



# GFWC Texas



## **LONG-RANGE PLAN** | *Approved by the Board of Directors, September 22, 2023*

### GFWC Mission

The General Federation of Women's Clubs is an international women's organization dedicated to community improvement by enhancing the lives of others through volunteer service.

### GFWC Texas Objective

The GFWC Texas objective is to unite women's clubs throughout Texas for charitable purposes to accomplish the GFWC mission; to promote and raise funds for charitable activities, address social issues, and provide ways and means for solutions under the Federation umbrella.

### Summary

The Long-Range Plan supports and advances the mission statement. It is a working document to guide and strengthen the activities of GFWC Texas. Goals and strategies are designed to enable the organization to plan effectively for the future. The GFWC Texas Long-Range Plan mirrors the GFWC Strategic Plan to ensure the state is in sync with GFWC.

The Long-Range Plan identifies five major issues facing the federation: (1) Membership, (2) Leadership, (3) Public Awareness, (4) Programs, and (5) Financial Stability.

The GFWC Texas Long-Range Planning Committee (composed of the President-elect as chairman, first vice president, second vice president, secretary, and the president and secretary of the district presidents) is responsible for long-range planning.

Focusing on these five main issues and the achievement of the goals and objectives will guide GFWC Texas toward realizing its vision of providing opportunities to its members to serve their communities effectively through organized activities, develop leadership skills, participate in continued learning and enrichment, and cultivate lasting friendships.

### RESPONSIBILITY

- The Executive Committee oversees the implementation of the Long-Range Plan.
- The Long-Range Planning Committee annually reviews and updates the Long-Range Plan.
- The Board of Directors approves the Long-Range Plan, and participates in its implementation.
  - District Presidents disseminate information relevant to the achievement of the Long-Range Plan.
  - GFWC Texas Chairman and Committee Members work to achieve the goals, objectives, and strategies relevant to their program area.
- State chairmen and committee members design activities and materials to accomplish the goals, objectives, and strategies pertaining to their area of responsibility.
- Clubs use the materials and attend club, district, and state meetings to further the goals and objectives of GFWC and GFWC Texas.

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Goal: Strengthen and Increase Membership and/or Clubs			
Objective	Strategy	Tasks/Responsible party/due date	Outcome
1. Inform and Educate Members	A. Promote the value of Unity in Diversity as it pertains to creating stronger groups, improving communication, and understanding peers	<ul style="list-style-type: none"> <li>• Increase diversity of thinking and perspective</li> <li>• Promote tools for strengthening membership through diversity</li> </ul> <p>RP: GFWC Texas Executive Committee, District, &amp; Club Officers</p>	Ongoing
2. Evaluate Current Membership Levels	A. Determine viability, sustainability, and benefits of membership levels	<ul style="list-style-type: none"> <li>• Determine viability, sustainability, and benefits of membership levels</li> <li>• Evaluate current titles of membership levels for relevancy and inclusion</li> </ul> <p>RP: GFWC Texas Executive Committee, District, &amp; Club Officers</p>	Ongoing
	B. Increase member awareness of the entire organization	<ul style="list-style-type: none"> <li>• Identify with the GFWC brand               <ul style="list-style-type: none"> <li>○ State, district, and club officers should wear identifying pins, shirts, etc</li> <li>○ Promote the use of “GFWC” before Club names and “GFWC Texas” before District names</li> <li>○ Provide training on navigating the GFWC website and its numerous resources available to members</li> <li>○ Encourage all members to send information regarding club activities and members to the state Facebook page and website as well as the GFWC CPR outlets</li> </ul> </li> </ul> <p>RP: GFWC Texas Executive Committee, District, &amp; Club Officers</p> <ul style="list-style-type: none"> <li>• State sponsors one member (first time attendee) to attend GFWC International Convention each year. State pays for registration and meals; member shall report on their experience at the State Fall Board</li> </ul> <p>RP: GFWC Texas Executive Committee</p> <ul style="list-style-type: none"> <li>• Encourage districts and clubs to sponsor one member (first time attendee) to attend the state/district convention to foster a better awareness of Federation</li> </ul> <p>RP: GFWC Texas District &amp; Club Officers</p>	Ongoing
3. Recruit new members	A. Strive to diversify membership	<ul style="list-style-type: none"> <li>• Recruit all age groups</li> <li>• Encourage former members, retiring friends, and associates to join established clubs</li> </ul> <p>RP: GFWC Texas Executive Committee, District, &amp; Club Officers</p>	Achieved

