

GENERAL FEDERATION of WOMEN'S CLUBS

www.GFWC.org



GFWC Fundraising Advancement Guide

2010-2012 GFWC Club Manual

OBJECTIVE

Support club, district, state, and national fundraising efforts with ideas, resources, and tools, which can generate non-dues revenue to support the projects and initiatives of GFWC, clubs, districts, and state federations.

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KEY STATEMENT

All fundraising begins with people: people give money to people, not to causes or organizations. And, relationship building is the foundation on which most fundraising takes place. As leaders in your community, you are ideally suited to raising money that will benefit your club and club's projects and initiatives.

CREATING A SUCCESSFUL FUNDRAISING PROGRAM

Appoint

Appoint an energetic and enthusiastic fundraising chairman to plan and manage a continuing program designed to grow and change as your club evolves.

Analyze

The club fundraising chairman should work with the club president to analyze the goals and obligations of your club to better determine your club's financial needs and fundraising opportunities, by:

For more information about SWOT analysis, review the GFWC Leadership Advancement Guide in the GFWC Club Manual or online at www.GFWC.org/GFWCMembers.

- Conducting a SWOT Analysis (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats) of your club and your community to help you evaluate how best to proceed with your fundraising goals.
 - Evaluating your club's financial needs to determine what monies you need to take in for your operational budget as well as any fundraising/donating goals.
 - Assessing your club members' strengths. If your club has a few web-savvy members, a few great sewers, and lots of great organizers, then a great mix for your club may be to hold an online auction of hand-sewn items as well as a yearly craft show in the community.
 - Scoping out your competition and assess your community. If every other service group in your community is selling wrapping paper and holding bake sales, then focus your fundraising efforts on alternate areas.
 - What are some other ways that your club can evaluate its financial needs and fundraising opportunities?
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Organize, Build, and Motivate

Once you've evaluated your club, community, and fundraising needs, the club fundraising chairman's next step is to build an enthusiastic fundraising team and program.

For more information about project planning, review the GFWC Leadership Advancement Guide in the GFWC Club Manual or online at www.GFWC.org/GFWCMembers.

Organize

As chief organizer, the chairman will wear many hats, including:

- Establishing and track goals and objectives
- Creating and maintaining a budget
- Seeking committee members and volunteers
- Creating a timeline, follow through, and follow up.
- Helping where help is needed
- Troubleshooting
- Keeping plans in motion
- Keeping detailed records of progress and results
- Scheduling meetings with the committee
- Meeting and receiving reports from the pivot group

Build

1) Seeking Volunteers

The obvious solution to finding committee members is to canvass your club members. However, too often canvass methods are generic and leave you with members that have been coerced (even if gently) into participation. You can find active members who will enjoy their volunteer experience by using these simple tips.

Whether the fundraising committee is pre-established or members volunteer, the club fundraising chairman builds success at the beginning by pinpointing skills each member has to offer.

- a) One way to quickly evaluate club members' interest in fundraising and skills they can offer is to request that everyone complete a short, specific questionnaire to match up volunteers with a way for them to maximize their talents. Instead of yes or no, a rating system from "1 to 5" details who is most interested and best-equipped for different activities.
 - Begin the questionnaire with an opening paragraph that describes the goal or mission of the fundraiser and outline where the money will go or which organization will benefit from the proceeds of the fundraiser. Are you raising funds to for your club's scholarship program, raising money to donate to a local nonprofit direct service provider, or developing a fundraising program that will help your club meet its operational needs? Many times those with a personal stake in the cause being supported will be your most enthusiastic volunteers.

- Secretary—The secretary should be able to take notes at the fundraising committee meetings and be able to type them, print them, and make copies to keep absent members informed and as a reference for members in attendance.
- Treasurer/Financial Resource Person—The chairman and this member are in charge of counting received monetary donations, making deposits, and approving expenditures. In addition, your financial resource person should be able to provide sub-committee chairs with a budget for their events (all in accordance with the club’s established financial policies).
- Promotional Organizer—Writes ads, makes posters, hangs flyers, delivers handouts to businesses, etc.; needs to make sure that promotion of specific events is timely, appropriate to the event, and doesn’t conflict with other aspects of the fundraising campaign. The promotional organizer may also be in charge of correspondence like donor letters and thank you notes.
- Follow-through Sub-chair—Keeps track of donated goods, picks-up donated merchandise, completes callbacks to prospective donors, and makes deliveries of prizes and orders if necessary.

