Member Manual

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Introduction

Welcome to membership in Girls Giving Grants(g3) and for serving on an Application Review Committee (ARC). Thank you for being willing to devote time and energy to helping Girls Giving Grants choose potential grantees that all members can be proud to support.

You will be instrumental in the selection of our grant recipient. To fulfill your responsibilities, you will be asked to work with your fellow committee members to perform "due diligence" on each applicant. In the business world, due diligence involves investigating the details of a potential investment by examining the operations and management, and by verifying material facts. For us, the return on our investment is not monetary profit, but public benefit. As a member of an ARC, you will perform due diligence by reviewing proposals from grant applicants and evaluating them for credibility, capability, commitment, feasibility, and significance. You will be conducting site visits, during which you will interview key staff at the applicant organizations and tour facilities. It is your job to penetrate the presented reality (as reflected in the proposal) to get at the actual reality! After completing your evaluation process, you and committee members will be able to confidently recommend a Finalist.

Each ARC is charged with choosing a Finalist that will appeal to our diverse membership. Your committee does not have to find one of the ultimate recipients, just a Finalist that any member could be proud to support.

No one expects you to be an expert in grant evaluation. Part of what many of us hope to gain from our membership in Girls Giving Grants is a greater understanding of the needs in our community and a chance to develop some new knowledge, skills, and abilities along the way!

We're so glad you've joined us!

Membership Description, Requirements, and Attendance

Members of Girls Giving Grants are girls in grades 8-12 who have an interest in making a difference and learning all about the community and philanthropy. They come from all over Central Texas and meet together approximately 10 times over the school year, to make a gift of one collective grant to a youth serving nonprofit. At the start of the year, each girl donates $125 of her own money. $100 going directly to the grant to be given and $25 for program materials and administration.

Members are expected to be ethical, respectful, open-hearted, responsible, and participatory in the process. (More on pages 3-4). Attendance at the meetings is important as we come together to learn collectively about our community needs and what part we can play in addressing those needs. Part of the fun is meeting girls from all over Austin and doing this together.

g3 Scholarship/Sponsorship Program

g3 Scholarship/Sponsorship Program Objective

In order to minimize barriers to participation in the g3 program that may be due to economic status, a limited number of financial scholarships and sponsorships have been established to cover the $125 contribution required for membership in g3. The funds come from donations by individuals, organizations and/or businesses.

Policy

Scholarship and sponsorship awards are made available to overcome financial barriers to g3 membership and to support our desire for greater diversity, inclusion, equity and belonging within our organization. For a scholarship to be awarded, the prospective g3 member must be eligible to participate in the Federal Free or Reduced Price Lunch Program at their school. If they are not part of this program, they may request a sponsorship. These awards are made on an annual basis and must be requested each year. When awarded, the scholarship or sponsorship is applied to the participant's internal membership record. There is no external value or disbursement of funds.

Procedures

- To be eligible for a scholarship or sponsorship, the prospective member will submit an online registration form with: 1) the request of either a scholarship or sponsorship 2) acknowledgement of participation in the Federal Free or Reduced Price Lunch Program if applicable and 3) responses to the questions as to why they would like to participate in g3.

- Scholarships will be awarded based on eligibility. Sponsorships will be awarded on a first come first serve basis as available.

- Only the number of available scholarships/sponsorships in the current year will be awarded.

Ethical Behavior Expectations

Girls Giving Grants' policy is to act with integrity in all of our relationships and actions, be honest, fair and accountable, and treat everyone with respect. As with all of our stated values and beliefs, we take this very seriously. You will be expected to conduct all committee business with integrity and to be sure that all committee work is done in a fair, honest, and respectful way. We expect you to deal respectfully with each other, applicants, and grantees as well as those simply seeking information about Girls Giving Grants.

We need to remember that the money is a significant influence in every interaction we have with applicants and potential applicants. It is very important that our behavior is beyond reproach; that no one can say our decisions were unfairly influenced or biased. To assure that this is the case, we require the following:

- Each committee member must read and execute our Conflicts of Interest Policy, which is contained in Appendix A. This policy generally prohibits you from using your position as a committee member to achieve a personal benefit for you or a family member. It requires you to disclose any relationships you or any immediate family members may have with grant applicants or potential grant applicants and sets forth procedures to follow in considering the applicant if a conflict appears to exist. The primary purpose of this policy is to protect the integrity of Girls Giving Grants' decision-making process.

- No committee member may accept gifts from applicants or potential applicants. We expect committee members to exercise sound judgment when dealing with situations where items, services or meals that could be perceived as gifts are offered. For example, if you are on an all day site visit and a modest lunch is provided for everyone, it makes sense for you to eat the meal. On the other hand, it would be unacceptable for committee members to be taken out to dinner by an

applicant. Always err on the conservative side. We want to avoid even the appearance of impropriety.

- Contact with grant applicants will be carefully managed by the Co-Chair of Girls Giving Grants and the ARC Advisor. Any contact with grant applicants may raise their expectations. Your committee should have only the contact necessary to get the information you need. Until site visit candidates are selected, all contact with the applicant will be funneled through the Co-Chair of Girls Giving Grants. If you happen to have contact with an applicant, be professional and considerate, and most importantly, noncommittal. Do not become overly friendly and be careful about making suggestions or giving advice.

- All committee members must respect the confidentiality of applicants and grantees. This requires that you use discretion in communicating with others about specific organizations and individuals, and exercise care not to disclose confidential information acquired in connection with your status as a committee member.

Member Expectations and Guidelines

All participants of g3 must agree to adhere to a few basic guidelines.

