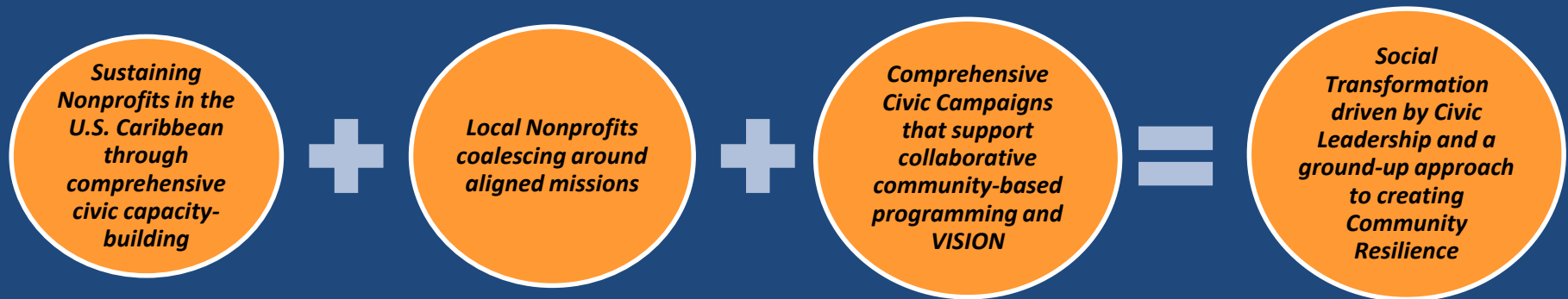




## St. Croix Foundation For Community Development: A CASE FOR CIVIC LEADERSHIP IN THE U.S. VIRGIN ISLANDS



# Nurturing Resilient Communities through Capacity Building

## A message from our Board of Directors



Dear Friends:

Over the past three years, St. Croix Foundation for Community Development has single-handedly been spearheading a comprehensive community development project that is building capacity and nurturing innovation in our Community. Through our **Nonprofit Consortium**, deep impact is already being felt in systemically stressed sectors of our civil society. Through this project, St. Croix Foundation is fostering meaningful support and compiling critical data respective to how to strengthen and sustain local civic organizations. The Foundation is also gaining real insight around the strengths and challenges/ assets and liabilities of operating outdated systems under challenging social and economic conditions. We seek favorable consideration for our work, which we predict will have systemic impact on the resilience of our civic sector and the transformation of our Community.

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

With the impact of Hurricane Irma on St. Thomas and St. John and Hurricane Maria on Puerto Rico taking center stage, the devastation wrought by Maria's Cat 5 winds on St. Croix, the poorest island in the US Caribbean, has been largely overlooked! With the majority of St. Croix still without electricity, 8 of 13 public schools condemned, and the island's only community hospital scheduled to be decommissioned, building philanthropic capacity to support a community in crisis is an imperative. As is often the case in the aftermath of natural disasters, Hurricanes Irma and Maria exacerbated existing social and economic disparities. **The nonprofit sector which strives to meet the needs of those most disenfranchised in our community is needed now more than ever, however nonprofit organizations are operating under the constraints of weakened capacity due to the storms.**

On behalf of the community we serve, we appreciate your willingness to have a conversation with St. Croix foundation about considering your role in transformational philanthropy on St. Croix.

Warm regards,

A blue ink signature of Willard John, written in a cursive style.

Willard John, Chairman

A blue ink signature of Deanna J. James, written in a cursive style.

Deanna J. James, Executive Director




*Our Mission is to encourage greater philanthropic activity, to marshal resources, and to act as a catalyst to benefit the people of the Virgin Islands.*



# St. Croix Foundation for Community Development

## Who We Are and What We Do



Since 1990 (more than 27 years ago), St. Croix Foundation for Community Development has served as a catalyst for strategic philanthropic investments within the U.S. Virgin Islands by advancing holistic community development as a pathway to economic prosperity, self-sufficiency and sustainability.

