



## GiVE 365 Operations Plan

# GiVE 365 Operations Plan Overview

GiVE 365 was created by a group of community leaders and the Community Foundation of Greater Memphis (CFGM) in 2010 to encourage philanthropy in a new group of donors by utilizing the idea of collective giving. Over the last three years GiVE 365 has grown to a maximum of over 300 members; a rate far faster than comparable programs across the country. As the program entered its fourth grant season, the GiVE 365 Steering Committee convened an Ad Hoc Strategic Planning Committee to clearly define the mission of the program and identify a sustainable operating model including governance structure and membership engagement.

The Strategic Planning Committee is composed of GiVE 365 members including founding and new members. In addition to developing a committee, the CFGM contracted with Caissa Public Strategy (Caissa) to facilitate a series of meetings focused on honing the existing operating model and setting goals and objectives for GiVE 365.

## Goal

Establish a sustainable operating model for GiVE 365 that engages and retains its members, while supporting its collective impact work in the Memphis community.

### Key Outcomes from Process

- Created a clear vision for GiVE 365 including defined mission, governance structure, and membership plan.
- Established member development and engagement strategies.

## Process and Core Focus Areas

Over a four-month period the Strategic Planning Committee assessed five core areas including:

- Governance and Oversight
- Mission/Vision
- Communications
- Member Development
- Member Engagement

During the planning process, the Committee discussed opportunities and threats around the current GiVE 365 model with heavy emphasis on the governance structure in relation to staff capacity; growth; expanding member engagement opportunities; and communication to the membership.

In assessing the governance structure, the Committee looked at four different governance models including the existing model. These models varied from very fluid to a highly structured elected board that governs and sets parameters, with membership voting on all actions related to the program. After reviewing all of these models, the Committee determined that one of the key assets of the program was its organic nature. In particular, the Committee determined that the best model for GiVE 365 was one that provided more structured support for staff but that also retained the flexibility and accessibility of the current leadership model.

The Committee also surveyed the general membership for input on membership engagement opportunities and member renewal and retention.

The attached plan reflects the Committee's final recommendations for an operational plan for GiVE 365. These recommendations include:

- Formation of a formal Advisory Team composed of up to 15 general members and facilitated by a Chair nominated by CFGM staff and elected by the full membership.
- Establishment of mission and value statements.
- Establishment of six critical objective areas.

# About GiVE 365

Formed in 2010, GiVE 365 was created by a group of community leaders and the community Foundation of Greater Memphis to encourage philanthropy in a new group of donors utilizing the idea of collective giving. The program unites and informs emerging philanthropists to make a collective impact on Greater Memphis. This innovative program allows members to pool their dollars and, for a dollar a day, to make a positive impact on our community.

GiVE 365's unique membership model directs donor's gifts evenly into two distinct areas; a giving pool and an endowment. In its first five years of operation GiVE 365 has grown its endowment to over \$440,000. The endowment has been supplemented by direct gifts from outside donors, and each year provides an additional payout to the giving pool at a rate of 5% of its balance. Since its inception, GiVE 365 has grown to more than 300 members and has provided over \$325,000 in grants to local community groups and initiatives.

This Operations Plan sets objectives for strategic member engagement to ensure retention and the long-term growth of GiVE 365's annual grant pool and endowment.

## Our Mission

GiVE 365 unites and informs emerging philanthropists to make a collective impact on Greater Memphis.

## Our Values

GiVE 365 advances the well-being of the Greater Memphis Area by:

- Equipping members with experiences and knowledge for making meaningful contributions to the community.
- Exposing members to a diverse range of social issues and to the community-based efforts working to address them.
- Supporting a wide range of nonprofit and community based projects in the Greater Memphis Area.
- Leveraging financial, social, and human capital for collective philanthropic impact.
- Building and growing a fellowship of informed and engaged donors.

# Our Objectives

Based on member feedback, GiVE 365 has established six key objective areas. The Advisory Team and CFGM staff will work together to ensure that all grant and membership activities are in alignment with these objectives.

