

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

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The Foundation is also gaining real insight around the strengths and challenges/ assets and liabilities of operating outdated systems under challenging social and economic conditions.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.

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, Willard John, Chairman

anna J. James, Executive Director







St. Croix Foundation for Community Development Who We Are and What We Do

Since 1990 (more than 26 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 4 Pillars of holistic ways. 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 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.

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.

Our

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. Today, in the aftermaths of Hurricanes Irma and Maria, the Territory is in ever greater need of a strategic and equitable approach to community development and *philanthropy*.

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 <u>SHUT DOWN</u> 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

IMPRISONMENT

.561% of the population (3rd highest in the world)

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

COST OF LIVING

\$25,000-\$30,000 compared

to US average of

\$18,000-\$25,000

<u>SAFETY</u> Homicide rate is

double that of Chicago

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

UNEMPLOYMENT

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

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. 4

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

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

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

Data Collection and Compilation

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

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.

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 REVITILIZATION	HEALTH 8	& HUMAN WELFARE
1. Christiansted Community Alliance	27. B	Breast Cancer Project
2. Clean Sweep Fredericksted	28. F	Frederiksted Health Care
ECONOMIC DEVELOPMENT	29. F	Fresh Start
3. Christiansted Restaurant and Retail Association	30. L	Lutheran Social Services
4. St. Croix Chamber of Commerce	31. S	St. Croix Senior Collaborative
5. St. Croix Farmers in Action	32. V	VI Developmental Disabilities Council
6. St. Croix Foundation for Community Development	33. V	VI Trail Alliance
7. St. Croix Hotel and Tourism Association	34. V	Virgin Islands Domestic Violence and Sexual Assault Council (DVSAC)
8. Strategic Economic Development Institute	35. V	Women's Coalition
9. USVI Economic Development Authority	36. Y	Yvonne Ashley Galiber Breast Cancer Foundation (YAGF)
10. USVI Hotel & Tourism Association	VIRGIN IS	SLANDS ARTS, HERITAGE, & CULTURE
11. Virgin Islands Department of Labor- Workforce Development	37. A	Allan Burke Foundation
EDUCATION & WORKFORCE DEVELOPMENT	38. C	C.H.A.N.T.(Crucian Heritage and Nature Tourism, Inc.)
12. AZ Academy	39. C	Caribbean Dance Company
13. BIACC-AZ	40. C	Caribbean Museum Center for the Arts
14. Boys and Girls Clubs of the Virgin Islands	41. C	Children's Museum of St. Croix
15. Good Hope Country Day School	42. L	LIVEUP (Living Inspired as Virtuous Edified United Princesses and Princes)
16. My SISTAHS Keeper, Inc.	43. N	Music in Motion School of Higher Dance Education
17. St. Croix Montessori School	44. C	Our Town Frederiksted
18. Strategic Solutions Network	45. P	Per Ankh (House of Life)
19. SUCCEED	46. S	St. Croix Landmarks Society
20. The Rakeem Christmas Foundation	47. T	The Betterment Society
ENVIRONMENTAL PROTECTION & BEAUTIFICATION	48. V	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
Building an Island Wide Culture of Philanthropy	Assess the Philanthropic Landscape of St. CroixUnderstand the Strengths and Challenges of Local Non-profits
Exploring Strategic Approaches to Fundraising	Discuss a Community Wide Strategy for PhilanthropyIdentify the Community Pillars to unify fundraising
Identifying our Community Action to Develop Resources	Explore tactical approaches to community-wide fundraising
Creating the Mechanics of Community-wide Strategy in Philanthropy	Determine the value of the Nonprofit Consortium
Drafting a Paradigm for How the Consortium will Thrive Updating the Plan	 Identify objectives for the Consortium moving forward Discuss community vision (the basis of the forthcoming case) Explore criteria for nonprofit engagement Ideate around (3) specific and measurable goals for this collective work
Solidifying Collective Community Action	Identify tactical approaches for November, December and JanuaryShare leanings
Board of All Board Retreat: Collective Board Meeting with Board members from 25 Nonprofits.	 Review 8 weeks of workshops with Board members of participating Nonprofit Organizations for commitments to formalize the Consortium
Vision Statement: Process and Survey	Draft collective vision statements for Civic Partners, their respective sectors, and for the Community on a whole
Vision Statement: Development	Develop collective vision statements (continued from previous workshop) for Civic Partners, respective sectors, and for the Community on a whole
Leadership Conference & Retreat	 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)

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				
1. PROVIDE ASSESSMENT OF NONPROFIT SECTOR ON ST. CROIX						
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				

2. SUPPORT THE INFLUX OF PHILANTHROPIC RESOURCES TO THE ISLAND

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.

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



Environmental Preservation



0 10 10

Heritage & Culture







Collaboration

Sustainability

Globally Competitive



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



Allyson Reaves Assistant Vice President, CCS

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.

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:

Capacity-Builder: Provide technical assistance and support to community organizations in the areas of fundraising, organizational development, strategic collaboration and case building 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.