3) Budget

Budgeting can be simple if you keep in mind that you are trying to determine:

- If you will be able to cover the start-up costs of the fundraiser
- How much money you could possibly raise from the fundraiser
- How much money and/or in-kind donations will you need from sponsors and other donors
- If you will be able to make an acceptable return (net profit) on your fundraiser

You can use a spreadsheet program such as Excel or a freeware program that provides online budgeting options. Create a line item for each expense, such as food and beverage, invitations, furniture rental, etc., as well as a line item for anticipated income, such as monetary donations. In addition, your budget should contain a way to track in-kind donations when applicable to value them as part of determining your net profit.

4) Committee Meetings

- a) Make the first meeting a productive, yet fun event. Bring a kitchen timer, paper, and pencils for all.
 - If not already completed, choose the pivot group.
 - Present the committee with the basic fundraising goal and the timeline to achieve it. Be positive in the presentation. Detail the benefits of meeting the goals. Underplay the financial aspect.
 - Use the kitchen timer to spend the first 20 minutes brainstorming for ideas.
- b) Scheduling Meetings - Don’t try to please everyone. Chances are no time will be fit every schedule. At the end of each meeting, suggest a time for the next one with a few alternates as a back-up.
- c) During your second committee meeting:
 - Choose ideas and plan timeline. Pencil in each idea on a calendar.

- Choose sub-chairs for each planned idea. Work with each sub-chair or schedule individual meetings with to help initiate projects.
 - Develop a budget based on goals. Remember to include all expenses in the final goal amount.
 - Set a time for the next meeting, giving sub-chairpersons time to organize and research their activity.
- d) During subsequent meetings:
- By the next meeting, things should be rolling smoothly. Committees should be formed. Donation letters, press releases, etc. should be drafted.
 - Coordinate with other community events if possible (e.g. a community-wide garage sale is a great time for your organization to have a garage sale as well, while a bake sale during the county fair may not do as well).
- e) Subsequent meetings need only be held to report progress, results, and iron-out any difficulties.
- f) At the conclusion of the fundraiser, hold a final meeting to pass out awards, thank you notes, and give everyone a big pat on the back for organizing an effective fundraiser and meeting the goal.

Motivate

The way to keep your committee and volunteers happy is to truly delegate authority. If one of the committee members will take charge of the bake sale, let her be in charge. If another volunteers to write letters, let her be the writer. The chairman should be focused on coordinating the fundraising programs and on hand to help, troubleshoot, ensure that goals are set, ideas are completed, and results tallied, but leave the details of organizing individual objectives to your volunteers.

How can you keep your volunteer team motivated? Remember: Leadership, Role & Responsibility, Communication, and Recognition.

For more information about motivating and leading your club, review the GFWC Leadership Advancement Guide in the GFWC Club Manual or online at www.GFWC.org/GFWCMembers.

1) Leadership

As the leader of the fundraising committee, you set the tone for your volunteer team. Great leaders lead by example. For more information on great leadership skills, see the information in the GFWC Club Manual-Leadership Advancement Guide.

The leaders who work most effectively, it seems to me, never say “I.” And that’s not because they have trained themselves not to say “I” They don’t think “I” They think “we”; they think “team.” They understand their job to be to make the team function.

They accept responsibility and don't sidestep it, but "we" gets the credit. This is what creates trust, what enables you to get the task done.

–Peter F. Drucker, writer, management consultant, and self-described “social ecologist”

2) Role and Responsibility

As you appoint volunteers to assist with different fundraising programs and tasks, make sure that each volunteer understands her role and responsibility, including to whom she reports. Ideally, if you have enough volunteers to appoint sub-committees, the club fundraising committee chairman will be able to distribute the work load more effectively and evenly and allow everyone to have a sense of ownership over the outcome of the fundraising programs.

