide voice, is critical. FPN is one of only a handful of statewide philanthropic support organizations that is driving the important conversation about the role of government, business and nonprofits in creating the communities where we live.”

19

RealSense Prosperity Campaign

2004



BUILDING ASSETS / CREATING OPPORTUNITY

In 2003, the Jessie Ball duPont Fund began to think about the potential for bringing new financial resources into the community through the Earned Income Tax Credit – a strategy that, in the next decade, would have a major impact on Jacksonville.

The Earned Income Tax Credit (EITC) provides a tax credit for qualifying low-income taxpayers that can put cash in their pockets. But in 2003, few Jacksonville taxpayers were taking advantage of the credit, largely out of ignorance.

The Jessie Ball duPont Fund learned how other communities had benefited from campaigns to encourage low-income taxpayers to claim the EITC. In August 2003, the Fund awarded a grant of \$70,000 to United Way of Northeast Florida to lead a team of organizations in expanding the EITC program in Jacksonville.

The team included a host of community nonprofits as well as banks, representatives from the Internal Revenue Service and the City of Jacksonville. Despite the late start, the program, which quickly became

known as the RealSense Prosperity Campaign, was up and running in time for the tax season in the first quarter of 2004.

The success of that pilot year convinced the Fund that with organization and support, RealSense could have an enormous impact on the lives of low-wealth residents in Jacksonville.

In nine years – from 2003-2011 – the Fund invested \$1.98 million in RealSense, supporting staffing, organizational infrastructure and some programming. United Way remained the anchor organization of the community team and provided the day-to-day oversight for RealSense.

Today, RealSense:

- Provides free tax preparation for low-wealth taxpayers whether or not they qualify for the EITC.
- Ensures those who do qualify for EITC claim it.
- Provides financial education to help taxpayers avoid predatory lenders and encourage wise use of the tax refund when it is received.

“The success of that pilot year convinced the Fund that with organization and support, RealSense could have an enormous impact.”



More than 85 community entities – from Potter’s House Christian Fellowship and United Way, to WalMart and Bank of America – are partners in the campaign today and that is among the great achievements, says Senior Program Officer Katie Ensign.

“Bringing these partners together and keeping them together working on a practical solution to alleviate a little poverty in our community has been powerful,” she said. “It demonstrates that we can share responsibility and all be part of the solution.”



BY THE NUMBERS 2003-2011

97,575	Tax returns prepared (no charge)
83,085	Hours of financial literacy classes taught
23,018	Taxpayers who claimed the EITC
\$36.9M	Earned Income Tax Credits received
\$19.4M	Tax preparer fees saved

20

Christian
Community
Development
Fund 2005

BUILDING ORGANIZATIONAL CAPACITY

In the small coastal town of Port St. Joe, Florida, the paper mill that served as the community's dominant employer closed in the late 1990s, leaving massive economic disruption in its wake.

"I just want to thank all the group from Auburn who cleaned our yard. Not only did they do a fantastic job. They were a pleasure to be around."

Hit hardest were the community's older residents - less likely to find new employment locally and less able to relocate in search of a job.

Over time, many of these elderly residents watched their homes slip into disrepair. Perhaps they lacked the resources to pay for maintenance, or lacked the network of family and friends to get things done. Whatever the reason, porches sagged, floors rotted, paint peeled and mildew spread.

In 2005, the Jessie Ball duPont Fund invested \$250,000 with Oak Grove Assembly of God to support the work of a volunteer organization known as the Christian Community Development Fund (CCDF). Under the leadership of Diana Burkett, CCDF launched a home-repair program, using local volunteers - many of them young people - and donated building supplies to repair the homes of low-income elderly residents.

The program took off. Burkett and her church partners all agreed that they greatly underestimated the extent of the need among Port St. Joe's elderly population.

In the three years of the initial grant, CCDF completed repairs on 188 homes in Port St. Joe. While some repairs were comparatively simple - replacing ceiling tiles - others were extensive: rebuilding complete bathrooms and kitchens, rebuilding

floors from the joists up, or rebuilding and rescreening porches.

By 2008, CCDF had evolved from an all-volunteer organization to an independent 501(c)(3) nonprofit. The Jessie Ball duPont Fund continued to support CCDF's work through its Port St. Joe Capacity Building Fund, (See page 48) investing slightly more than \$1 million through 2012.

Through the years, CCDF has established partnerships with Auburn University and the Christian mission group Team Effort to bring hundreds of college students to Port St. Joe on their spring and summer breaks to repair and clean the homes of needy elderly residents. Hundreds of homes have been repaired, yards cleaned, siding washed and neighborhoods brightened.

The letters of thanks say it all:

"I just want to thank all the group from Auburn who cleaned our yard. Not only did they do a fantastic job. They were a pleasure to be around."

"Thank you all so much for putting in a ramp for my husband. He has already used it and is so excited to be able to get around just in the yard. We have been trying for about six months to get one. May God bless you."