## Member Education and Engagement

---

GiVE 365 will host at least twelve events throughout the year that include opportunities for increased interaction with grantees and the nonprofit community. Specifically, GiVE 365 will:

- Host three opportunities to interact with GiVE 365 grantees.
- Host eight social and learning opportunities.
- Host one finalist event for GiVE 365 applicants.
- Staff will host quarterly optional new member orientations, and can add others as needed.

## Variety of Events and Diversity of Giving

---

GiVE 365 is committed to maintain inclusive member and giving programs. It will:

- Establish an annual calendar that includes a wide range of events and engagement opportunities that vary in geographic location, time, and levels of participation.
- Convene the Ad Hoc Grants Committee as needed to review giving parameters and update grant review and selection process to ensure diversity of giving across the nonprofit sector and program footprint.
- Staff will maintain summary information about each GiVE 365-specific event. When sign-in is required, member attendance is recorded in the Community Foundation's donor database.
- Staff will develop a new member manual to be available for download on the webpage or handed out at new member orientations.
- In conjunction with staff, a subcommittee will develop an annual tracking and evaluation process for events and engagement programs.

## Commitment to Family-Friendly Activities

---

GiVE 365 is committed to providing its members with children the opportunity to expose their children to the importance of giving and voluntarism. GiVE 365 will:

Establish an annual calendar that includes a wide range of events and engagement opportunities that are sensitive to geographic location, time, and levels of participation.

Offer at least two family-friendly engagement opportunities during the year.

## Communication

---

GiVE 365 is committed to providing up-to-date information to its members on its programs and the impact of their collective giving. The program will:

- Provide one monthly e-communication with its members to include upcoming events, membership engagement opportunities, and updates on grantee awards.
- Collect reports or updates from grantees to be presented periodically throughout the year.
- Post weekly updates to social media including upcoming events, membership engagement opportunities, and community issues.
- Develop an inventory of suggested tweets or Facebook posts and other relevant social media information to be included in member manual

## Evaluation

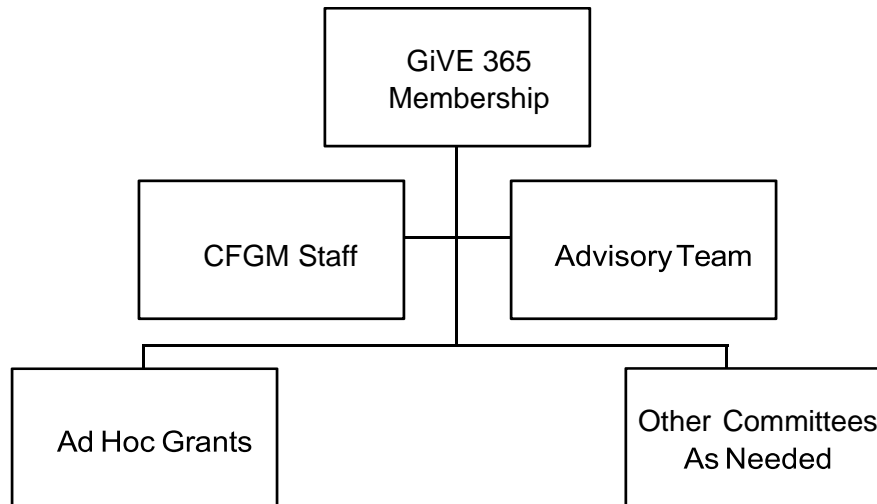
---

GiVE 365 is committed to monitoring and evaluating its programs on an annual basis, and will:

- Track the success of member events and engagement opportunities through its annual member satisfaction survey administered in June of each year.
- Conduct annual program evaluation of the program in partnership with the CFGM staff, Advisory Team, and an outside evaluator.

# Leadership & Governance

## Advisory Team



GiVE 365 will be managed by a member-driven Advisory Team (A-Team) that works in tandem with the Community Foundation of Greater Memphis (CFGM) staff. The formation of a structured A-Team complements the organic nature of the existing leadership and governance model but provides a more organized support team for the CFGM staff.