Established in the wake of Hurricane Hugo, today the Foundation is one of the premier place-based philanthropic leaders in the Virgin Islands. Since its inception, the Foundation has been a conduit of over \$37 million private and public sector dollars invested into the U.S. Virgin Islands. To date, the Foundation has received national recognition in almost every priority area - from economic development and community revitalization to public health, education reform, and nonprofit development.



# A Unique Philanthropic Format: Doing it Differently

St. Croix Foundation is, unequivocally, not a conventional community foundation! Recognizing that problems as complex as ours cannot be solved by traditional philanthropy, we have courageously chosen to function as a hybrid, (operating) foundation, catalyzing change and filling persistent funding gaps. While grantmaking represents only 10% of our operating format, we serve as both a strategic grantmaker, a civic broker, and a direct services provider. **It's a progressive, hands-on approach** to philanthropy more commonplace in developing countries, but it is increasing becoming an emerging trend in American Philanthropy. Undoubtedly, it is a more appropriate fit for our isolated Community.



## PUBLIC SAFETY

*Recognizing the direct connection between economic growth and public confidence to public safety, we are dedicating significant focus on this priority to address rising crime in holistic ways.*

## PUBLIC SERVICE

*Having served as the fiscal umbrella for over 220 grassroots and small nonprofits since our inception, we recognize the vital role that civic organizations play in building and sustaining healthy and vibrant communities.*

Our  
4 Pillars of  
Socioeconomic  
TRANSFORMATION

## PUBLIC POLICY

*With growing clarity about the inextricable link between the health of a Community and the health of its governmental systems, we have shifted focus from programs to policy.*

## PUBLIC WILL

*In our role as a community convener and facilitator, building public will continues to be a critical step in achieving the socioeconomic change we envision.*

With a broad field of programming, St. Croix Foundation has, today, identified 4 targeted pillars as the framework within which socioeconomic transformation occurs: Public Safety, Public Service, Public Policy, and Public Will.

These pillars ensure that each priority intersects in order to leverage scarce resources for multiple benefits and foster a holistic and systemic approach to addressing the *root causes* of some of the most intractable social problems facing the U.S. Virgin Islands.

# Why the Foundation is more important than ever before...

Like in the aftermath of a natural disaster and the attendant crises surrounding our inception, five years after the closure of HOVENSA LLC, the Territory is facing some of the most critical social and economic conditions in its history.

St. Croix Foundation is today being called upon to shoulder greater responsibilities in response to the current economic storm. For Donors, however, our format of philanthropy requires a keen understanding of the social and economic realities and the relationships necessary to mobilize stakeholders, identify high impact investments, and aggressively leverage our scarce resources.



**CORPORATE SHUT DOWN**  
2,400 jobs lost  
\$92M in tax revenue lost  
\$580M in gross revenue lost

**POVERTY**  
Over 35% of children on St. Croix live in poverty compared to US average of 22%

**LITERACY**  
81% of VI students not reading at grade level

**MEDIAN INCOME**  
\$39,207 (St. Croix) compared to the US average of \$53,046

**IMPRISONMENT**  
.561% of the population (3<sup>rd</sup> highest in the world)

**SAFETY**  
Homicide rate is double that of Chicago

**COST OF LIVING**  
\$25,000-\$30,000 compared to US average of \$18,000-\$25,000

**HIGH SCHOOL COMPLETION RATE**  
41% of 18-19 year olds have no diploma

**UNEMPLOYMENT**  
14.8% - 19% compared to US average of ~ 5%.



# Donor Fatigue & Growing Needs

As a result of the economic crisis facing the Territory and as an extension of our commitment to our Civic Sector, the Foundation recently conducted a comprehensive Donor Study, interviewing over 50 of our longstanding supporters. Seeking to assess the capacity and willingness of local Corporate and Individual Donors to support the nonprofit sector, the findings were consistent and unanimous: **Donors on St. Croix are fatigued and overwhelmed by the number of solicitations they receive annually as well as by the gravity of our Territory's social and economic needs.**