3) Communication

Communicating effectively with your team is vital to success, so make sure to take everyone's preferred means of communication into account when distributing information. If someone only checks her e-mail once a week, make a phone call to alert her to a waiting e-mail. If most of your committee can only meet during the day on a weekend, try to plan most of your committee meetings during that time, even if you must re-schedule your own commitments. And, as you put together your communications, keep your tone positive and encouraging.

Keep an open mind. Listening to the input of your members helps motivate everyone as well as puts more ideas on the table. Assign members to research the effectiveness of the most popular ideas and present their findings at the next meeting. Examine each idea using criteria such as:

- Expense
- Ease vs. Complexity
- Organization Time Needed
- Available resources
- Benefits vs. Disadvantages
- Potential profit or end value to your fundraiser

4) Recognition

Think through to how you want to incentivize and recognize your committee members and volunteers following your fundraiser.

Will there be awards? What type? How will they be distributed?

Will they be recognized in an event program or other publication?

Will they get gifts, a free ticket or tickets to the event, or other gift?

Remember, volunteers have chosen to be involved. Make sure they know they will be rewarded in some way for their efforts.

And, even if your budget is tight—a heartfelt thank you note is always appreciated.

Select a Fundraiser

After you've solicited project ideas from club members and conducted research, keep in mind that a great fundraising program is a mix of different projects tailored to fit the needs of your club and community.

There is no ONE successful fundraising program—successful fundraisers are those programs, events, and projects that work for YOUR club and community. In fact, the types of fundraising projects that you undertake can be part of your club's mission towards improving your community.

In general, though, there are definitions of a successful and unsuccessful fundraiser. Successful fundraisers have a wide gap between the production costs and revenue, and unsuccessful fundraisers have a small gap or no gap, with the most unsuccessful fundraisers being those that actually lose money when their costs exceed projected revenues.

There are many types of fundraising events, with most falling into three separate categories.

- Events, which usually include food and beverage, a program, and/or entertainment:
 - Awards banquet
 - Silent auction
 - Picnic or barbecue
 - Competitive or sporting events, such as a golf, bridge, or Bunco tournament
 - Walkathon or bingo game
 - Seasonal home or garden tours
 - Raffles
- Sales:
 - Items produced by club members and sold at a fair or other venue
 - Merchandise or food sold by members at a special event, such as a sporting event
 - Merchandise sold in partnership with a fundraising product company, such as wrapping paper, pizza, and house wares (See Words of Advice Regarding Fundraising Products below)
- Direct Soliciting
 - Capital campaigns, such as one done to gather funds to purchase or renovate a clubhouse
 - Service or business partnerships, such as partnering with a carwash company on a specific day
 - Online fundraisers through eBay Giving Works, cMarket, and others

Words of Advice regarding Fundraising Products

The secret to fundraising through products is finding the product that is right for your club. Today an enormous selection of fundraising products is available, and in addition, there are many different ways to sell them for both short-term and long-term fundraising campaigns.

| PRODUCTS | PROS AND CONS |
|--|---|
| Brochure and Catalog: <ul style="list-style-type: none">○ Main dishes and gourmet items○ Magazines○ Home décor (like candles) | Although there may be an extra charge for the brochures and catalogs, generally you pay only for the merchandise ordered. The biggest disadvantage to brochure and catalog sales is that they are popular with many organizations and you could be competing with other groups. Cost: None to Low |
| Donated goods for event sales: bake, craft, garage sale goods <ul style="list-style-type: none">○ Silent auction, white elephant sales | The advantage is that your “stock” is free. The disadvantage is that you generally have only a day or two to sell it. Event sales also take a fair amount of planning. Cost: None |
| Donations for resale: <ul style="list-style-type: none">○ Cell phones○ Aluminum Cans○ Inkjet Cartridges | Reselling recycled “empties” is becoming more and more lucrative for fundraisers. Many companies are eager to buy back their “empties”. In addition, some companies specialize in buying recycled products. Your biggest investment is the time it takes to collect the recyclables. Cost: None |
| Purchased goods for direct sales: <ul style="list-style-type: none">○ Bumper stickers and pennants○ Pens○ Wristbands○ Lapel pins○ Candy bars | Generally, these items are sold in lots that range from 50 to 100 or more. The more you buy, the less they cost per lot. For printed items like bumper stickers, pens, etc. there may also be a small “set-up” charge in addition to the cost of the item. Cost: Low Cost Per Item |
| “Your Club” printed items: <ul style="list-style-type: none">○ Coupon Books○ Calendars○ Greeting Cards○ Cook books○ Clothing (caps, t-shirts, etc) | The initial “set up” charge may be high on personalized print items, but like the smaller items above, generally the price of the merchandise goes down in relation to the size of your order. These types of items are an excellent way for non-profit organizations to add visibility to their name and their mission. Cost: High Initial Cost |