1. Be respectful and kind.

2. Come prepared and ready to participate. This is your organization, so make it the best it can be!

3. Encourage others to share their opinions and actively listen when they do. Engage in the discussion.

4. Be early or on time to every meeting (whether in person or on Zoom)

5. Turn cell phones off (unless instructed otherwise) and do not allow outside distractions during g3 meeting time.

6. Check your emails regularly so that you don't miss anything.

7. Make an effort to attend every meeting you possibly can.

8. If a concern arises, talk to your ARC Advisor or the g3 Co-Chair so that we can address the situation together. If you are not satisfied, then you may talk to your parents. However, we will not address issues directly with your parents if we haven't heard from you first.

9. Ask questions. Everyone is here to learn. If you have a question, someone else probably does too—so it's best to discuss them all.

10. Be supportive of each other and open-hearted. Jump into meeting the other members, learning about the community, and making a difference!

11. Be excited and have fun!

Example "Year at a Glance" Calendar

Each summer, the next year's syllabus will be created and distributed. However, here is a quick snapshot of what the typical year looks like for g3. Pink designates events which are not bound to a specific meeting.

A Sunday in August or September, 1-6pm: Retreat, LEADERSHIP TEAM ONLY

Mid-September: Membership applications due.

Sunday, September 3-5pm: Training: NEW member (and refresher) Grant Review Training

Sunday, October 3-5pm: Training: ALL MEMBERS Team Building, Working Together and Fun.

Sunday, October 3-5pm: Training: Community Needs; Diversity, Equity, Inclusion and Belonging (DEIB)

Late Oct / Early November: Grant applications due for nonprofits applying.

Sunday, November 3-5pm: Begin ARC evaluations of Grant Applications

Sunday, December 3-5pm: Continue ARC evaluations of Grant Applications

Sunday, December 3-5pm: Winter Holiday Service Event and Fun *(optional)*

Sunday, January 3-5pm: Complete ARC evaluations, cross review of Grant Applications and choose Semifinalists.

February - March Nominations/applications for next year's officers and ARC chairs via email.

Sunday, February 3-5pm: Public Speaking training; Prepare for ARC Semifinalist presentations

Sunday, February 3-5pm: ARC Semifinalist presentations and vote on Finalists

Sunday, April 3-5pm: Finalists Presentations and/or Site Visits

Sunday, April 3-5pm: Final meeting: End of Year Celebration - Award Grant, Recognize 2023-24 Leadership and Seniors, Introduce next Class of officers and chairs

June Impact Austin Annual Meeting – TBD

July-September Recruitment

Summary of the Grant Evaluation Process

Girls Giving Grants operates on an annual funding cycle, which runs from September to August of the next year. In each funding year, funds are collected in September, proposals are solicited and evaluated from October through April, and grants are awarded in April. The exact amount of funds available for award in any given funding year depends on our membership and will be announced late September/early October.

Our entire grant process is focused around a proposal for a project or a program that is intended to benefit youth in our community within the next year. In general, a proposal for a grant (1) details a need or problem in our community, (2) outlines a nonprofit's strategy for addressing the problem and (3) justifies the methods. The proposal indicates what the important tasks are, who will be doing them, for what duration and at what cost. Like a plan for a new business, the grant proposal must convince you that the nonprofit is sound and that the planned effort can achieve its intended goals.

We have divided our grant application process into two main phases:

Stage I: The Grant Application Process

The applicants may download the Grant Application package from Girls Giving Grants' website. You can see the Grant Application package in Appendix C. By completing this form, the applicant will provide Girls Giving Grants with detailed information on their organization and the project they are proposing. Each ARC will evaluate all the applications and select Semifinalists upon which the entire membership will vote in order to determine which applicants will move onto the next stage—the Site Visit.

Stage II: Finalists Presentations and/or Site Visits and Vote by Membership and Award

Finalists presentations are then conducted virtually (may be conducted onsite) for the two Finalist applications by the entire membership. Upon completion of the finalist presentations, the Girls Giving Grants' members will then vote to determine the grant recipient. The Finalist receiving the majority of the votes will receive Girls Giving Grants' grant.

An Overview of Our Grant Guidelines

To be eligible for a Girls Giving Grants grant, an organization must be a 501(c)(3) public charity (a specialized tax-exempt designation under the IRS tax code), not a private foundation.

The proposal must:

- Provide services in Travis, Hays, Bastrop and/or Williamson counties that will benefit youth;

- Plan to expend the funds within 12 months; and

- Use the entire grant amount available. (For example, we will reject a proposal with a cost of substantially less than the amount of our grant award.)

- Be submitted by our deadline.

Girls Giving Grants is looking for proposals related to specific projects or programs that impact (and, we hope, transform!) the lives of youth. Those projects or programs may be new or may be expansions on existing ones. By "project or program," we mean a set of coordinated activities that:

- Target a specific population;

- Last for a specific duration; and

- Aim to achieve specific, measurable goals.

For example, a proposal to use a Girls Giving Grants grant to purchase a new computer for an organization is not a project or program. However, if the proposal requests funds to purchase a computer for a pilot program to teach technology skills to at-risk youth over the next 9 months with goals of improving their academic performance and lowering their risk of dropping out of school…now we have a project or program! In this case:

- The targeted population is "at-risk youth;"

- The specific duration is "9 months;" and

- The specific, measurable goals are "improving their academic performance and lowering their risk of dropping out of school."

We would, of course, expect all these components to be defined in much more detail in an actual proposal, but this gives you the overall idea. Please note that Girls Giving Grants' guidelines state that the grant funds must be expended within 12 months.

We will not fund:

1. *General operating expense requests*: For example, payment of utility bills, rent, or insurance.

2. *Capital campaigns*: but we will fund capital expenses as a part of a program or project. A capital campaign is a major fundraising effort to collect and accumulate substantial funds to finance major needs of an organization such as a building or a major repair or renovation project. Although a proposal acceptable to Girls Giving Grants may include capital expenses, it will be focused around a specific program or project with measurable impact on a target population and our grant will be a significant part, if not all, of the total project funding.