The A-Team will provide staff with guidance on critical programmatic and fiscal decisions but will not have direct fiscal oversight over GiVE 365. In addition to the A-Team, GiVE 365 will maintain the following working groups:

- Ad Hoc Grants Review
- Other Committees As Needed

## Advisory Team Purpose

---

The GiVE 365 Advisory Team has two specific roles. One, to provide direction and guidance to CFGM staff in relation to the ongoing programmatic needs, and growth of GiVE 365, and two, to advocate to the CFGM staff on behalf of the GiVE 365 membership.

The A-Team enables participation across the membership and provides a central focus for all strategies and mechanisms for member participation in GiVE 365.

- Provides strategic advice, from a member perspective, in relation to all major initiatives and programmatic changes.

- Advises and advocates for member views so they are recognized and reflected in service delivery, planning, and policy development.
- Identifies and advises the CFGM staff on priority areas and issues requiring member participation.
- Participates in strategic discussions related to GiVE 365.
- Assists in the identification of membership development and retention opportunities.
- Reviews annual membership satisfaction survey and address any important issues.

## Advisory Team Leadership

---

A Chair nominated by CFGM staff and elected by a vote from the full membership will lead the A-Team. The Chair is responsible for facilitating A- Team meetings and holding A-Team members accountable for actions and goals developed by the team, including sending reminders and following-up with individuals or staff when necessary.

The A-Team should be composed of a minimum of eight GiVE 365 members with no more than 15 members at any given time.

## Nominations & Recruitment

---

The Advisory Team (A-Team) Chair and any other committee chairs (all nominated by CFGM staff), as well as at-large positions (nominated by staff and/or members), will be reviewed by a subcommittee of the A-Team named by the A-Team Chair. They will make their recommendations and present a nomination slate to the general membership for voting. Membership will vote on the whole slate together, giving either a yes or no vote to approve (or not approve) all of the nominees as presented.

The subcommittee should consider the following positions when nominating new members:

- Chair (Staff identified/Subcommittee approved/Member voted)
- 14 Members-At-Large (Subcommittee approved/Member voted)

Applicants for the A-Team should be sought through a range of strategies, including open solicitation from the general membership and direct targeting of individuals who have relevant experience (membership development, fundraising, community engagement, etc.) and a commitment to GiVE 365.

The A-Team committee members may serve a maximum of three (3) years. Once a member has been off the A-Team for two (2) years, he/she may be nominated to serve on the A-Team for another three (3) year term.



The following details the nominations process:

1. In August, the Chair of the A-Team and staff will identify the members of the committee that will be rolling off that year. The Chair will also ask all current members if any of those not slated to roll off will be self-selecting to roll off the Team.
2. Once the Chair knows how many spots (15 members in total, including the Chair) will be available, he/she names a subcommittee (with a chair) of the A-Team to recruit and review new members to fill those spots.
3. In September, the nominations subcommittee puts out a call for members to join the committee, speaks with potential new members, and reaches out personally to candidates they would like to see on the Team. Staff will support the call for nominations via the newsletter and social media. If staff has any recommendations, those will be given to the subcommittee chair.
4. In October, the subcommittee will meet and decide on the final slate.
5. In November, the membership will vote on the slate.
6. In January, the new members attend their first Advisory Meeting.
7. It is important that this is part of the membership experience is open to anyone who is interested, and that the process is transparent to the entire membership.
8. Since the current members of the A-Team were all nominated at the same time in 2014, some members will roll off in 2016 and some in 2017, so that the new members of the team will always be staggered with existing members to preserve institutional knowledge.

## Meetings

---

The Advisory Team should meet at least four times per year. In order to facilitate two-way communication, the CFGM Board of Directors, in consultation with the A-Team, should establish formal processes of reporting and communication between itself and the A-Team.

- **Focus in December:** After theme voting ends, A-Team will review analysis and choose theme, application scenarios should be discussed to assist staff in preparation of application materials;
- **Focus in January:** help with publicizing grant opportunity
- **Focus in June:** course corrections, review of grant process
- **Focus in September:** fall recruitment campaign