"Your organization is meeting the needs of so many people in our community. Thank you for your hard work and dedication..."

BUILDING ASSETS / CREATING OPPORTUNITY

The diversity of organizations eligible for support from the Jessie Ball duPont Fund creates some exceptional opportunities for the Fund to inform and educate elected and appointed officials who make public policies impacting our communities.

Nowhere has that been more evident than in Florida, where the Fund has invested heavily in efforts to inform public policy around public finance and health care.

In both cases, the Fund drew on its relationships with higher education, recognizing that within major research universities resides deep knowledge and expertise.

Florida Fiscal Policy

The Jessie Ball duPont Fund invested \$100,000 to help the Leroy Collins Institute at Florida State University produce a politically neutral study of Florida's tax policy. The 2005 study - *Tough Choices: Facing Florida's Revenue Shortfall* - was a pre-Recession warning that Florida faced tough financial times ahead. The report was both compelling and well-received, drawing mentions in media from across the state.

Between 2007 and 2012, Collins Institute researchers used an additional \$325,000 in Jessie Ball duPont Fund grants to update *Tough Choices* and address new topics: the intersection of state and local government, the ways state policy impacts local government and the financial crisis looming due to high pension and retirement fund obligations.

In addition to making presentations to local and county officials across the state, the Institute has produced an extensive online library of resources and an interactive research tool.

Florida Medicaid Reform

In 2006, the Florida Legislature voted to pilot major changes to the state's Medicaid program in two counties - Duval (Jacksonville) and Broward (Ft. Lauderdale). The Jessie Ball duPont Fund immediately turned to the Health Policy Institute at Georgetown University and researchers Joan Alker and Jack Hoadley to monitor and evaluate the impact of the changes on Medicaid beneficiaries.

During the next four years, Alker and Hoadley worked with the Fund's staff to produce a series of briefing papers and webinars that prompted a vigorous and ongoing conversation about the merits of Medicaid reform. Throughout the pilot, the Georgetown research provided the only impartial and timely feedback to legislators, who eventually would be asked to decide the future of the reform efforts.

With the election of Barack Obama and the passage of the Affordable Care Act, Florida's focus shifted from Medicaid reform to Medicaid expansion. In 2011, the Fund asked Alker and Hoadley to assess the impact of health care reform and the potential extension of Medicaid benefits to a larger population. In 2012, again using briefing papers and webinars, the Fund shared the results of Georgetown's research, contributing to the lively debate around the costs and wisdom of Medicaid expansion.

"The Fund drew on its relationships with higher education, recognizing that within major research universities resides deep knowledge and expertise."

TO LEARN MORE

The Tough Choices report can be found at www.collinsinstitute.fsu.edu

Briefing papers on Florida's Experience with Medicaid Reform can be found in the Library at www.dupontfund.org

Informing
Public Policy

2005/2006

21

22

DANA & PNE

2006



STRENGTHENING THE NONPROFIT SECTOR

In addition to its work in Florida, the Jessie Ball duPont Fund has worked – in more subtle ways – to build nonprofit infrastructure in both Richmond, Virginia and Wilmington, Delaware, two communities where the Fund focuses concentrated attention.



In Richmond, the Jessie Ball duPont Fund supported efforts at the University of Richmond and Virginia Commonwealth University to gather data on the nonprofit sector and its constituents and subsequently supported the Connect Network, an online space for nonprofits to connect and share information with each other and the public.

In 2006, the Community Foundation Serving Richmond and Central Virginia established the Partnership for Nonprofit Excellence (PNE) – a collaboration of programs, organizations and services that support the nonprofit sector. The Connect Network became the first affiliate of PNE and the Jessie Ball duPont Fund became a founding member of PNE, with the Fund's President Sherry Magill serving on the board.

About that time, a group of funders in Wilmington, Delaware expressed interest in replicating research into the nonprofit sector and philanthropy that had been done in Jacksonville. Magill shared the Jacksonville model with the funders group and encouraged their effort, eventually becoming a sponsor, in 2009, of a major convening on the sector at the University of Delaware.

In the wake of that convening, Delaware funders organized as the Delaware Grantmakers Association (with the Jessie Ball duPont Fund as a member). And a 20-year-old but languishing nonprofit support organization received a new name – Delaware Alliance for Nonprofit Advancement (DANA) – and a new focus, restructuring its operations, building a new board, hiring new staff and sharpening its programs, again with the Jessie Ball duPont Fund at the board table.

TO LEARN MORE

Visit the Partnership for Nonprofit Excellence at www.pnerichmond.org.

Visit the Delaware Grantmakers Association at www.delawaregrantmakers.org.

Visit DANA – the Delaware Alliance for Nonprofit Advancement – at www.delawarenonprofit.org.