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Objective	Strategy	Tasks/Responsible Party/Due date	Outcome
	B. Develop new programs and events to attract members	<ul style="list-style-type: none"> <li>Promote GFWC Friendsgiving as GFWC's National Recruitment Event that all clubs can use</li> <li>Identify and promote a GFWC National, State, District, Club Day of Service Opportunity</li> </ul> RP: All members	Achieved/ Ongoing
	C. Identify collaborators that align with GFWC/GFWC Texas Vision	<ul style="list-style-type: none"> <li>Engage influencers, celebrities, business leaders, government/civic leaders, women's organizations, and other volunteer groups in the promotion and implementation of programs to attract diverse, multi-generational members</li> <li>Partner in areas of common interest</li> <li>Plan photo opportunities, ribbon cuttings, and other celebratory events</li> </ul> RP: GFWC Texas Executive Committee	Pending
	D. Create marketing tools for specific target audiences	<ul style="list-style-type: none"> <li>Implement a PR campaign across the state: local newspapers, social media, etc. RP: GFWC Texas Executive Committee</li> <li>Encourage clubs statewide to submit timely articles to local newspapers RP: All Members</li> <li>State sponsored membership drives should be held in communities that express interest RP: GFWC Texas Executive Committee</li> <li>Share a Unity in Diversity Series highlighting our diverse, intergenerational membership (GFWC Texas Facebook: 90-second videos, photos, etc.) created by GFWC RP: GFWC Texas Executive Committee</li> <li>Expand outreach to college-age groups RP: GFWC Texas Executive Committee, District Officers</li> </ul>	Pending  Ongoing  Pending  Pending  Pending
4. Maintain Current Members	A. Foster friendships among members	<ul style="list-style-type: none"> <li>Encourage social activities that increase the interests of members RP: All members</li> <li>Promote educational activities that advance the Special Programs, Community Service Programs, and Advancement Areas RP: GFWC Texas, District, &amp; Club Officers; All Members</li> </ul>	Ongoing

Goal: Strengthen and Increase Membership and/or Clubs			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
	B. Build connections to local, state, & national activities	<ul style="list-style-type: none"> <li>Identify and promote the benefits of belonging.</li> <li>Encourage members to create and update individual profiles in the GFWC member portal</li> <li>Create training information videos to build GFWC connections</li> <li>Tour state and international headquarters.</li> <li>Update member database to increase member direct communication</li> <li>Ensure ease of access to information across the spectrum               <ul style="list-style-type: none"> <li>Develop and offer an online version of a GFWC Texas newsletter available to all members (continued)</li> </ul> </li> </ul>	Ongoing
	B. Build connections to local, state, & national activities	<ul style="list-style-type: none"> <li>Post all information on Facebook, state website, and Constant Contact for all club functions, news, forms, instructions, and deadlines</li> </ul> <p>RP: All members</p> <ul style="list-style-type: none"> <li>Ensure all members can access and utilize all state and GFWC resources located on respective websites. Training should be provided at all levels</li> </ul> <p>RP: GFWC Texas Executive Committee, District, Club Officers</p> <ul style="list-style-type: none"> <li>State officers should try to visit each club in their district during their term. For districts that do not have representation on the state executive committee, officers should rotate visiting</li> </ul> <p>RP: GFWC Texas State Officers</p> <ul style="list-style-type: none"> <li>District officers should try to visit each club in their district during their term. For clubs that do not have representation on the district executive committee, officers should rotate visiting</li> </ul> <p>RP: District Officers</p>	Ongoing
	C. Acknowledge club and individual member contributions	<ul style="list-style-type: none"> <li>Create categories for club and individual member's recognition.</li> <li>Investigate the honor club designation from the Florida State Federation.</li> </ul> <p>RP: GFWC Texas 1<sup>st</sup> Vice President</p> <ul style="list-style-type: none"> <li>Recognize donations to a special fund, i.e., the disaster fund.</li> </ul> <p>RP: GFWC Texas Executive Committee</p>	Pending/Ongoing