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In addition, you should consider:

- Your cost
 - Product costs can range from free, donated items to upper-end retail wares. In addition, depending on the fundraising vendor and type of product you choose you may have no up-front expense, need to make deposit on merchandise, or pay for fundraising product in advance.
- Your profit
 - How much of the product will you need to sell to meet your goal? Commissions from purchased products can range from 30 to 75 percent. Some commissions are based on the idea that the more you sell, the more money you will make. A good way to evaluate your return is to shoot high, but count low. It is better to end up with more money than you need than falling short of your goals.

- Don't forget other overhead costs including shipping and handling charges and any promotional costs like advertising.
- You may also need to factor in estimates for products that are ordered but not picked-up and merchandise that is received in less than perfect condition.
- Ease of acquisition
 - Purchased products are generally easy to acquire, but do find out how long it will take to receive your order. It may take time to find donors for free items, but you can usually stipulate when the items will be needed.
- Timing
 - Determine if your fundraiser short-term (like raising money for a class trip) or long term (like raising money for cancer research).
 - If your fundraising campaign is a one-time-only effort, you may not want to sell a product that is purchased in lots of 100 or high-end products that are profitable but take more effort (and time) to sell.
 - Think about when the product will be sold. Of course, you wouldn't sell Christmas wreaths in July, but consider that the warm weather months might not be the best time to sell chocolate candy bars as well.
- Your sales force
 - How many willing fundraising volunteers or club members will agree to sell your product? Is your sales force large enough to meet your goals?
- Your competition
 - Can you price your product to make it attractive to your prospective customers? Are local businesses selling the same type of goods for far less than your price? Are other organizations selling similar products for their fundraisers?
- Marketing possibilities:
 - Direct sales are best for novelty items like wristbands and bumper stickers. In addition to furnishing your sales force with products, they also can be sold at fundraising events.
 - Brochure and catalog sales are best for products like gourmet food packages, candles, and clothing.
 - For clubs with an established website that receives a fair amount of traffic, the Internet is an excellent place to sell many types of products. However, it takes a considerable amount of time and there is expense involved to establish an e-business.
 - If your club doesn't have a website, you can still ask members and volunteers who do if they will add a link to your fundraising products or sell your fundraising products on their site to help you achieve your fundraising goals.
 -

In addition to projects above, your club can also:

- Enhance fundraising efforts and community projects by participating in coupon and affinity programs designed to provide in-kind donations from various companies, such as those through Campbell's Labels for Education
- Solicit grants from local businesses, national companies, or from GFWC when club grants are available
- Promote and encourage the use of GFWC endorsed fundraising companies to support local efforts and provide royalties for all levels of GFWC. Use these endorsed fundraising companies with the confidence that they are reputable and offer quality merchandise at fair prices.

Develop a Communications Plan

The success of your fundraiser depends on how much publicity your group can attract. Community awareness of your fundraising need and your fundraising offering will always increase your results.

Prepare a comprehensive plan and timeline to communicate your fundraising event or program. Everything from creating posters and press releases to recruiting volunteers and contacting the media should be planned.