3. *Religious activities:* We will consider proposals from religious organizations provided the grant is not for a project or program that includes "inherently religious activities" such as worship, religious instruction or proselytization (to induce someone to convert to one's faith). For example, we would entertain a proposal from a church for a program that feeds homeless youth as long as the program doesn't require the people being served to participate in any "religious" activities and doesn't discriminate on the basis of religious belief.

4. *Legal expenses:* We will not fund legal expenses where the expenses are incurred in any action by or against the organization, but we will consider programs where legal expenses are a part of the service offered to the targeted population. For example, a program that provides free legal services to child victims of domestic violence is eligible for our grant.

Proposal Evaluation Criteria

Overall, a good proposal will clearly demonstrate the following characteristics:

- **Credibility**. You will first of all be evaluating the proposal for signs that the organization appears to be reliable and trustworthy. Ask yourself: Does the organization know what it wants to accomplish? What is the evidence that the organization is currently achieving its goals? What kind of reputation does the group enjoy within its community and beyond?

- **Capability**. Girls Giving Grants cannot just look for an organization with good ideas. We must find an organization with a good idea AND the ability to turn that idea into reality. This requires an organization with competent, qualified staff as well as a good structure and systems in place to achieve its goals. Ask yourself: What skills do the organization's staff and board bring to the project? Are they relevant to the project's aims? Has the organization succeeded in similar endeavors of equal size and scale to what they are now proposing? Also look at the diversity of the organization. The goal would be that the organization is as diverse as the community it serves. They should at least be looking at the goal. Essentially, you are assessing whether the staff and board can carry out the initiative effectively.

- **Commitment**. For a project or program to be successful, the organization should consider it a priority. We are looking for an organization with a vision and the determination to turn it into reality, either with us or without us. Ask yourself: Is it clear that this project is one of the organization's priorities? Are they willing to commit some of their own funds to the project? Do they have a clear plan for continuing the project beyond our grant?

- **Feasibility**. In looking at credibility, capability and commitment, you are evaluating the organization itself. Now you must consider the project on its own merits. Ask yourself: Can it be done? Does the budget allocate the resources required to complete the tasks and strategies that are outlined? Does the timeframe seem reasonable?

- **Significance**. Where feasibility considers whether a project can be done, significance focuses on whether a project should be done. Ask yourself: Is the project important? Does the need outlined seem to be significant? Will the project make a difference in the Austin area and will it resolve the issue it addresses? How does the initiative address diversity, equity, and inclusion?

So, in using these characteristics to evaluate proposals, you are answering the following question: Does the proposal describe a meaningful (significant) project that is built upon a good idea that could be successfully implemented (feasibility) by a trustworthy, competent (credibility and capability) organization that is determined to do it no matter what (commitment)?

The Elements of a Healthy Nonprofit

A key aspect of evaluating an applicant's proposal is to evaluate the organization itself. Credibility, capability, and commitment are the key characteristics you should look for in the organization. An applicant that is badly managed and whose direction is uncertain may not be an organization that Girls Giving Grants wants to support, even if the proposal and the project it outlines are outstanding. A healthy non-profit organization is one where good programs are in place in order to advance its mission. Some of the characteristics of a healthy non-profit are:

- A healthy governance: The organization has a Board of Directors that works well with the Executive Director and is able to define its mission and establish programs and policies to further that mission. The Board should also serve as a separate check on the management of the non-profit and be well connected to the community and its needs.

- A Competent Executive Director. The Executive Director sets the tone for the internal workings of the non-profit, including communication and the staff's working relationships.

- A sound financial management system. A healthy non-profit has a system in place that controls expenditures and produces accurate, timely reports of income and expenditures. There should be regular external review of the organization's finances by a financial committee and an external auditor.

- A workable human resource policy and practices. Because a non-profit spends the majority of its money on the salaries, training and supervision of its staff, a healthy work environment is important to the success of a non-profit. They must compensate their staff adequately within their limited resources and they must find creative ways to motivate them to perform their best.

- A successful fund development strategy. The reality of the nonprofit world is that a not-for-profit organization has to obtain funds, whether through gifts, grants, fees, or fundraising. A nonprofit that cannot attract resources is in desperate trouble.

- A clear, consistent message. A healthy nonprofit should be able to communicate its message to anyone who can either help it or be helped by it. The ability to communicate their message well stems from it being clear and consistent.

Summary

By April when a final grant is selected, you should feel you have a solid impression that lets you answer these basic questions:

1. Is the organization credible?

2. Is the management capable?

3. Is the organization committed to the project they are proposing?

4. Is the project significant? Will it make an impact in our community?

5. Is the project feasible? Can it be done in the way they have proposed?

For our final grant recipient(s) (and all of our Finalists), the answer should be a resounding "yes" to each of these questions.

Application Review Committee (ARCs) Process

The ARCs

An Application Review Committee is a group of no less than five (5) and no more than fifteen (15)

Girls Giving Grants members, assembled to evaluate grant proposals. Each ARC is overseen by an Advisor and is chaired by Girls Giving Grants members. In addition, a member has been assigned to each committee to serve as Vice-Chair. The Chairs and Vice-Chairs will facilitate and guide their ARCs through the evaluation process. ARCs are responsible for reviewing the grant proposals received by Girls Giving Grants and choosing a Finalist that any member could be proud to fund.

Stay on Task – Adhere to Your Timeline

The review process for the grant applications is time-consuming. This is where a pre-set calendar is going to be especially important. The committees will receive copies of the grant applications in November. Each committee must select the Finalist by March, which gives the committees 12-15 weeks to review grants and determine a Finalist. You will want to stick to your deadlines for completing the review of the applications, performing a financial analysis, scheduling and completing site visits etc.