Goal: Strengthen and Increase Membership and/or Clubs			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
	D. Establish Member/Coach Programs	<ul style="list-style-type: none"> <li>Design a member/coach program for specific needs</li> <li>Identify and recommend coaches for each program</li> </ul> <a href="#">RP: GFWC Texas State, District, and Club Officers</a>	Pending

Goal: Increase Leadership Training for all Members			
Objective	Strategy	Tasks/Responsible Party/Date Due	Outcome
1. Provide leadership training workshops twice a year for each two-year administration either at state meetings or virtually	A. Enhance participation in the GFWC LEADS program	<ul style="list-style-type: none"> <li>Districts strive to present candidates for GFWC LEADS</li> <li>Establish a system to allow alternates to be reconsidered the next year</li> <li>State provides a stipend to its candidate</li> <li>Encourage districts to provide a yearly stipend to LEADS candidate from their district</li> </ul> <p>RP: GFWC Texas Executive Committee, State LEADS Chairman, State Leadership Chairman</p>	Ongoing
		<ul style="list-style-type: none"> <li>Develop a state LEADS program</li> <li>Provide the opportunity for potential leaders to attend a LEADS program at state meetings</li> <li>Provide an opportunity for members to attend a virtual LEADS training once during each administration</li> <li>Provide a LEADS program for incoming district presidents at their orientation</li> </ul> <p>RP: GFWC Texas Executive Committee, State LEADS Chairman, State Leadership Chairman</p>	Pending
	B. Promote club and district implementation and support of GFWC Texas Long-Range Plan	<ul style="list-style-type: none"> <li>Provide the strategic plan to incoming leaders on the state, district, and club levels</li> </ul> <p>RP: GFWC Texas Executive Committee, Webmaster, LRP Committee</p> <ul style="list-style-type: none"> <li>District and club presidents promote the plan to their respective group annually</li> </ul> <p>RP: District and Club Presidents</p> <ul style="list-style-type: none"> <li>Review GFWC Texas Long-Range Plan as part of Incoming District Presidents' orientation and provide them with a copy of the plan</li> </ul> <p>RP: Incoming GFWC Texas President</p> <ul style="list-style-type: none"> <li>Review the GFWC Texas Long-Range Plan during district traveling team summer workshops the first year of each administration</li> </ul> <p>RP: GFWC Traveling Team</p>	Pending

Goal: Increase Leadership Training for all Members			
Objective	Strategy	Tasks/Responsible Party/Date Due	Outcome
	C. Promote the use of the GFWC Member Portal highlighting the Leadership Toolkit	<ul style="list-style-type: none"> <li>Provide training on the use of the GFWC Member Portal RP: <a href="#">GFWC Texas Executive Committee</a></li> <li>Highlight the documents in the Leadership Toolkit during state training session RP: <a href="#">LRP Committee, GFWC Texas Executive Committee</a></li> <li>Highlight documents in the Leadership Toolkit during Incoming District Presidents' orientation. RP: <a href="#">GFWC Texas Incoming President</a></li> <li>Include a calendar of events and deadlines for incoming leaders RP: <a href="#">GFWC Texas Executive Committee, GFWC Texas Incoming President</a></li> </ul>	Pending