- Press Releases
 - The best way to get publicity for your fundraiser is to do a press release. And the most important part of your press release is describing the most newsworthy aspect of your fundraiser. News media want story hooks that will attract an audience, not put them to sleep; so write the summary paragraph of your press release first and make it as exciting and interesting as possible.
 - Fill in the rest of the who, what, when, where, why, and how information of your press release. A great picture is definitely worth a thousand words, so when you submit it to all the media outlets in your marketplace and include newsworthy photographs if at all possible.
 - Place follow-up phone calls to talk radio stations, television producers, and newspaper columnists. It never hurts to proactively make a little noise!
- Use your website
 - If you don't have one, get one. Use it to communicate your goals, thank your sponsors, highlight periodic offerings, recognize successes, honor individual contributors, and give event updates. And, don't forget to promote your web site on all your materials.
 - You can build an online community of supporters even faster by offering them extras available only at your site. Offer community forums to post information or read the latest news.
- Actively seek more publicity
 - Get the word out about your fundraiser in as many ways as possible. Get into as many neighborhood newsletters, community forums, talk shows and other public forms of communication as you can.
- Utilize any gathering
 - Make announcements at other events to spread the word, display products, take orders, make sales, and recruit volunteers.

- Take a joint venture approach to marketing your group or event by giving something of value back to all those help out, such as small gift cards, a t-shirt, etc.
- Goal awareness
 - Heavily promote the goal of your fundraiser in all communications, particularly with potential attendees, auction bidders, and sponsors. A good cause gets the checkbooks out!
 - Make sure that all participants know the specific reason why the money is being raised and specifically how it will be used.
- Communication
 - Use all available means of increasing awareness of your group’s efforts including roadside signs, e-mail lists, phone calling trees, newsletter, flyers, posters, bulletin boards, recorded hotline messages, etc.
- Sponsorship decals
 - Offer these free to supporting merchants and include them supporter memberships. Use the glass stick-on type for storefronts or vehicle windows.
 - This "branding" gets the word out to the community that your organization has a strong support base.
- Bumper stickers
 - Sell your organization year round with every fundraiser by offering one that says “Proud Supporter of GFWC of _____.” Give one to every volunteer and group member.
- Flyers
 - Hit local mailboxes (follow postal regulations) and car windshields in shopping centers. Give fundraiser details in your flyer in a way that promotes sales and gives contact information.
 - Incorporate a coupon or free gift offer into the flyer that will keep it from being thrown away. Your merchant base will help provide the offers because this is free advertising for them. For example, a flyer could include a car wash, dry cleaner’s discount, or oil change coupon.
- Build and use an e-mail list
 - Ask for an e-mail address for future newsletter distribution when you’re fundraising. Have opt-in links on your website. Easily stay in touch with a monthly e-mail update.
- Social Networking

If your club doesn’t already have a Facebook page (www.Facebook.com), consider creating one—and using it to publicize your upcoming fundraising events (as well as other club activities). Your members and friends can “Like” you and get updates whenever you add information. In addition, you can link to your club website.

For more information on useful tools for working with internal and external audiences, please review the GFWC Public Affairs Advancement Guide in the GFWC Club Manual, which includes information on public relations strategies, sample club press releases, and instructions on how to build a GFWC club website.

Evaluate

Appraise the success of each fundraising project or event—financially and otherwise—and use the information to continually update your entire fundraising program. Don't be afraid to discontinue a fundraiser that does not meet financial goals or are no longer enthusiastically supported by club members.

- Schedule a wrap-up meeting for the committee.
- Critique what was successful as well as what was not as successful.
- If a fundraising company was used, evaluate whether you wish to use them again.
- Review your net profit on your fundraiser to determine if the return on your efforts met your needs and expectations.
- Analyze all aspects of the fundraiser no matter how small the details. This will only help the next fundraising efforts of your group.
- Keep files of all notes, agendas, budgets, handouts, programs, contracts, and other relevant materials. Documenting your efforts for your successor is key to building upon the success you've established.

GFWC FUNDRAISING

The success of GFWC and our programs depends on the generosity of our members as well as those who are committed to the ideal of improving communities throughout the world. GFWC is a 501(c)(3) nonprofit organization that relies on member and private donations, corporate support, and foundation grants to help GFWC provide membership services and benefits, such as professional development and leadership training; club membership grants and awards; and GFWC Community Service Programs.