Roles

Each ARC will have a Chair and Vice Chair, as selected by the g3 Co-Chairs and Advisors, the previous spring. (The section on leadership has more info about this in detail.) The Chair is responsible for running the ARC meetings, the Vice Chair assists and steps up to lead as needed, and the Advisor provides support to the process. In order to function effectively, each committee can designate other roles within their group if they would like. The most common is a secretary who will take notes at the meetings and transcribe them into meeting minutes that will be distributed to all committee members for approval (see Keeping Minutes below).

Keep Meeting Minutes

The Secretary of each committee is assigned the responsibility of keeping meeting minutes. The minutes are notes that serve as a summary of the ARC decisions and should be distributed to members. The minutes do not need to be extremely detailed in terms of discussions and debates that take place. The important things to note are any decisions the committee makes about their applicants, the evaluation process, as well as dates and people assigned to tasks and specific applicants.

Manage Document Control

Because the information in the applications is confidential it must be handled carefully. As much as possible, electronic copies of applications will be used. Any paper copies must be destroyed as soon as decisions on each application are complete, and reviews are recorded in the online Zengine grant management tool.

Managing Conflicts of Interest

Conflict of interest will be screened for by the g3 Co-Chairs, using information provided by members, prior to the first ARC meeting. However, if a previously unknown conflict emerges, alert the Co-Chair as soon as possible and this will be controlled for in an appropriate manner.

Manage Communication with the Applicant

As mentioned previously in the discussion on ethics, your committee's communication with grant applicants should be carefully managed through a designated point of contact, either the Co-Chair of Girls Giving Grants or an Advisor who takes on the Nonprofit Communication Lead role. Such correspondence includes:

- All letters acknowledging receipt of grant applications;

- All letters declining grant applications;

- Request for and scheduling of site visits.

- Questions: If an ARC needs to ask the applicant for more information, clarification, or any other question that will help the committee to make a quality decision, they should notify the Co-Chair and the Nonprofit Communication Lead. If you happen to have contact with an applicant, be professional and considerate, and most importantly, noncommittal. Do not become overly friendly and be careful about making suggestions or giving advice.

Evaluating the Grant Application

Once the applications are distributed to your committee, you are ready to begin reviewing the proposed projects and programs. Remember that your goal for this phase is to select Finalists that any of Girls Giving Grants' members could be proud to support. As discussed previously, you will be looking for evidence that the organization is credible, capable and committed, and that the project is significant and feasible.

The grant application form is designed to elicit information about the project or program, rather than the organization. Your focus should be to identify proposals that:

- Fit within our guidelines. This is, for the most part, an objective decision and anything that doesn't meet g3 criteria will be pre-screen by the Co-Chair and not make it to the ARC.

  However, the ARC also stands as a check on this process. For example, if your ARC notices that a small portion of the budget would go to legal fees, this should be brought to the Co-Chair's attention immediately.

- Clearly answer the questions asked. It is important that we clearly understand what the proposal is for and how our grant money will be spent.

- Meet the criteria of commitment, credibility, capability, feasibility, and significance as outlined above.

- Outline a project or program that is significant and seems feasible. Since the application focuses mainly on the project or program, you should have enough information to decide whether it is important to the community and seems like something that could work.

- Outline a project or program that any of our members could be proud to fund.

One important part of this process is evaluating the financial information included in the application. You will undergo financial training prior to the ARC meetings. In the meantime, know that the financial information provides evidence of the credibility, capability and commitment of the organization, as well as the feasibility of the project.

Process of Narrowing Applications and Presentations of Semifinalists

The first few meetings of the year will be focused on preparing members to evaluate grants. This will include getting to know each other, understanding philanthropy, understanding community needs, evaluating grants, evaluating finances, and working together in groups. Later in the year, there will be additional training on public speaking and conducting site visits.

However, from November to February the meetings will focus almost exclusively on evaluating grant requests and narrowing down. Depending on the number of grant requests received each year, ARCs will typically have between 5 and 10 that they are assigned to review. (Grant requests which do not meet the requirements of the g3 grant will be pre-screened out of the process and not make it to an ARC assignment.)

Here is a typical ARC process to narrow applications. This is a high-level walk through just for your information, which will be guided in much greater detail each meeting by the Advisors and Leaders.

First ARC meeting:

- Quick review of applications for an initial understanding of them. This means each application will receive an initial read through.

- Debrief—After the reading of each grant, the ARC Chairs lead the group a very high-level discussion of each one for a few minutes, to include:

  o General likes and concerns.

  o A quick walk through of the 5 criteria.

  o It is recommended that a chart be created and used to keep track of the grants similar to this, which can include quick snapshots of each criteria. The ARC Vice Chair can take these notes as the ARC Chair leads the discussion. The ARC Secretary can also keep the minutes:

Organization	Credibility	Commitment	Capability	Feasibility	Significance
Organization A	Notes A	Notes A	Notes A	Notes A	Notes A
Organization B	Notes B	Notes B	Notes B	Notes B	Notes B
Organization C	Notes C	Notes C	Notes C	Notes C	Notes C

Second ARC meeting:

- Continue quick review of the remaining applications and completion of the notes chart.

- With the remaining time, vote as a group which 3-4 applications the group wants to "deep dive" with. Then re-read those applications and further discuss with more detail. Ensure that you know the applicable information for all 5 criteria for each organization you deep dive. If you do not, this should be considered as you narrow to the ARCs top two choices.

Third ARC meeting:

- Continue to deep dive with the top selected applications.

- Vote as a group which are the top 2 choices from your pool of applications. If your ARC is ready, you can then also vote on your top 1 application at this point.

- Cross review—each ARC will pass their top 2 choices around to the other ARCs. This will give you a chance to see what other organizations are rising to the top. (This process will be guided by the Co-Chair and take the second half of the meeting.)

- If you haven't already, choose the top 1 application—each ARC's top choice makes up the "Semifinalists."

Fourth ARC meeting:

- This meeting will open first with a brief training on presentations and public speaking.