BUILDING ASSETS / CREATING OPPORTUNITY

Imagine how daunting college must seem to a young person from a family of limited means without a history of college-going, who is living in a rural area. For such young people in the rural communities and small towns of the Northern Neck of Virginia, the Rappahannock Scholars Program helps make college more approachable and more feasible.

The program was started by the University of Mary Washington in nearby Fredericksburg, Virginia, in 2007 and has since received four years of grant support from the Jessie Ball duPont Fund.

Rappahannock Scholars provides students from six high schools in the Northern Neck a variety of academic and social supports, including mentoring, guidance and standardized-test preparation. Promising students are nominated by their guidance counselors and those who complete the program and meet the requirements are guaranteed admission to the University of Mary Washington. Since 2008, more than 40 Rappahannock Scholars have been admitted to the University.

But the benefits of the program extend far beyond those 40 students.

"The Rappahannock Scholars Program's primary focus is to foster strong partnerships between the University and the public high schools in [the Northern Neck]," according to the University. "[It] creates an environment of challenge and hope for engaged and academically motivated young people in pursuit of an outstanding education."

In the six high schools, overall academic performance has improved as the program has made students more aware of the importance of a strong high school experience. The program's enrichment and test preparation components are available to all students in the schools. School counselors as well as Rappahannock Scholars staff are encouraging college matriculation. "The combination of these factors has broadened the students' vision for their future," the University reports.

As a result, the University has seen an overall 25% increase in applicants from the Northern Neck. And many Rappahannock Scholars have chosen to pursue college education somewhere other than Mary Washington – at the University of Virginia, Virginia Tech and The College of William & Mary, for example.

"Our desire in this work is to not only open doors to college but to encourage young people to go through those doors," said Barbara Roole, senior program officer of the Jessie Ball duPont Fund. "Rappahannock Scholars has provided opportunities, but just as importantly, has helped nurture a college-going culture."

"[It] creates an environment of challenge and hope for engaged and academically motivated young people in pursuit of an outstanding education."



Rappahannock Scholars

2007

23

24

The Community Safety Net Fund

2008

BUILDING ASSETS / CREATING OPPORTUNITY

From its earliest days, the Jessie Ball duPont Fund has taken a particular interest in the needs of vulnerable individuals. Some of its earliest grants, awarded in 1977 and 1978, were to help “the needy” in old-age homes, health care institutions and the community at large.

Predictably, the Great Recession that began with the economic collapse of 2008 stirred a great response from the Fund, as unemployment rose and nonprofits reported sharp upticks in the numbers of people seeking food and shelter.

The Fund was concerned not only about the welfare of vulnerable people, but about the health of the nonprofits that serve them, particularly given the sudden drought in charitable giving.

In late 2008, the Fund moved to help Northeast Florida and its nonprofits by investing \$1 million with The Community Foundation in Jacksonville to establish The Community Safety Net Fund,

which would support 15 area nonprofits providing shelter, food and emergency assistance for rent or utilities to those in need. Other private donors and the City of Jacksonville added to the Community Safety Net Fund and by spring 2009, \$1.6 million in grants had been awarded.

In other communities, the Fund took similar approaches. In Virginia, it made funds available through The Community Foundation Serving Richmond and Central Virginia. In Delaware, it worked with United Way of Delaware.

But it was in Jacksonville where the Fund took the lead in providing contributions as well as organizing the nonprofit sector.

The Fund convened a group of Jacksonville social safety net providers to create the “Hunger SWAT Team,” fostering new collaborations and adopting innovative practices to reduce expenses and serve an increasing number of needy people. Notably, “Hunger SWAT Team” organizations negotiated bulk purchasing of certain products, engaged in collaborative marketing and arranged favorable terms with the local electric utility, all of which reduced pressure on organizational budgets.

The Great Recession caused soaring demand for meals at Jacksonville’s safety net organizations. (Ingrid Damiani)



Members of the Hunger SWAT team, who worked to increase collaboration among safety net providers. (Laird)

The support helped people such as Sarah, mother of an infant and two preschool-aged girls, who lived in transitional housing and volunteered weekly at a food distribution center in order to earn a grocery box for her children and herself. The Safety Net Fund supported both the nonprofit providing her housing and the mission providing her groceries.

As the Recession deepened and lingered, the Fund repeatedly made investments in The Community Safety Net Fund, as did other donors. From 2008 through 2012, the Fund invested \$2.8 million in the Community Safety Net Fund and a total of \$4.055 million in grants was awarded to nonprofits, helping them feed people, provide shelter and subsidize utility and rent payments.

\$9.4
MILLION

1,261
GRANTS

People In Need Funds

In 1986, the Jessie Ball duPont Fund established People In Need grants to be made to churches eligible for support from the Fund, providing congregations the necessary resources to help those in need in their communities. People In Need funds may be used for housing, food, transportation, utilities, education, clothing or other emergencies. All of the funds must be expended; none of the dollars may be kept for administration or overhead.