Best estimates indicate that there are upwards of 300 nonprofits on St. Croix alone- far too many to be effectively sustained. After also assessing the needs and challenges of nonprofits, The Foundation's final consensus is that there is growing recognition and acknowledgement that *Systemic Change is an imperative in order for our civic sector to survive and thrive.*

## Donor and Nonprofit Study Findings

Donors are fatigued & contending with growing competition for funding

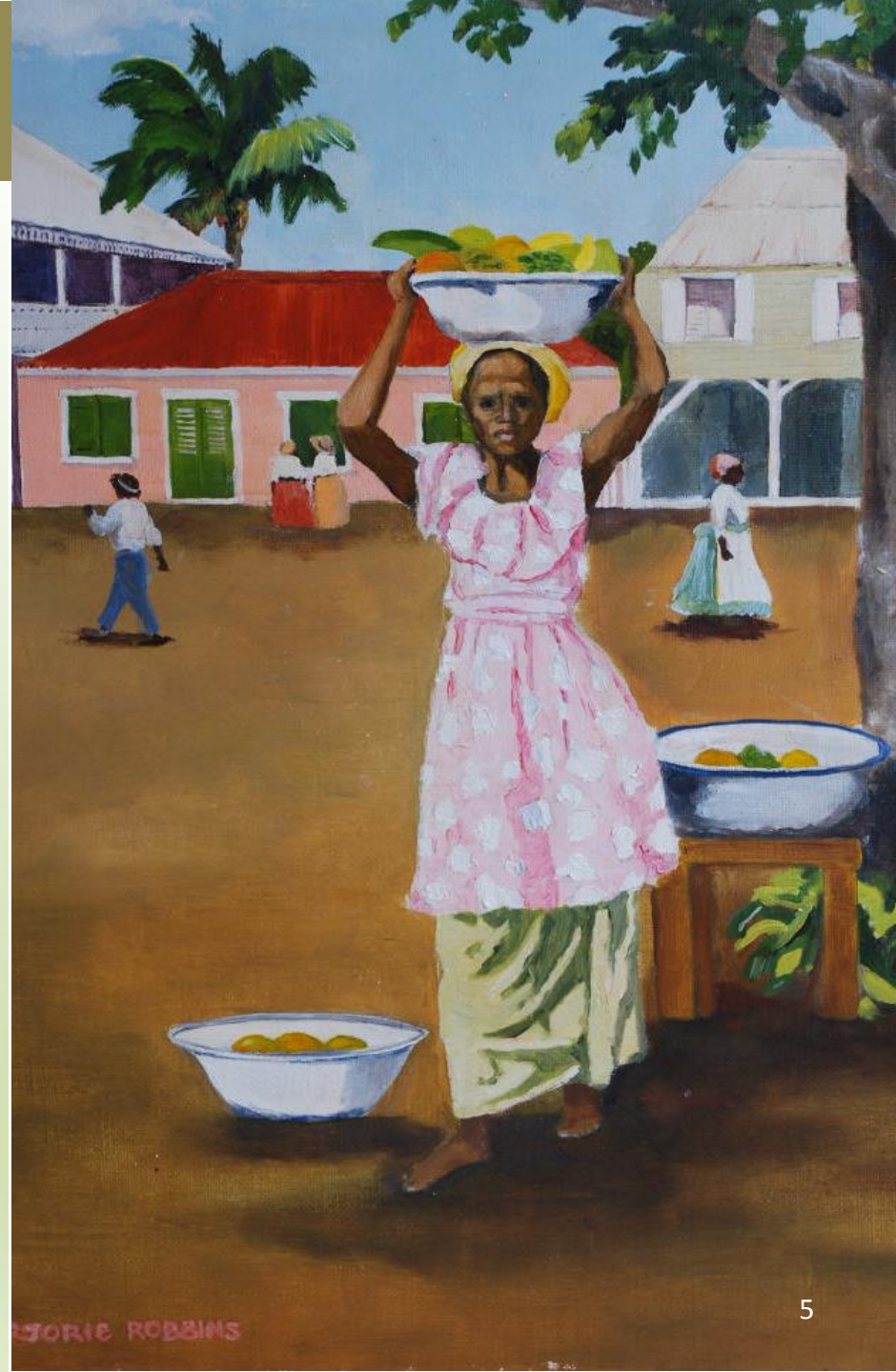
Donors are eager to see more Innovative Strategies to support the Nonprofit Sector