- Create your plan for the presentation. You can use Prezi or PowerPoint.

- Assign roles—Every girl must participate in her ARC's presentation, so who is speaking on each section? What is the most important information to include? Who is in charge of typing up the slides?

- Create your slide content—After you have designated who will speak on each section, start working on what you want your slide to say. Make sure you have notes for yourself and also notes to give to the person who is preparing the slides.

Fifth ARC meeting:

- Whoever is in charge of the presentation slides, must have them turned into the Co-Chair before this meeting.

- This meeting will start with 30 minutes to practice as a group and then everyone will convene together and present.

- The full membership will vote, using a ranked ballot system, to narrow down to the top 2 organizations who will be contacted about site visits.

General tips for throughout:

- Flexibility is important! For example, if your group has a resounding, unanimous NO to an application at any point in the process, that is ok! Eliminate that application and then focus on the others for the remainder of the process.

- Speak up! Everyone's opinion is valid. If you have a thought about a grant that you haven't heard someone else share, make sure you contribute to the discussion.

- Choose a voting method that works best for you as a group. For example, if you think that some members might be pressured to vote a certain way, use anonymous ballots instead of hand raising.

Conducting Site Visits or Finalist Presentations

The top two nonprofits, as selected by the Semifinalist vote after presentations, will be contacted for site visits or finalist presentations by the g3 Co-Chairs or Nonprofit Communication Lead. The site visit/presentation is extremely important because it allows your committee to gather crucial information, observe the organization's operations, and gain a deeper understanding of the project proposal. All members of Girls Giving Grants are invited to attend each scheduled site visit / final presentation. This includes the ARC Chairs, Advisors and the Co-Chairs of Girls Giving Grants. This allows each member to be educated firsthand on the nonprofit and its proposed program and allows for an educated comparison among each Finalist during the final determination.

The Co-Chairs determine if in person site visits or virtual finalist presentations will be conducted. Many nonprofits have programs that restrict entry, require strict security measures, or do not have a facility to visit. Also, arranging transportation for all girls to and from site visits constricts the number of members able to attend. With these factors in mind, virtual Finalists Presentations have been created providing as inclusive experience as possible. Presentations include videos of the facility, key members and clients as well as multiple presenters live on the call for interactive Q&A.

Benefits to the Site Visit / Finalist Presentation

There are important benefits of conducting a site visit (whether virtual or on site):

1. Meet the people. Probably the most important benefit of the site visit is that you will have an opportunity to meet the staff and board members of the organization. These are the people that will be running the proposed project, and meeting them will help you determine whether they are truly capable of achieving their goals

2. Learn more about the organization and the project. Prior to the site visit, the only information you have about the project and the organization is what is contained in the written application. The site visit allows you to expand that knowledge by asking the staff to elaborate on their plans, goals and visions for the project as well as the organization.

3. Seeing beyond the proposal. One of the most important aspects of the site visit is to see beyond the written proposal – to separate the rhetoric from the reality. Many organizations actually hire experienced grant writers to draft their proposals, so projects may sound better than they actually are. On the other hand, organizations without the resources to hire professional grant writers may have submitted a proposal that undersells the project and organization. The site visit gives you a chance to double-check the reality of the claims in the proposal. Are the plans realistic? Are the key players familiar with the proposal?

Before the Site Visit / Final Presentation

In order to have a successful site visit or finalist presentation, you must be prepared. A good outcome requires intellectual engagement before, during and after.

1. *Generate the questions.* The ARC Chairs and Officers (leadership team) prepare key questions in advance, for both Finalists. While all members attend the visit, the leadership team will be responsible for making sure all the questions are asked to executive leadership and for delegating responsibility for note taking.

2. *Learn More About the Organization and Read the Proposal Carefully*. You may want to conduct a little research about its past and present programs as well as the organization's reputation in the community. This can be done by reviewing their website or doing a basic Google search. Also, the

people you are meeting at the organization will assume that you are familiar with their proposal and will be prepared to discuss it with you as if you have carefully reviewed it.

3. *Work together to prepare*. If there is an in-person site visit, you will have time to review the application, hear more from the ARC that is representing this organization. After everyone has carefully reviewed the application and supporting documents, the team should work together to see the "big picture" and develop a common understanding of the project. The main purpose is:

- Define the most important questions to be settled in the interviews.

- Uncover any knowledge gaps in the team so that the focus of the site visit will be defined.

- Confirm everyone's role in the site visit and spell them out according to responsibility, tasks and goals.

In Person Site Visit Only Specifics:

Conducting a Site Visit

In general, the site visit could contain three major parts, but will be a little different for every nonprofit. These include:

1. General facilities tour and/or demonstration of their work.

2. Executive interview—for the leadership team to conduct.

3. An activity for the other group (who is not conducting the interview) to participate in. *Not applicable to virtual site visits.*

In some cases, an organization will be so small that they will not have the staff/space necessary for us to break into two groups. In that case, the full membership may sit in on the interview. While you are conducting the site visit interview, it is important that you:

- *Take notes*. In order to use the information which is collected at the site visit as effectively as possible, it is important that you take good notes. Since most girls may not sit in on the interview, it is important that you are able to report as thoroughly as possible what you learned.

- *Look for red flags*. Red flags are "findings that cause you to have concern that the nonprofit is seriously deficient in an important area of organizational capacity and may thus not be fully capable of implementing the grant." The existence of one or more red flags does not necessarily mean that the applicant will not be awarded the grant. There are several approaches to managing the weaknesses, which will need to be discussed.

- *Be observant.* While you are roaming through the administrative offices, and even when you are conducting interviews, keep your eyes open to the goings on around you. For example, if you are visiting a medical clinic, see if it is actually providing medical services to people, if people are making appointments, if the staff is pleasant and professional. Can you determine what the organization's attitude toward its clients is like?