Since 1986, the Fund has awarded 1,261 People In Need grants valued at \$9.4 million to the Fund’s eligible churches.





25

Port St. Joe Capacity Building Fund

2008

BUILDING ORGANIZATIONAL CAPACITY

Port St. Joe, Florida is one of the communities where Jessie Ball duPont's ties ran deep. The town on the coast of Florida's Panhandle was the site of business enterprises begun by her husband, Alfred, and continued by Mrs. duPont.

In the community of fewer than 5,000 residents, Mrs. duPont's gifts ensured that 18 churches and one garden club would be eligible to receive grants from the foundation she established.

Through the years, these organizations have done excellent work, providing programs for children, youth and seniors in the community and caring for those in need. But most are small organizations and their capacity limits both their reach and impact on the community.

In 2008, the trustees of the Jessie Ball duPont Fund created the Port St. Joe Capacity Building Fund at The Community Foundation in Jacksonville. This fund, which is advised by the Jessie Ball duPont Fund trustees, enables the Jessie Ball duPont Fund to deploy additional resources in Port St. Joe supporting three distinct areas of work:

- Improving the health and academic performance of youth ages 0-18;
- Developing job skills and assets for working-age individuals;
- Providing access to safe, decent and affordable housing for seniors.

By working through the Capacity Building Fund, the trustees bring additional organizations to work in Port St. Joe, complementing the work with eligible organizations and growing the broader nonprofit sector serving the community.

Between 2008 and 2012, the Port St. Joe Capacity Building Fund awarded \$2.1 million in grants to 18 organizations, 14 of which were based in Gulf County. Those grants supported programs that improve early learning (See page 49), services to seniors (See page 40) and youth development, job preparedness and employment (See page 53).

“By working through the Capacity Building Fund, the trustees bring additional organizations to work in Port St. Joe.”

BUILDING ASSETS / CREATING OPPORTUNITY

Payday lending can be an important part of the economic landscape for low-income individuals, but in many communities, payday lenders take a predatory approach to their clientele, perpetuating their financial dependence rather than encouraging their self-sufficiency.

In Richmond, Virginia, the Jessie Ball duPont Fund supported a unique partnership that has yielded excellent results providing payday lending and related services in a way that helps clients move out of financial crisis into financial stability.

The term “payday lending” generally refers to the business of lending small amounts of money for very short terms at very high interest rates. With a predatory approach, the structure of the loan works to keep the borrower in debt, refinancing the loan over and over again.

In 2009, St. James's Episcopal Church in Richmond joined with Virginia Credit Union and Goodwill to create goodChoice, a payday lending program aimed at getting the clients out of debt and financially stable. Virginia Credit Union brings the financial expertise, Goodwill brings its networks within the low-income community and St. James's brings a host of volunteers and project management.

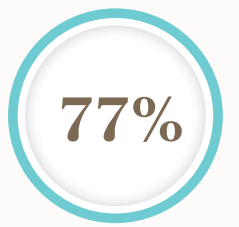
Many low-income individuals need short-term loans to meet everyday needs. Short-term lending is expensive to provide, which is why interest rates are high. The goodChoice program, however, couples the provision of loans with financial education and

support to help borrowers become more thoughtful about managing their money.

The goodChoice program is aimed at changing the habits of its borrowers.

As of 2012, more than half of goodChoice's borrowers had completed the financial training classes. Teletrack reports that 77% of those attending trainings were not using payday loans 12 months later. Even more encouraging, some of the graduates of the financial training classes had been approved for mainstream banking loans through Virginia Credit Union, helping them build traditional credit.

“This program is making a lasting impact on the lives and families of the participants in our community,” said Rev. Randolph Holerith, rector of St. James's. “The goodChoice program has enriched and increased the scope of our ministry.”



of goodChoice borrowers who completed financial education were not using payday loans 12 months later.

goodChoice

2009

26

27

Energy
Conservation

2009

BUILDING ORGANIZATIONAL CAPACITY

In less than five years, the Jessie Ball duPont Fund's Energy Conservation Initiative has progressed from a modest effort to help small college presidents improve their bottom lines to a major effort by the Fund.

The initiative has its roots in a 2008 listening tour, when senior staff heard small college presidents express concern about managing overall costs to keep tuition affordable. In those same conversations, they noted students' interest in environmental issues and sustainability. What if we combined the two, staff thought, using energy conservation as a way to reduce costs and demonstrate environmental responsibility.

Working with consultants, staff learned about the relatively simple, yet strategic, steps colleges and universities can take to manage energy consumption efficiently. The Fund introduced these concepts to eligible college presidents, chief financial officers, facility managers, faculty and students through a series of conferences in spring 2009.

To encourage action, the Fund offered each eligible college grant dollars of up to \$150,000 to collect and analyze energy-use data, adopt campus-wide energy conservation plans and implement campus-wide energy use policies.