Goal: Develop a Leadership Succession Plan			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
1. Provide a succession plan for potential leaders	A. Create a succession plan	<ul style="list-style-type: none"> <li>Write a position description for each officer, chairman, and committee chairman outlining their responsibilities</li> <li>Assess member skills and interest by sending a survey to all members</li> <li>Match member strengths and skills to position descriptions RP: <a href="#">GFWC Texas Executive Committee</a></li> </ul>	Pending

Goal: Create a Leadership Mentoring Program			
Objective	Strategy	Task/Responsible party/due date	Outcome
1. Promote mentors for new or potential leaders	A. Identify a mentor for each incoming officer	<ul style="list-style-type: none"> <li>Match an incoming officer with a past officer who has served in the position RP: <a href="#">GFWC Texas Executive Committee</a></li> </ul>	Pending



<b>Goal: Amplify Public Awareness and Communications</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Tasks/Responsible Party/due date</b>	<b>Outcome</b>
1. Increase effectiveness of internal GFWC Texas communications	A. Review all current GFWC Texas communication platforms to define purpose & objective (includes but is not limited to the website, social media)	<ul style="list-style-type: none"> <li>Review website for completeness, accuracy, relevance</li> <li>Review state social media sites for relevance, promotion of events, programs, and other purposes</li> <li>Review Constant Contact email platform</li> </ul> RP: GFWC Texas Executive Committee, Communications & Public Relations Chairman & Committee, GFWC Texas Webmaster	Ongoing
	B. Promote the use of the GFWC Stylebook	<ul style="list-style-type: none"> <li>Provide training to locate the Stylebook in member portal on GFWC website</li> <li>Provide Information to personalize for State, District, Club usage where appropriate</li> </ul> RP: State Communications and Public Relations Chairman/Committee	Ongoing
	C. Identify new modes of communication	<ul style="list-style-type: none"> <li>Research, update, and identify new platforms for state communications needs <ul style="list-style-type: none"> <li>Create and distribute State Newsletter/magazine</li> </ul> RP: GFWC Texas Executive Committee, State Communications and Public Relations Chairman/Committee </li> <li>Define administrator protocols for communications channels and provide to the State President to aid in transition/succession purposes</li> </ul> RP: GFWC Texas Executive Committee, Webmaster, Media Admins	Pending/ Ongoing
2. Develop GFWC Texas Communications for external audiences	A. Develop a marketing/public relations plan	<ul style="list-style-type: none"> <li>Promote/utilize the CPR Media toolkit found in the GFWC Resources <ul style="list-style-type: none"> <li>Create an attractive tri-fold pamphlet to be utilized by local clubs</li> <li>Encourage clubs to join the local Chamber of Commerce</li> <li>Encourage clubs to utilize local media outlets for advertising and service announcements</li> <li>Encourage clubs to purchase GFWC Texas (Club) banner to display during projects or fundraisers</li> <li>Develop a template letterhead that includes GFWC &amp; GFWC TX logos to share with clubs/districts, etc.</li> </ul> RP: GFWC Texas Executive Committee, CPR Chairman/Committee </li> </ul>	Pending