The lack of accurate & accessible Territorial data compromises Nonprofits' capacity to grow & fundraise

Donors believe that weaker Nonprofits are increasing the financial burden on Government Services

Growing social needs are requiring Nonprofits to do more with less

The lack of funding for Nonprofits = A lack of Civic sustainability



# Civic Consortium Agenda: Build Capacity & Resilience

Today, the stark reality for our community is that in the face of unprecedented economic collapse, our nonprofits have taken a significant 'hit' as private donor pools have evaporated, local government funding has dwindled, and social service needs have exploded. As the full force of the Virgin Islands' economic crisis unfolds, St. Croix Foundation is being called upon to shoulder greater responsibilities. We are building a first-of-its-kind **Nonprofit Consortium**, providing comprehensive organizational development support and nurturing a spirit of collaboration among our partners to ensure deeper impact and financial and operational sustainability.

## Professional Development

Develop Nonprofit Boards of Directors and staff to grow operational capacity and ensure greater organizational health, stability, and accountability

## Data Collection and Compilation

Building capacity around data collection and compilation to support grantwriting requirements and substantiate funding proposals and programmatic priorities

## Case Building

Develop a compelling "Case for Support" for the Foundation and local nonprofits that articulates the intellectual argument for each organization's (and their sector's) **WORTH** vs. NEED

## Collaboration

Conduct long-term strategic planning with nonprofits to assess common missions, and support innovative collaborations that will (and streamline) the landscape of the Civic Sector.

## Sustainability

Conduct outreach to national foundations that currently do not recognize the Territory as a funding priority in order to expand professional networks and future funding opportunities for SCF and local nonprofits

## Collective Impact

Support Organizations in developing cohesive vision statements for their 'sector' enabling organizations to thrive by leveraging resources, aligning programming and collaborating with other organizations

# Nonprofit Consortium Sectors & Sustainability Strategies

Virgin Islands  
Heritage, Arts &  
Culture  
SECTOR

Environmental  
Protection &  
Beautification  
SECTOR

Education &  
Workforce  
Development  
SECTOR

## *Sunsetting*

Courageously setting a timeline for closing an organization's doors once its mission has been met.

## *Merging*

Coalescing with another nonprofit in a variety of operational formats to leverage scarce resources.

## *Collaborating*

Partnering with other organizations around a project or organizational objective.

## *Expansion*

Growing an organization by establishing an operating endowment or investing in a capital project.