- *Be kind, courteous, and professional*. We are representing g3, and each member should conduct herself as an excellent ambassador. Remember—while we are doing our due diligence, we should not assume anything about the organization, either negatively or positively. Simply take in the information!

After the Site Visit

Everyone will reconvene after the site visits (the same day) and walk through these activities:

1. *Debrief with Others that Attended the Site Visit*. After the site visit, it is essential that all of those who attended the visit debrief, preferably together and soon after your visit. You must flesh out your notes, recollect your experience and make sense of your ideas and hesitations.

   You will be guided by leadership to reflect on things like:

   • What did I learn?

   • What stood out to me?

   • What did I walk away understanding better?

2. *Creation of Site Visit Report*. Leadership will work with others who attended the visit to compile a site visit report, including answers to the questions originally generated. It is important that the notes contain essential information such as:

   • Evidence that you met all the key players and judged them capable,

   • Assessed the applicant's capacity and found it adequate,

   • Examined the partnerships and collaborations and decided they were sound, and

   • Weighed the overall risks and concluded that they were worth taking.

3. *Thanking the site visit site*. We should promptly send a thank-you letter to the organization. The Co-Chairs of Girls Giving Grants will prepare and send this.

Final Voting and Grant Award

After the site visit or finalist presentation, members present will get together and provide feedback to the ARC chair responsible for the report out to the full membership. This will allow anyone who was ill or otherwise couldn't attend the site visits or finalist presentations to have any remaining questions answered. The Site Visit / Finalist Presentation report and recording (if virtual) will be sent to the full membership. The vote for the grant award winner will be conducted electronically within an established deadline.

In the event of a true tie, the Co-Chairs will make the final decision. Note: a "true tie" is defined as a total 50-50 split. Even just one extra vote in the favor of a nonprofit can decide the result.

The Co-Chairs will notify the nonprofit and set up check presentation details and work with the nonprofit to manage their payment and reporting schedule.

Leadership Team Members

Selection Process

Girl driven leadership is inherent to the success and functioning of g3. In January/February of each year, the leadership application process will open. It will consist of three parts:

1. *Leadership application period*: Over a 2-3 week period, members (and those encouraged by Advisors) can apply for next year's leadership team. This includes g3 Officers and ARC leaders. Applications will be made electronically including the name and desired role and leadership questions. Please refer to each year's syllabus for exact dates. Applications received after the application period will not be considered.

2. *ARC Evaluation and selection*: The Co-Chairs will share the applications with the Advisor team and deliberate to make selection for the next year's ARC leaders. This process will include not only their application forms, but also personal experience working with the girls and observing their leadership potential, attendance records, seniority in the organization, and initiative, attitude, and other behavior.

3. *Elections*: If there are multiple applications for g3 Officer positions (See below) it may be deemed necessary for those positions to be elected by the membership. In that case, each applicant will be given an opportunity to speak to the membership to share their qualifications.

4. Girls will be notified prior to the final meeting if they have or have not been selected for a leadership position. Girls who have been selected will need to formally accept the positions they are offered. Final leadership placements will be announced at the final meeting.

Roles and Responsibilities

OFFICERS

President (must have previously served as a Chair of an ARC, has good attendance record)

- Spokesperson for the organization; speaks at Impact Austin annual meeting and other occasions • Provides direction and leadership to g3 members and the Leadership Team

- Connects with other officers frequently (especially the Vice Chair) and assists with their duties as needed

- May serve as ARC Advisor as needed

- Assists with alumni relations and provides input on the selection of the next leadership team

Vice President (must have previously served in a leadership role, has good attendance record)

- Partners with President as needed and acts as the President in her absence

- May serve as ARC Advisor as needed

- Assists Co-Chairs as requested with administrative duties

- Assists with volunteer opportunities and coordination

Secretary (must have participated for at least 1 year with good attendance)

- Official Record Keeper

- Updates electronic attendance database

- Oversees ARC process reports and updates Impact Austin grant management tool

Membership Chair (must have participated for at least 1 year with good attendance)

- Responsible for membership recruitment and retention

- Responsible for the planning / execution of g3 social/service activities and events

- Assists with ice breakers and other ARC activities that advance membership cohesion

Education Chair (must previously served as a Chair or Vice Chair of an ARC with good attendance record)

- Takes an active role in training sessions and activities

- Assists ARCs with Presentation activities and technology.

Media Coordinator (must have participated for at least 1 year with good attendance)

- Maintains g3 social media accounts

- Photographs all events

- Works with Membership Chair in using social media to connect past and present members

- Works with Impact Austin Marketing team

ARC LEADERSHIP

ARC Chair (must have participated for at least 1 year with good attendance)

- Primary facilitator of assigned ARC team, encouraging positive participation of all members

- Maintains the grant review process and schedule

- Responsible for the ARC Semifinalist presentation: distribution of participation fairly among members, electronic materials, meeting deadlines

ARC Vice Chair (must have participated for at least 1 year with good attendance)

- Partners with the Chair as needed and facilitates meetings when the Chair is not present

- Takes attendance and submits attendance sheets to g3 Secretary

- Responsible for completing process report requirements

- Responsible for ARC meeting reminders, "missed you" notes, encouraging member cohesion

ARC Alternates (must have participated for at least 1 year with good attendance)

- Learns the roles and responsibilities of ARC leadership

- Takes an active role in making team members feel welcome

- Partners with ARC leaders to assist as requested

ADULT LEADERSHIP

Advisors

- Serves as a consultant and sounding-board for ARC Leaders

- Checks in with ARC Leaders before meetings to ensure everyone feels prepared and after meetings to debrief with your observations

- Provides kind feedback, both positive and constructive

- Answers questions as needed during meetings

g3 Co-Chairs (Co-Chairs)

- Coordinates with the Impact Austin organization and its subcommittees on progress, needs, budget and promotions

- Administers registration and payments

- Manages g3 applications in the Impact Austin electronic grants management system

- Ensures and secures meeting facilities and supplies

- Directs and Guides the Leadership Team including Advisors

- Provides support to the Leadership Team

Training

In the fall of each year, before the first full membership meeting, a special leadership retreat is held. During this time, leaders will bond as a group and also train on many topics including: the expectations of the leadership team, how to conduct successful ARC meetings, how to facilitate discussions and positive group dynamics, and how to leverage their strengths to be effective leaders. It is imperative that girls who wish to pursue a leadership position prioritize attending this retreat. During that training, a special Leadership Expectations document will be shared.