Goal: Amplify Public Awareness and Communications			
Objective	Strategy	Tasks/Responsible Party/due date	Outcome
	B. Raise visibility through program connections	<ul style="list-style-type: none"> <li>Take advantage of opportunities and resources available as a member of GFWC to promote visibility and identity as a volunteer organization</li> </ul> <a href="#">RP: GFWC Texas Executive Committee, CPR Chairman/Committee</a>	Ongoing
	C. Maximize general advocacy efforts	<ul style="list-style-type: none"> <li>Utilize the Legislative Action Center to engage more members on civic issues</li> <li>Initiate direct advocacy outreach undertaken by GFWC International President and GFWC Texas President</li> </ul> <a href="#">RP: GFWC Texas Executive Committee, Legislation and Public Policy Chairman/Committee</a>	Ongoing
3. Develop and expand GFWC/GFWC Texas Brand	A. Build brand identity	<ul style="list-style-type: none"> <li>Encourage the use of GFWC at every level as an identifier for the international organization, GFWC Texas, GFWC (District), GFWC (Club)</li> </ul> <a href="#">RP: GFWC Texas Executive Committee, CPR Chairman/Committee</a>	Ongoing
	B. Design and secure branded merchandise	<ul style="list-style-type: none"> <li>Market merchandise with GFWC Texas Emblem</li> <li>Promote and utilize Marketplace on GFWC Member Portal to purchase GFWC branded merchandise</li> </ul> <a href="#">RP: GFWC Texas Executive Committee, CPR Chairman/Committee</a>	Ongoing

Goal: Offer Programs to Impact Communities			
Objective	Strategy	Tasks/Responsible party/Due date	Outcome
1. Strengthen Community Service Program, Advancement Plans, & Special Programs	A. Introduce new GFWC Texas Officers, goals, program and project changes	<ul style="list-style-type: none"> <li>New administration summer workshops conducted in July/August in each district RP: GFWC Texas Executive Committee Traveling Team, District Presidents</li> <li>Set date for Summer Workshop after confirming with new administration calendar <ul style="list-style-type: none"> <li>DP secure location, host club, and meal</li> <li>DP issues Call to Summer Workshop to clubs and handle registration</li> </ul> RP: District President, GFWC Texas President</li> <li>District newsletter sent to club presidents in September of new administration; introduce new state and district officers and goal RP: District Presidents</li> </ul>	Ongoing
	B. Encourage club presidents to utilize online resources for program information and ideas	<ul style="list-style-type: none"> <li>Include training at Fall Board about available online resources RP: District Presidents, GFWC Texas Executive Committee, District Committee Chairmen</li> <li>Send information received from GFWC Committee Chairmen and that compiled by GFWC Texas Committee Chairmen to District Presidents RP: GFWC Texas Executive Committee Chairmen</li> <li>Forward information received from State Committee Chairmen to all clubs in order to keep them informed about GFWC programs/projects RP: District Presidents</li> </ul>	Ongoing
	C. Have at least one state-wide project for all membership	<ul style="list-style-type: none"> <li>Determine a state-wide project in which all membership will be encouraged to participate <ul style="list-style-type: none"> <li>Inform and encourage all clubs to participate in state wide projects RP: GFWC Texas President, GFWC Texas Chairmen of CSPs, APs, &amp; SPs, District Presidents</li> <li>Follow up with club presidents to ensure project is being conducted.</li> <li>Report summary of club/district activities related to state-wide project to GFWC Texas First Vice President RP: District Presidents</li> </ul> </li> <li>Collect and disseminate data of impact from state-wide projects RP: GFWC Texas First Vice President</li> </ul>	Ongoing

Goal: Offer Programs to Impact Communities			
Objective	Strategy	Tasks/Responsible party/Due date	Outcome
2. Convey all new administration information via a concise and up-to-date state directory	A. Develop an up-to-date State Directory at the beginning of each new administration	<ul style="list-style-type: none"> <li>• Compile GFWC and State information and forms to be included in directory and send to state directory chairmen by August 1 of first year of new administration RP: <a href="#">GFWC Texas President</a></li> <li>• Appoint a district chairman for each state program and project by May 1 of first year of administration RP: <a href="#">District Presidents</a></li> <li>• Compile complete list of district and club officers including updated contact information by July 1</li> <li>• Ensure club member lists and contact information is sent to State Directory Chairman by August 1 RP: <a href="#">District Presidents, Club Presidents</a></li> <li>• Update and publish State Directory on State Website by September 15 RP: <a href="#">GFWC Texas Directory Chairman, GFWC Texas Webmaster</a></li> </ul>	Ongoing