Public Safety  
SECTOR

Health &  
Human Welfare  
SECTOR

Economic  
Development  
SECTOR



# Nonprofit Consortium Partners

COMMUNITY REVITALIZATION		HEALTH & HUMAN WELFARE	
1.	Christiansted Community Alliance	27.	Breast Cancer Project
2.	Clean Sweep Fredericksted	28.	Frederiksted Health Care
ECONOMIC DEVELOPMENT		29.	Fresh Start
3.	Christiansted Restaurant and Retail Association	30.	Lutheran Social Services
4.	St. Croix Chamber of Commerce	31.	St. Croix Senior Collaborative
5.	St. Croix Farmers in Action	32.	VI Developmental Disabilities Council
6.	St. Croix Foundation for Community Development	33.	VI Trail Alliance
7.	St. Croix Hotel and Tourism Association	34.	Virgin Islands Domestic Violence and Sexual Assault Council (DVSAC)
8.	Strategic Economic Development Institute	35.	Women's Coalition
9.	USVI Economic Development Authority	36.	Yvonne Ashley Galiber Breast Cancer Foundation (YAGF)
10.	USVI Hotel & Tourism Association	VIRGIN ISLANDS ARTS, HERITAGE, & CULTURE	
11.	Virgin Islands Department of Labor- Workforce Development	37.	Allan Burke Foundation
EDUCATION & WORKFORCE DEVELOPMENT		38.	C.H.A.N.T.(Crucian Heritage and Nature Tourism, Inc.)
12.	AZ Academy	39.	Caribbean Dance Company
13.	BIACC-AZ	40.	Caribbean Museum Center for the Arts
14.	Boys and Girls Clubs of the Virgin Islands	41.	Children's Museum of St. Croix
15.	Good Hope Country Day School	42.	LIVEUP (Living Inspired as Virtuous Edified United Princesses and Princes)
16.	My SISTAHs Keeper, Inc.	43.	Music in Motion School of Higher Dance Education
17.	St. Croix Montessori School	44.	Our Town Fredericksted
18.	Strategic Solutions Network	45.	Per Ankh (House of Life)
19.	SUCCEED	46.	St. Croix Landmarks Society
20.	The Rakeem Christmas Foundation	47.	The Betterment Society
ENVIRONMENTAL PROTECTION & BEAUTIFICATION		48.	Virgin Islands Caribbean Cultural Center at the University of the Virgin Islands
21.	Friends of St. Croix East End Marine Park (STXEEMP)		
22.	Friends of the St. Croix, USVI National Parks		
23.	Nature Conservancy		
24.	St. Croix Environmental Association		
25.	St.George Village Botanical Garden		
26.	Trust for Virgin Islands Land		

# Achievements of the Nonprofit Consortium to Date

Since the launch of the Consortium in August 2016, the Foundation has hosted the following workshops for local nonprofits:

Workshops	Outlined Priorities and Needs of Nonprofits
<i>Building an Island Wide Culture of Philanthropy</i>	<ul style="list-style-type: none"> <li>• Assess the Philanthropic Landscape of St. Croix</li> <li>• Understand the Strengths and Challenges of Local Non-profits</li> </ul>
<i>Exploring Strategic Approaches to Fundraising</i>	<ul style="list-style-type: none"> <li>• Discuss a Community Wide Strategy for Philanthropy</li> <li>• Identify the Community Pillars to unify fundraising</li> </ul>
<i>Identifying our Community Action to Develop Resources</i>	<ul style="list-style-type: none"> <li>• Explore tactical approaches to community-wide fundraising</li> </ul>
<i>Creating the Mechanics of Community-wide Strategy in Philanthropy</i>	<ul style="list-style-type: none"> <li>• Determine the value of the Nonprofit Consortium</li> </ul>
<i>Drafting a Paradigm for How the Consortium will Thrive</i>	<ul style="list-style-type: none"> <li>• Identify objectives for the Consortium moving forward</li> <li>• Discuss community vision (the basis of the forthcoming case)</li> </ul>
<i>Updating the Plan</i>	<ul style="list-style-type: none"> <li>• Explore criteria for nonprofit engagement</li> <li>• Ideate around (3) specific and measurable goals for this collective work</li> </ul>
<i>Solidifying Collective Community Action</i>	<ul style="list-style-type: none"> <li>• Identify tactical approaches for November, December and January</li> <li>• Share leanings</li> </ul>
<i>Board of All Board Retreat: Collective Board Meeting with Board members from 25 Nonprofits.</i>	<ul style="list-style-type: none"> <li>• Review 8 weeks of workshops with Board members of participating Nonprofit Organizations for commitments to formalize the Consortium</li> </ul>
<i>Vision Statement: Process and Survey</i>	<ul style="list-style-type: none"> <li>• Draft collective vision statements for Civic Partners, their respective sectors, and for the Community on a whole</li> </ul>
<i>Vision Statement: Development</i>	<ul style="list-style-type: none"> <li>• Develop collective vision statements (continued from previous workshop) for Civic Partners, respective sectors, and for the Community on a whole</li> </ul>
<i>Leadership Conference &amp; Retreat</i>	<ul style="list-style-type: none"> <li>• Hosted 6 female foundation CEOs of color for a conference on Diaspora Philanthropy representing; (Southeastern Council of Foundations, Minnesota Council of Foundations, Winthrop Rockefeller Foundation, Southern Education Fund, Association of Black Foundation Executives)</li> </ul>