Within four years, two dozen small private colleges had used Jessie Ball duPont Fund grant dollars to support energy conservation work on campus.

In 2012, the Fund expanded its energy conservation work on a pilot basis to small churches in the Northern Neck of Virginia. Using the services of a consultant, the Fund conducted energy audits for 13 churches. Late that year, the Fund made its first grant to support an energy retrofit at a church.

Based on what it has learned from both efforts, the Fund will explore the feasibility of introducing a similar energy conservation program to community-based nonprofits that own buildings.

Jessie Ball duPont Fund President Sherry Magill calls the work a no-brainer. "These are smart things that any organization can do, with a little education, guidance and start-up capital. And these activities change the way institutions think about managing their resources, and the way staff interacts with one another. And it's good for the environment. Money well spent."

"These are smart things that any organization can do, with a little education, guidance and start-up capital."



BUILDING ASSETS / CREATING OPPORTUNITY

Children's success in school is directly tied to reading skills. But for many children, dyslexia and other literacy deficiencies make reading a struggle.

Researchers at Nemours, a children's clinic founded by Jessie Ball duPont's husband, Alfred, have developed a program - BrightStart! - that provides robust literacy training for young children at risk of reading failure. The program's effectiveness has been demonstrated through thousands of child interactions and the results presented through peer-reviewed publications and scientific journals.

Since 2009, the Jessie Ball duPont Fund has provided the resources to enable BrightStart! to operate in Port St. Joe and surrounding Gulf County, Florida.

From 2009-2011, BrightStart! screened about 180 Gulf County children in pre-kindergarten and determined that 22% showed evidence of being at risk for reading failure. These children then received intensive literacy and reading readiness training, with two-thirds progressing from below average to average or better in their reading readiness skills.

BrightStart! staff, looking to institutionalize the program in Gulf County, began training pre-K teachers to deliver the program, providing toolkits with all of the necessary materials and monitoring the progress of both the teachers and their students. By 2011, all pre-K teachers in training scored above-average in their delivery of the curriculum.

BrightStart! has since moved on to Kindergarten, screening children for

a more advanced set of skills and providing the necessary interventions and is midway through the two-year teacher training process.

Outside of the classroom, BrightStart! works to promote awareness of the importance of early literacy and give parents tips and skills to support their child's reading readiness. It also coaches health care providers to be alert for children who may be at risk and to encourage parental attentiveness to literacy development.

The program is relatively low-cost - between 2009 and 2012, the Jessie Ball duPont Fund, through its Port St. Joe Capacity Building Fund at The Community Foundation in Jacksonville (See page 48) invested less than \$200,000 in the program.

"BrightStart! is an effective, portable and scalable program that can make an enormous difference in the lives of children," said Katie Ensign, senior program officer at the Jessie Ball duPont Fund. "What greater gift than to give a child the ability to learn."

"BrightStart! is an effective, portable and scalable program that can make an enormous difference in the lives of children."



BrightStart!

2009

28

29

Wilmington Area
Neighborhood Development

2010

BUILDING ASSETS / CREATING OPPORTUNITY

For years, Edgemoor Gardens, a 1940s-era row-house neighborhood in Wilmington, Delaware, experienced an all-too-familiar downward spiral: properties began to deteriorate; investors bought them cheaply and offered them for rent at low prices; renters lacked commitment to the neighborhood; litter, poor maintenance and crime began to flourish.

But in 2006, Edgemoor Gardens' story took a new turn. A small group of residents started the Edgemoor Revitalization Cooperative with the goal of finding a path to solutions. Today, Edgemoor Gardens is a changing neighborhood.

The revitalization of Edgemoor Gardens and five other neighborhoods around Wilmington has been helped by the University of Delaware's Wilmington Area Neighborhood Development (WAND) initiative, a joint project of the University and the Federal Home Loan Bank. The Jessie Ball duPont Fund has invested more than \$400,000 in the initiative.

"We realized early on that the crime, deteriorating properties, dumping of garbage and overall decline of this suburb could not be handled by a police action."

The initiative provides technical assistance and funding to help community stakeholders identify the needs of their communities, plan activities to address those needs and achieve goals.

The work grows out of recognition by the University and the Federal Home Loan Bank that they, as major institutions, have a role to play in building healthier communities. The University sees a responsibility to extend its resources – knowledge, technical expertise and human capital – to its surrounding community. The bank, which has a mandate to support affordable housing and community development, hopes to see a better return on its community reinvestments.

In Edgemoor Gardens, a survey showed the No. 1 concern was "how to engage young people in positive activities." The answer has come, in large part, through the Resource House project and the leadership of Cherie Whitney, who is executive director of the Edgemoor Revitalization Cooperative.



With purple shutters, new fencing and sleekly modern decor, Resource House is a place for the community, but, more importantly, a place for students age 12 and older to gather during non-school hours. Sharing meals, homework time and free time creates opportunities for skill-building among the youngsters, Whitney said.