1. Purpose

The purpose of this Conflict of Interest Policy is to assist the Co-Chair of Girls Giving Grant, the Advisors and Members of Girls Giving Grants (collectively, "Members") in identifying and avoiding situations that present potential conflicts of interest. Girls Giving Grants is committed to avoiding potential conflicts of interest in order (1) to protect the integrity of Girls Giving Grants' decision making process, (2) to ensure that our Grant Applicants and the nonprofit community as a whole, have confidence in our integrity, and (3) to protect the integrity and reputations of all Members of Girls Giving Grants. This Conflict of Interest policy also provides Girls Giving Grants with a procedure that permits a Grant Applicant to be considered for Girls Giving Grants' grant award even though one or more Members may have a conflict of interest with respect to the Grant Applicant.

2. Standard of Behavior

A Member of Girls Giving Grants may not use her position with Girls Giving Grants to achieve a personal benefit for herself, whether financial or non-financial, directly or indirectly. Girls Giving Grants' Members must scrupulously avoid conflicts of interest between the interests of Girls Giving Grants and personal, scholastic, extra-curricular, professional and business interests. This includes avoiding potential and actual conflicts of interest, as well as taking affirmative action to avoid perceptions of conflicts of interest. This policy is intended to supplement but not replace any applicable laws governing conflicts of interest in nonprofit and charitable organizations.

3. Conflict of Interest Defined

A conflict of interest may arise if a Member has a personal, organizational or professional interest that is in conflict with the best interest of Girls Giving Grants. A Member is usually considered to have a conflict of interest if she or a Family Member:

a. Has a substantial financial interest in any Grant Applicant or in any organization having a substantial financial interest in any Grant Applicant. A "substantial financial interest" in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect the judgment of the Member or her Family Member.

b. Holds a position (whether paid or unpaid) as a trustee, Co-Chair, general manager, board Member, partner, principal officer, representative, consultant or employee of any Grant Applicant.

c. Holds a position (whether paid or unpaid) as a trustee, Co-Chair, general manager, board Member, partner, principal officer, representative, consultant or employee of any organization that performs functions similar to Girls Giving Grants.

d. Uses "inside information" for personal benefit, benefit to any Grant Applicant, or to the detriment of Girls Giving Grants. "Inside information" is information that has not been made public and was obtained through the Member's work or position with Girls Giving Grants.

e. Uses her position with Girls Giving Grants for a personal, professional or organizational benefit that is in conflict with the best interest of Girls Giving Grants.

f. Accepts gifts, entertainment or other favors from any Grant Applicant or potential Grant Applicant or from any charitable organization operating in Travis, Williamson, Bastrop or Hays counties, Texas, under circumstances where it might be inferred that such action was intended to influence

or possibly would influence the Member in the performance of her duties on behalf of Girls Giving Grants.

g. Has or promotes an interest which results in, or may be reasonably perceived to result in, an interference with the objectivity with which the Member is expected to exercise her duties on behalf of Girls Giving Grants.

4. Definitions

a. "Co-Chair of Girls Giving Grants" is any Member of the Board of Co-Chairs of Impact Austin or their designee that serves as the managing liaison between Girls Giving Grants and Impact Austin.

b. "Member" is any Member of Girls Giving Grants.

c. "Advisor" is any individual selected by the Board of Co-Chairs of Impact Austin or the Co-Chair of Girls Giving Grants to advise Girls Giving Grants youth members.

d. "Family Member" is a parent, step-parent, brother, step-brother, sister, step-sister, spouse of a brother or sister, or in-law, grandparent, step-grandparent, of a Member.

e. "Grant Applicant" is a person or organization that has received, is receiving or is seeking to receive a grant or other financial commitments from Girls Giving Grants.

5. Duty to Disclose

a. Prior to attending the Application Review Committee ("ARC") meeting, each Member is required to review a copy of this Conflicts of Interest Policy and to acknowledge in writing that she has done so by signing below.

b. Prior to attending the ARC meeting, each Member is also required to complete a Conflict of Interest Disclosure Form (attached) identifying any relationships, positions or circumstances that the Member believes could contribute to a conflict of interest arising, including but not limited to any affiliation with any Grant Applicant. Such Conflict of Interest Disclosure Form shall be updated annually.

c. Any information disclosed on the Member's Conflict of Interest Disclosure Form shall be treated as confidential and shall generally be made available only to Co-Chair of Girls Giving Grants, Advisors and ARC Chairs, except to the extent additional disclosure is necessary in connection with the implementation of this policy.

d. The Members shall review this policy annually. Any changes to the policy shall be communicated immediately to all Members of Girls Giving Grants.

6. Procedures Where a Conflict of Interest is Present

A Grant Applicant may still be considered for Girls Giving Grants' grant notwithstanding the existence of a conflict of interest, provided that the following procedures are strictly adhered to:

a. Prior to any action by the ARC, a Member who has a conflict of interest and who is in attendance at the meeting shall disclose all facts material to the conflict of interest. Such disclosure shall be reflected in the minutes of the meeting.

b. A Member who does not plan to attend a meeting at which she has reason to believe that the

ARC will act on a matter in which the person has a conflict of interest shall disclose to the Advisor of the meeting all facts material to the conflict of interest. The Advisor shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting. If the Member having the conflict of interest is the Advisor, then the required disclosure shall be made to, and the required report be made by, the secretary.

c. A Member who has a conflict of interest shall not participate in the discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert her personal influence with respect to the matter, either at or outside the meeting.

d. If it is not entirely clear whether or not a conflict of interest exists, then the Member with the potential conflict shall disclose the circumstances to the Advisor of the meeting, who shall upon discussion with the Co-Chair of Girls Giving Grants, determine whether there exists a conflict of interest that is subject to this policy.