# Next Steps for the Foundation and Consortium Partners: Building Civic Capacity

*Over the course of two years, the Nonprofit Consortium will strategically and systematically build capacity within St. Croix's Civic Sector by providing supports beyond fund development. The Foundation will also offer staff and board development, technical grantwriting, and art of hosting training to facilitate strategic conversations, maximize collective impact, and nurture a culture of collaboration and alliance building.*

## ***Phase I: Securing the Commitments of Nonprofit Partners and Formal Data Collection Process***

During Phase I, NPC partners will be required to sign a formal agreement committing to full participation in the Consortium. The Foundation will also engage Island Analytics, a local data collection and analytics company, to begin collecting and compiling baseline data on nonprofit landscape and sector demographics.

## ***Phase II: Professional Development and Case Making***

The second phase of the Project will entail targeted professional and organizational development. Art of hosting training will also be conducted. Determinations will begin on opportunities for operational collaborations and resource leveraging.

## ***Phase III: Sector Collaborations and Fund Development***

Sector and Organizational 'Cases for Support' will be developed, and aggressive grantwriting and national funder outreach will be conducted.

## ***Phase IV: Evaluation***

Utilizing established evaluation measurement, progress and capacity of St. Croix's Civic Sector and NPC will be assessed.



# Nonprofit Consortium Evaluation Plan

FOUNDATION DATA	METHODOLOGY	INTENDED OUTCOMES
<b>1. PROVIDE ASSESSMENT OF NONPROFIT SECTOR ON ST. CROIX</b>		
Assess public perception of organizations	Questionnaire (x100 participants)	One page deliverable summarizing findings
Evaluate impact of nonprofit services	Data collection on service history and scope (x40 organizations)	List of quantified metrics
Conduct an analysis of community impact	Development Assessment Interview (x40 organizations)	Community-wide case for support
Design a support plan for participants in the Nonprofit Consortium	Development Assessment interview (xorganizations40)	Customized support plan for organizations that intend to grow, merge, or sunset
<b>2. SUPPORT THE INFLUX OF PHILANTHROPIC RESOURCES TO THE ISLAND</b>		
Formally present the case for support to US foundations	Grant proposals (x10+ foundations/year)	Increase in funding from US-based foundations
Convene peer foundations around Diaspora Philanthropy	Retreat and conference leadership (x5 events/year)	Strengthen the culture of philanthropy in the Caribbean
Conduct donor focus group conversations for each sector on St. Croix	Donor focus group sessions (x6/year)	A collection of comprehensive funding priorities for local funders



# Supporting St. Croix Foundation *Supports the Territory!*

"... although we agree your project has merit... St. Croix is not in our geographic location..." ~ *Ford Foundation, 2013*

"... we are unable to provide funding for your program... funding outside of the United States is limited to programs focused in two micro-regions in Mexico, two micro-regions in Haiti, and Brazil. The foundation remains committed to the southern African region..." ~ *Kellogg Foundation, 2013*

"Although the RFP is designed to address the unique historical, cultural and political realities for girls of color in the continental Southeast as the first step to our regional approach to supporting a girls' movement, we are still committed to our global work for girls."  
*NoVo Foundation, 2017*

*To advance our programmatic agenda, in February of 2017, we hosted 7 Senior Female CEOs from the following Foundations on the mainland including the Southeastern Council of Foundations, Association of Black Foundation Executives, Minnesota Council of Foundations, Southern Education Fund and the Winthrop Rockefeller Foundation. It was and continues to be our goal to introduce more philanthropic leaders to the Territory in order to open currently inaccessible funding streams for our entire civic community, and to relieve local donors from the burden they currently bear.*

*Today, we ask you to match our investment!* There is no other community organization in the Territory whose work goes beyond grantmaking and 'programming' but rather serves to strengthen *infrastructure and systems so that programs actually work. In fact, most community foundations are underwritten by large endowments of which only a fraction of the interest goes to support programs. St. Croix Foundation for Community Development redirects all our funding directly back into our community and is working on building real, measurable capacity around targeted priorities that impact the economic and social wellbeing of our entire society.*

***Now, here's why it matters to you:*** the stark reality is that despite the fact that the USVI is facing all of the challenges of urban, rural and developing communities, *multiplied and magnified times ten*, and despite our status as a U.S. Territory, the Virgin Islands is often labeled as either international or irrelevant by national funders, and thus ineligible for national philanthropic dollars.