While many people may think that large donations are the only ones of value, all donations to GFWC in any amount from all our supporters are appreciated and recognized—and they all make a difference.

You can help secure GFWC's financial future by:

- Encouraging tax-deductible contributions to the GFWC Endowment Fund, where only the interest from the principal fund may be spent
- Supporting the GFWC Legacy Fund by:
 - obtaining and distributing copies of the GFWC Legacy Fund materials—a series of planned giving opportunities designed to benefit the donor and benefactor's financial objectives
 - considering a charitable gift annuity with GFWC; and encouraging members to remember GFWC through a bequest or living trust
- Supporting GFWC direct mail fundraising programs by:
 - educating members on the need for and value of supplementing dues revenue with direct mail fundraising
 - making a tax-deductible donation when note cards, address labels, calendars, or holiday cards are received

- helping members understand that participation in direct mail fundraising is strictly voluntary—that the gift items are sent to established donors without obligation
- encouraging members to contact GFWC Headquarters if they do not wish to continue receiving direct mail fundraising items
- Participating in national GFWC fundraising projects promoted by the GFWC Fundraising Committee

RESOURCES

GFWC Marketplace

1734 N ST NW | Washington, DC 20036-2990

P: 202-347-3168 | F: 202-835-0246 | W: www.GFWC.org | E: Marketplace@GFWC.org

The GFWC Marketplace provides a range of potential fundraising items that specifically designed for GFWC clubs and members.

GFWC Endorsed Fundraisers

GFWC partners with a variety of fundraising companies who can assist clubs in their fundraising efforts. These companies, such offer products and merchandise, such as coffee, chocolate and nuts, pizza kits, gift wrap, candles, and other items that you can sell in your community to help bring in funds that assist your club in meeting its financial goals.

GFWC updates its list of endorsed fundraisers on a regular basis, and you can see more information about these companies at www.GFWC.org/GFWCMembers. GFWC promotes its endorsed fundraisers in its communications, such as *News & Notes* and *GFWC Clubwoman Magazine*, so look for additional information in those publications. In addition, GFWC endorsed fundraising companies will send club presidents yearly mailings of their offerings. These mailings will include a letter from GFWC International President Carlene Garner, so be on the lookout for that information throughout the year.

Additional Resources

GFWC does not endorse these books, resources, and/or authors, but suggests these resources for additional information:

Step by Step Fundraising | www.StepByStepFundraising.com

Step by Step Fundraising connects you with fundraising strategies so you can continue to make a positive impact in the world. Fundraising ideas featured here work for many groups—large or small—and include advice, articles, samples, training, and additional resources.

Network for Good | www.Fundraising123.org

Network for Good is a nonprofit organization that provides easy and affordable online fundraising services to other nonprofits. Services include custom DonateNow for online donation processing, and EmailNow for e-mail outreach and online surveys.

AWARDS, CONTESTS, AND GRANTS

GFWC Club Awards

A \$50 award will be given annually to one club in the nation to recognize creativity in implementing projects in the GFWC Fundraising area. The award will be based on report narratives. State chairmen should forward the winning state entry to the national Fundraising chairman by March 15 each year.

Endorsed Fundraising Awards

A GFWC certificate and a special award will be awarded to one club in each membership category in recognition of outstanding efforts utilizing GFWC endorsed fundraising companies. Award presentations will be made by the GFWC endorsed fundraisers annually in honor of junior and general membership participation at the GFWC Annual International Convention.

GFWC State Awards

GFWC awards will be presented annually to one state federation in each GFWC membership category to recognize outstanding achievements in projects in the GFWC Fundraising area. Award presentations will be made annually in honor of junior and general membership participation at the GFWC Annual International Convention.

Contests

Please see the Contests section of the *GFWC Club Manual*.

Grants

There are no grants in this area currently offered through GFWC at this time. Please subscribe to GFWC's *News & Notes* at www.GFWC.org to receive updated information regarding grants and other member benefits.