"We are creating an environment where they can speak openly," Whitney said. "They are learning how to negotiate with one another, and they have learned how to correct the pack."

The young people have reached out to the community, hosting a series of community dinners for

family members and neighbors, establishing stronger relationships and learning about community activities. Like their adult counterparts, they are taking steps to change the neighborhood culture.

Whether addressing crime prevention or youth services, the initiative stresses the need for residents to be the drivers of change.

An Edgemoor Revitalization Cooperative report says it best: "We realized early on that the crime, deteriorating properties, dumping of garbage and overall decline of this suburb could not be handled by a police action. It is a social problem at the core. Social problems are people problems. It will take people to change."

Row houses in Edgemoor Gardens were middle class housing in the mid-1900s, but fell victim to crime and blight by the turn of the century. Today, the neighborhood is seeing improvements.



30

Northern Neck Food Bank

2011

BUILDING ASSETS / CREATING OPPORTUNITY

In 2009, there were no fewer than 27 separate food pantries serving the needy across the sprawling rural reaches of the Northern Neck of Virginia. Each gathered and distributed its own provisions in its own way.

“Before we started the Food Bank, most if not all of that food would have ended up in landfills. The food is out there. We just needed the time and energy to find and distribute it.”

By 2012, that redundant and inefficient system had been transformed through creation of the Northern Neck Food Bank, a nonprofit started and nurtured with a grant of \$170,000 from the Jessie Ball duPont Fund and a partnership with Trinity Episcopal Church in Lancaster, Virginia.

The idea of reconfiguring the food distribution system in the Northern Neck emerged from a 2009 convening on issues of poverty hosted by the Jessie Ball duPont Fund. Recognizing the extent of need in the region, and the limited and uneven capacity of the food pantries, church and community leaders envisioned establishing a food distribution warehouse affiliated with the Central Virginia Food Bank (CVFB). Food would be purchased by the Northern Neck Food Bank from the Central Virginia bank at 17 cents per pound, transported to the Northern Neck Food Bank warehouse, then sold and distributed to local food pantries at cost.

The original business plan called for the Northern Neck Food Bank to grow gradually, assimilating the 27 independent food pantries into the regional system over the course of three years. But a funny thing happened: In 2011, its first full year of operation, the Northern Neck Food Bank almost met its year-

three goal, assimilating 24 of the independent food pantries into the distribution program.

Through this booming network, the Northern Neck Food Bank distributed 419,000 pounds of food across four counties in 2011. To its great surprise, 110,000-plus pounds of that food were acquired from local sources, including 90,000 pounds from area Wal-Mart and Food Lion stores and another 26,000 pounds of fresh, locally grown produce.

“Before we started the Food Bank, most if not all of that food would have ended up in landfills,” said Lance Barton, executive director of the Northern Neck Food Bank. “The food is out there. We just needed the time and energy to find and distribute it.”

Success was so sudden and so significant that the Jessie Ball duPont Fund, in 2012, underwrote an organizational audit and strategic planning process for the Food Bank to ensure that staff, board and community supporters could stay on top of a rapidly changing organization.

“It was clearly the right time for such an organization in the Northern Neck,” said The Rev. Torrence Harmon of Trinity Episcopal, “uniquely coinciding with a critical need in these challenging times in an economically and poverty stricken area.”

BUILDING ASSETS / CREATING OPPORTUNITY

A partnership between the Jessie Ball duPont Port St. Joe Capacity Building Fund and Gulf Coast Workforce Development Board, Inc., has created a summer job internship program for teens in a community where job opportunities historically have been few.

Port St. Joe has a population of fewer than 5,000 and limited economic opportunities. But Workforce staff has solicited local businesses to provide the jobs, while Workforce provides a salary of \$200 a week. Interns work four days a week and, on the fifth day, attend financial management classes taught by Workforce to help them learn how to manage their paycheck responsibly.

In summer 2012, 20 youth had internships through the program.

Khrysten Keys, a rising junior at the University of Florida studying English, heard about the internship program through relatives while in school. She applied, was accepted and placed at The Star, Port St. Joe’s weekly newspaper, where she wrote articles and handled general newsroom chores.

“She’s done a great job,” said Editor Tim Croft.

Across town at The Bridge at Bay St. Joe, a nursing home specializing in care for cognitively impaired adults, Ashley Robinson, 18, who just graduated from high school, had an internship providing activities for the nursing home residents.

Two interns from the previous summer, Dajon Williams and Shalonda Whitley, used their internship as a springboard to full-time jobs at The Bridge, where they have recently completed courses for their Certified Nursing Assistant license.

“The internship gave me a lot of clarity in my career – understanding where my heart is and where I want to be,” said Williams. “It gave me my purpose so I could get on to my next goals.”

Ron Reid, CEO of The Bridge, had nothing but praise for the Workforce program.