St. Croix Foundation for Community Development is working diligently to change that! As we seek to identify funding to support our critically important community development programming, we are also working aggressively to open doors of funding opportunities to support our work and the important work of our civic partners. Investing in the Foundation is investing in the future.

# Capacity Building: A **Transformational** Philanthropic Investment

Leading with relationships, the Foundation has supported the first phase of these community-wide philanthropic efforts at no cost to local nonprofit organizations or the local government! We are now engaging Corporate Partners to support this transformational effort as an investment in the health and sustainability of our Community. **We believe the return on investment in these progressive Initiatives will be far-reaching, measurable and systemic!**

<b>NONPROFIT CONSORTIUM BUDGET</b> <b>September 2017 – September 2019</b>		
<b>Nonprofit Consortium (NPC) Director/ Project Manager</b> .....\$75,000/ Year Responsible for developing Cases for Support for participating nonprofits, nurturing collaborations/ organizational restructuring and for launching collaborative cross-sector campaigns for qualifying nonprofits.	<b>TOTAL</b>	<b>\$150,000</b>
<b>Nonprofit Consortium (NPC) Grantwriter/ Administrative Support</b> .....\$25,000/ Year	<b>TOTAL</b>	<b>\$50,000</b>
<b>Data Collection/ Compilation: Nonprofit Landscape Study</b> .....\$50,000/ Year A key component of our NPC involves supporting our civic partners with building capacity around data collection and compilation in the Territory. This is critical to supporting NPO grantwriting requirements on current social and economic current data that substantiates funding proposals and programmatic priorities. Island Analytics will be contracted to develop and implement a comprehensive data collection plan and create a universally accessible data repository/ clearing house for local nonprofits.	<b>TOTAL</b>	<b>\$100,000</b>
<b>Marketing &amp; Communications Resources</b> .....\$12,500/ Year Marketing and printing costs for presentation materials, as well as website design	<b>TOTAL</b>	<b>\$25,000</b>
<b>SCF Operating Overhead</b> .....\$25,000/ Year		<b>\$50,000</b>
	<b>Total Project Cost</b>	<b>\$375,000</b>

*For a detailed, line item budget, please contact St. Croix Foundation directly.*



# St. Croix Nonprofit's Collective Vision for the Future:



**Environmental Preservation**



**Heritage & Culture**



**Resilience**



**Collaboration**



**Sustainability**



**Globally Competitive**



**Innovation**



**Food Sovereignty**



**Social Transformation**

## A MORE RESILIENT ST. CROIX & A REGIONAL MODEL





St. Croix Foundation for  
Community Development  
Civic Capacity Building  
**APPENDIX**

# *A Legacy of Impact*

## OUR BANNER of ACCOMPLISHMENTS & NATIONAL RECOGNITION

### Town Revitalization: \$12 million invested

- 2002:** Launched the **Scrape, Paint, Rejuvenate Grant Program** through which over 200 historic properties in our Historic Downtown Centers have been scraped, painted, and rejuvenated Territory-wide
- 2005:** Sunday Market Square Roadway Renovation completed
- 2007:** Nationally recognized by the **International Downtown Association** for our comprehensive historic town revitalization efforts
- 2008:** Nationally recognized by the **Council on Foundations** for our entire body of economic and community development work
- 2016:** Launched a comprehensive 'End Homelessness Initiative', which serves to reduce the number of homeless residents by providing clinical care (in Phase I) and permanent supportive housing (in Phase II). To date, half of identified homeless on St. Croix (over 80) have been served by Phase I and 6 have been placed in transitional housing.