7. <u>Violation of this Policy</u>

a. If any Member of Girls Giving Grants has reasonable cause to believe that a Member has failed to disclose an actual or possible conflict of interest, she shall immediately inform any Advisor and the Co-Chair of Girls Giving Grants of the basis for such belief. The Member with the possible conflict should then be afforded an opportunity to explain the alleged failure to disclose.

b. If, after hearing the explanation provided by the Member who allegedly violated this policy, and making such further investigation as may be warranted in the circumstances, the Advisors and the Co-Chair of Girls Giving Grants determines that the Member has, in fact, failed to disclose an actual or possible conflict of interest, it shall consider appropriate disciplinary and corrective action, including those listed in section 7c, below.

c. The violation of this Conflict of Interest Policy is a serious matter and may constitute cause for removal of the Member from the ARC for which she serves. It may also warrant dismissing the Grant Applicant involved from consideration for Girls Giving Grants' grant award.

8. <u>Confidentiality</u>

Each Member shall exercise care not to disclose confidential information (a) acquired in connection with such status, or (b) the disclosure of which might be averse to the interests of Girls Giving Grants. Furthermore, no Member shall disclose or use information relating to the business of Girls Giving Grants for the personal profit or advantage of any Member, any Family Member, or any Grant Applicant.

We have reviewed and discussed this Policy and we understand that this policy is meant to supplement good judgment, and will respect its spirit as well as its wording.

Forms are provided electronically

Signed: _____ Date: _____

      Member

Signed: _____ Date: _____

      Parent and/or Legal Guardian

EXAMPLE: **Conflict of Interest Disclosure Form** (each member will be asked to sign and return after the first meeting)

Name: _____

Address: _____

Phone: _____ E-Mail: _____

Employer (if any): _____

School Affiliation: _____

Please identify (by listing name, address and phone number) any nonprofit organizations in Travis, Williamson, Bastrop and Hays Counties, Texas, for whom you or any Family Member (as defined in section 4.d of the Conflicts of Interest Policy) serve, or have served within the past two years, as a board or committee Member, an employee, trustee, Co-Chair, general manager, partner, principal officer, representative, consultant or volunteer.

Organization	Position	Indicate You or Family Member

Please describe any other relationships, positions or circumstances in which you or a Family Member are involved, or have been involved within the past two years, that you believe could potentially create a conflict of interest (as described in section 3 of Girls Giving Grants' Conflicts of Interest Policy):

By signing below, you are indicating that you have read and discussed this Policy with your parent and/or legal guardian and you understand and agree to comply with Girls Giving Grants' Conflict of Interest Policy. You are also agreeing to update this Disclosure Form as appropriate.

Signed: _____ Date: _____

Appendix B:
Key Questions to ask about Nonprofits

Capability:
1. Does the organization appear to have an established governance structure, staff, and good management systems?
2. Is there an active, strong board of Co-Chairs?
3. Do they know what they want to accomplish? Is the mission clear?
4. Does the proposal display that they are able to achieve their goals?
5. Are the staff people skilled, educated, competent, and trustworthy?
6. What are the staff qualifications?
7. How well does the diversity of the organization match the diversity of the community it serves? Does the organization have stated goals along these lines?

Commitment:
1. Is it clear that this project is a priority?
2. Is the organization willing to invest in this project?
3. Do they have a clear plan for continuing the project?
4. Will they do the project without our funding?
5. Do they seem dedicated to making an impact in their chosen area?

Credibility:
1. Does the organization have a track record of success?
2. Does the organization have a positive reputation in the community?
3. Has the organization won prestigious awards or funding from other credible sources?
4. Does the staff have particular expertise in this area for which they are well known?

Significance— "*should it be done*?":
1. Does the proposal make it clear that this project is addressing a critical community need?
2. Is this subject matter important?
3. Will the project make a difference in the community?
4. Is the project related to improving society?
5. Will the project have a positive influence directly on the people it serves and the greater population?
6. How does the proposal address the initiative of diversity, equity, and inclusion.

Feasibility— "*can it be done*?":
1. Are the goals clear and practical?
2. Does the proposal clearly explain how the project will be structured and managed?
3. Do they demonstrate knowledge of best practices for their field?
4. Does the project appear to be realistic and practical?
5. Is the timeline realistic?
6. Do they have the ability to receive all the necessary funding for the project?
7. Are there any red flags with their financials?
8. Does the budget seem reasonable, logical, and accurate?

Appendix C:
Glossary of Philanthropic Terms

501(c)(3): An IRS title designating an organization as charitable and tax-exempt.

Advisory board: A group of individuals who offer advice, inform, or notify. They have no oversight responsibilities.

Board of Co-Chairs: Advisors with oversight responsibilities.

Charity: Non-profit organizations that are operated to better their community; generally, will be recognized as 501(c)(3) and will be eligible to receive tax-deductible charitable gifts.

Donee: A receiving organization of the donor's resources. (The organization to whom we give our grant).

Donor: Anyone who gives resources to a nonprofit org., public charity, or fund.

Grant: An award of funds to an org.; meant to go toward charitable activities.

Grant Monitoring: Tracking done by the donor to assess whether or not terms and conditions of the grant are being met.

Philanthropist: A person who loves humanity and is deeply committed to changing their own society for the better. Giving and expecting nothing in return.

Philanthropy: Greek: love for mankind. Includes many aspects of improving one's