“The value to an employer is enormous,” he said, “because Workforce has already vetted these candidates. We know that they will show up to work on time, dressed appropriately and prepared to fulfill their responsibilities.”

The value of these programs to the Jessie Ball duPont Fund is significant as well.

“This community of young people desperately needs the programs that Workforce is providing,” said Katie Ensign, senior program officer at the Jessie Ball duPont Fund. “In a community where local resources are few, the assets that Workforce brings can make a tremendous difference.”



Port St. Joe Summer Jobs Program

2011

31

BUILDING ORGANIZATIONAL CAPACITY

For 60 years, Old Salem Museum & Gardens has been teaching school children and visitors about 18th- and 19th-century life in the American South.

Through the restored homes and businesses in the Moravian town of Salem, North Carolina, guests experience early American history and see the materials, crafts and decorative arts that contributed to the culture of the 1700s and 1800s.

In recent years, however, Old Salem – like many other historic homes and sites – has sought new ways to be relevant to a new generation. It has found one of its answers outside, in the garden.

In 2010, Old Salem asked for, and received, support from the Jessie Ball duPont Fund to create a Horticulture Center that would not only tell the story of 18th- and 19th-century gardening and agriculture, but tie into the contemporary interest in sustainable agriculture, heirloom plants and locally-grown produce.

The concept was rooted in the traditions of Old Salem – 30 years prior Old Salem had been among the first historical museums to have a landscape restoration program. Its gardens were a key part of its identity, reflected in its name. But the organization had not used the gardens as a focal point for education and development.

With the help of the Jessie Ball duPont Fund, Old Salem created a horticultural interpretive and experiential learning site next to

one of its prominent historic homes. There, Old Salem hosts a series of workshops on topics such as “Organic Growing in Your Back Yard,” “Square Foot Gardening,” “How to Grow Herbs” and others.

A program, “Seed to Soil to Supper,” teaches about settlement and use of the land, the role of agriculture and trades in early Salem, and the way those historic practices connect to today’s natural food movement. In the gardens, workers grow heirloom vegetables, fruits, grains, herbs and flowers, and save the seeds, offering many for sale through the garden shop.

But among the liveliest features is the Cobblestone Farmers Market, which opened in 2012 and operates on Saturday mornings during the growing season. The market has exposed new audiences to Old Salem, connecting with local interest in farm-to-table cuisine. It is a member of the Carolina Farm Stewardship Association, which advocates for family farms and local, organic agriculture.

“These workshops and lectures,” said Old Salem President Ragan Folan, “and the daily interpretive program ... have clearly demonstrated Old Salem’s relevance to the explosive interest in sustainability, local food movements, organic gardening, and the value of heirloom seeds and plants.”

32

Old Salem
Museum &
Gardens

2012



The Cobblestone Farmers Market at Old Salem Museum & Gardens proved to be among the most popular activities offered during the summer of 2012. (Courtesy of Old Salem Museum & Gardens)

33

Improving
Child Health

2012

BUILDING ASSETS / CREATING OPPORTUNITY

The San Luis Valley of Colorado is a high-altitude basin between the Sangre de Cristo and San Juan mountain ranges that is home to the largest native Hispanic population in Colorado.

Many families are the direct descendents of the original New Mexican settlers. The valley also is one of the poorest rural areas in Colorado, with agriculture and tourism as the primary industries.

Denver-based National Jewish, the nation's leading respiratory hospital, began working in the San Luis Valley in the mid-2000s as part of a project focused on asthma. Through that work, the hospital built strong relationships with health care providers in the valley and, with them, began to recognize the need for a more holistic approach to children's health issues. A 2009 survey by National Jewish revealed that fewer than 30% of children age 7 and older in the valley had received well-child exams in the preceding two years.

Working with public school districts and health care providers, National Jewish devised a plan, supported by the Jessie Ball duPont Fund, to use

the school registration process as a lever to promote child health.

In a pilot project in 2012, three school districts made child health assessments a mandatory part of the school registration process for K-12 students. National Jewish and its partners hosted health fairs at the schools, enabling children to visit various stations and complete a health assessment. Stations included asthma/lung health, vision, hearing, height, weight and BMI, blood pressure, emotional and social health, immunizations, health insurance, healthy lifestyle counseling and determination of medical home. Health workers recorded the children's data on site, and it was digitally stored in a web-based platform for analysis.

Over six days at the start of the 2012-13 school year, 2,558 children and their parents were seen, with 784 children receiving immunizations, 281 being connected to a primary care provider and 230 signing up for available health insurance benefits. Overall, 72% of the

children in the three school districts received preventive well-child health care services.

Just as important, the data collected now forms the foundation of a snapshot of local child health that will be critical to help health care providers attract grant funding in the future. As in many states, Colorado has limited current data on the condition of children in rural areas, making it challenging to document need and make a case for funding.