### Economic Development: \$3 million invested

- 1996:** **Provided over 1.2 million dollars in small business loans for the creation and expansion of over 60 small businesses.**
- 2003:** Recognition by the **US Small Business Administration** for managing one of the nation's top 5 best Women's Business Center
- 2009:** Launch of the **US Virgin Islands' first Small Business Incubator**

### Public Safety: \$1 million invested

- 2000:** **Secured grant funding for Territory-wide security cameras on St. Croix, St. Thomas, and St. John**
- 2006:** Awarded over \$450,000 in grants for **VIPD Professional Development and Training**

### Education Reform: \$1.3 million invested

- 2005:** **Launched our Model Schools Initiative through which over \$1 million has been invested into the Territory's public education system.**
- 2009:** Nationally recognized by **the National School Boards Association** for our Model Schools Initiative
- 2014:** Our Youth Advisory Council was selected by the **National Youth Leadership Council** to present their Global Youth Network at the 2014 National Youth Leadership Conference
- 2017:** Released Comprehensive Education Policy White Paper, "Cracking to Code"

### Fiscal Sponsorships: \$20 million managed

- 1992:** Launch of Fiscal Sponsorship Services, through which over 200 charitable projects have served the Community under SCFCD's 501(c)3 umbrella
- 1998:** Selected by the **Center for Disease Control and Health & Resources Services Administration** to serve as third-party fiduciary and Program Manager for the Territory's federal AIDS funding for 13 years





# Nonprofit Consortium Consultant: Professional Experience

- **Education:** Clemson University, BA in Spanish Language and International Trade  
Boston University, MA in Arts Administration
- **Passion for Philanthropy:** At the root of Allyson's work is her interest in empowering people and organizations to build stronger communities. Her professional and volunteer positions reflect her passion for connecting people to their interests, informed giving, and ability to serve others.
- **Experience:** Allyson's work with CCS includes campaign planning and management across institutions in higher education, culture, and healthcare. Her most recent project was a campaign planning and feasibility study for the Mann Center for the Performing Arts in Philadelphia. Just prior to that, she managed a \$250 million comprehensive campaign for Georgia Regents University, which is based in Augusta. Her work entailed full campaign implementation, donor pipeline development, and creating a case framework for the university, cancer center, and health system. She also managed a series of 70+ strategic conversations to inform a highly detailed plan for this multifaceted campaign.

Allyson Reaves  
*Assistant Vice President, CCS*

Other major projects include complex campaign management for multiple partners. In Hartford, Allyson guided a community of 26 nonprofit organizations towards a \$40M endowment goal. By providing customized training for the day schools, synagogues, and non-profit agencies in the collaboration, Allyson worked directly with the boards, staff, and lay leaders to strengthen campaign readiness efforts. She also created campaign plans and customized case materials for each organization, which served as blueprints for their fundraising work. Originally from South Carolina, is a board member of the Community Investment Network, which supports strategic philanthropy in communities of color.

## NPC Director & Campaign Manager Role

Over the past 12 months, St. Croix Foundation for Community Development (the Foundation) has launched the Nonprofit Consortium, which is an association of 40+ nonprofit organizations that serves to: Drive community change; Strengthen institutions through robust capacity-building measures; Act as a community convener necessary, and; Help to preserve accountability and strategic growth throughout the nonprofit sector on St. Croix. In further development of the Nonprofit Consortium, the Foundation has contracted this position to serve as:

- 1) **Capacity-BUILDER:** Provide technical assistance and support to community organizations in the areas of fundraising, organizational development, strategic collaboration and case building
- 2) **Change Agent:** Drive much-needed change, improvement, and innovation in community development through strategic grant-making in order to advance the delivery of services described above, the Foundation will, for two years, support a role that builds on the progress, visibility, and impact established by the Nonprofit Consortium. This role will advance the programming that builds both the financial and human capital of nonprofit organizations and provide training and follow-up on grant and impact measurement and increase visibility of St. Croix's Civic Sector among national funders.