Goal: Ensure Long-term Financial Stability and Security			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
1. Develop Financial Capacity and Sustainability for the Organization's Function	A. Evaluate the revenue and expenditures of GFWC Texas	<ul style="list-style-type: none"> <li>Assess current dues revenue</li> <li>Assess current non-dues revenue</li> <li>Assess current expenditures</li> <li>Analyze revenue v. expenditures to make recommendations for change</li> </ul> RP: GFWC Texas Executive Committee and Finance Committee	Ongoing
2. Financial Transparency	A. Non-dues revenue enhancement	<ul style="list-style-type: none"> <li>Create communication that demonstrates the allocations of dues and/or other revenue sources</li> <li>Make available on GFWC Texas website</li> </ul> RP: GFWC Texas Executive Committee and Finance Committee	Pending
	B. Develop Non-Dues-Based Revenue	<ul style="list-style-type: none"> <li>Explore opportunities with GFWC Texas members' business contacts <ul style="list-style-type: none"> <li>Obtain corporate partnerships/sponsors and/or underwriting opportunities from employees/companies</li> <li>Remind donors about matching gift opportunities from employers/companies</li> </ul> </li> <li>Create an Advertising Packet to secure advertisements and/or fundraising opportunities <ul style="list-style-type: none"> <li>Social media</li> <li>Website (banner advertisements)</li> <li>Revive GFWC Texas Clubwoman Magazine (electronic)</li> </ul> </li> </ul> RP: GFWC Texas Executive Committee <ul style="list-style-type: none"> <li>GFWC Headquarters (Mansion at 2312) <ul style="list-style-type: none"> <li>Promote to GFWC districts and clubs for meetings and special events</li> <li>Expand 2312 Campaign for support of Headquarters – encourage districts and clubs to add the 2312 Campaign to their annual giving</li> <li>Explore sponsorship opportunities for businesses, including endowments of rooms (ballroom, tearoom, library, etc.) and collections (art, etc.)</li> </ul> </li> </ul> RP: GFWC Texas Officers, Historical Foundation, and Staff <ul style="list-style-type: none"> <li>Leon Street <ul style="list-style-type: none"> <li>Evaluate viability of keeping and maintaining property</li> <li>Explore long-term rental possibilities</li> </ul> </li> </ul> RP: GFWC Texas Executive Committee, and Staff	Pending

Goal: Ensure Long-term Financial Stability and Security			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
		<ul style="list-style-type: none"> <li>Statewide Fundraising               <ul style="list-style-type: none"> <li>Book projects based on GFWC Texas membership history or activities. (cookbooks, photography books, other)</li> <li>Develop GFWC Texas clothing line for sale and facilitate sale on GFWC Texas website</li> <li>Increase number GFWC Texas Pins, other products for sale and facilitate sale on GFWC Texas website</li> </ul> </li> </ul> <p>RP: GFWC Texas Officers and Fundraising Committee</p> <ul style="list-style-type: none"> <li>Develop an investment plan.</li> </ul> <p>RP: GFWC Texas Executive Committee and Finance Committee</p>	Pending
	C. Secure Grants Through Research and Writing	<ul style="list-style-type: none"> <li>Explore grant assistance with experienced officers and members</li> </ul> <p>RP: GFWC Texas Executive Committee</p>	Pending
3. Coordinate and Develop Giving Programs	A. Capital Campaign	<ul style="list-style-type: none"> <li>Develop Capital Campaign for organization projects</li> <li>Communicate with donors to collect outstanding pledge payments</li> </ul> <p>RP: GFWC Texas Executive Committee, Finance Committee, and Fundraising Committee</p>	Pending
	B. Long-term Giving	<ul style="list-style-type: none"> <li>Develop and promote planned giving to GFWC Texas – bequests, etc.</li> </ul> <p>RP: GFWC Texas Executive Committee, Finance Committee, and Fundraising Committee</p>	Pending