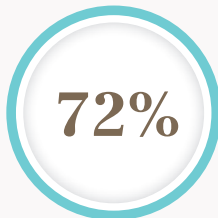
"These communities are truly invested in their youth and want them to be healthy, happy, educated and productive."

"These communities are truly invested in their youth and want them to be healthy, happy, educated and productive," said Lisa Cicutto, who is National Jewish's program director for the project.

In coming years, the health assessment program will be expanded to include schools in all six of the valley's counties, with the goal of reaching all children in this beautiful, but somewhat isolated, region of Colorado.



of children aged 7 and older received well-child exams before the program began.



of children received well-child exams in the three school districts where the pilot program was held.



34

Building
Organizational
Capacity

2012

BUILDING ORGANIZATIONAL CAPACITY

Many of the Jessie Ball duPont Fund's major grants of the past 35 years have supported activities that may seem routine but that are critical to the organizations that receive them and a critical part of the Fund's work.

"We know that an organization can best serve its community when the organization is a strong, healthy, viable and going concern."

The Fund identifies Building Organizational Capacity as one of its three primary focus areas. Typically, between one-quarter and one-half of the Fund's annual grant dollars support this area. (See page 8).

These needs may range from something as basic as a new telephone system to complex strategic planning activities. In 2012, for example, the trustees awarded grants to:

- Help the YMCA of Florida's First Coast hire the consultants needed to design a new building;
- Help the Episcopal Diocese of Virginia revise the curriculum used to prepare deacons for ministry;
- Help the Sisters of St. Benedict - St. Gertrude Monastery purchase automatic door openers, motorized wheelchairs and portable shower chairs for the aging sisters;
- Help Hathaway-Sycamores Child and Family Services conduct an organizational assessment;
- Help two American Red Cross chapters replenish supplies.

Since 2008, the Fund has used this framework to provide core operating support to organizations that have been particularly stressed by the impact of the Great Recession.

In part, the Fund's commitment to capacity building comes out of its unique relationship with the universe of eligible organizations. But it also goes deeper.

"We know that an organization can best serve its community when the organization is a strong, healthy, viable and going concern," said Sherry Magill, president of the Jessie Ball duPont Fund. "By supporting the organization, we are supporting the work that it does and the people and community that it serves.

"Moreover, much of philanthropy today is focused on innovation and programmatic work where impact can be quantified. While that is all well and good, many organizations just need assistance with the basics. We know that is important and we feel good about having the flexibility to provide that assistance."

STRENGTHENING THE NONPROFIT SECTOR

People are seldom more in need than when they have been struck by disaster, be it natural or man-made. Hurricanes, tornadoes, floods, fires and acts of terrorism can devastate a few families or entire communities and states.

Since the 1990s, the Jessie Ball duPont Fund has made it a practice to offer financial assistance when large-scale disaster strikes the region, or when individual disasters befall an eligible organization. From helping an organization rebuild after fire or flood, to helping an entire region recover from a major hurricane, the Jessie Ball duPont Fund has been generous with its resources.

For many years, the Fund's practice was simply to make a gift of cash to the impacted eligible organization or to an appropriate disaster relief organization.

That strategy changed, however, after tornadoes ripped through the state of Alabama in April 2011.

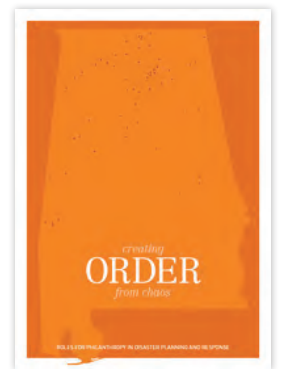
Though the Fund has but a single eligible organization in Alabama - Auburn University - it had worked extensively in the state, helping the university support underserved populations with education and health care programs and seeding the Black Belt Community Foundation to grow philanthropy in the region. Through these efforts, the Fund had developed strong relationships with a cross-section of funders in the state.

In the aftermath of the tornadoes, the Fund reached out to offer support - and stood ready to provide immediate financial assistance. But through conversations with colleagues - some of whom had

experienced similar disasters previously, the Fund realized that a more strategic response was advisable.

During the next 12 months, the Fund worked closely with its Alabama colleagues and saw first-hand the enormous challenges that come to communities after the disaster has passed. As it learned, the Fund documented its experience and, in spring 2012, produced a handbook - *Creating Order from Chaos - Roles for Philanthropy in Disaster Preparedness and Response*.

As a result of lessons learned in Alabama, the Fund has shifted its traditional response to disasters, thinking more strategically about the best resources it can bring to the situation. In many cases, that still may be immediate cash assistance. But thanks to the lessons of Alabama, the Fund now understands many other ways to help organizations and communities get a little closer to normal.



TO LEARN MORE

Read *Creating Order from Chaos*, available in the Library at www.dupontfund.org

Disaster
Relief

2012

35

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