

Fundraising Manager Position for WCSU

Project Overview

We are seeking funding to continue to build upon the recent successful fundraising efforts of the Windsor Central Supervisory Union (WCSU). Dollars raised from private sources will support and offset costs associated with the new Woodstock Union Middle and High School. Since the campaign commenced in the spring of '22, we have secured nearly \$3 million in pledges for the new High School Middle School (HSMS).

The requested grant will fund 75% of the FTE of the Fundraising Manager's position which was created and filled by the district in 2022 but is not permanently funded. This position is critical to ensure that private philanthropic dollars continue to be raised for the capital campaign for the new HSMS and to supplement and enhance the district's programmatic needs now and in the future. The Fundraising Manager also oversees all communications for the new HSMS including, the new HSMS' website, print and digital media efforts and public education.

Grant Request

\$39,000

Total Project Budget

\$144,500

Applicant Information

Name of Applicant / Organization / Business

Windsor Central Supervisory Union

Mailing Address

70 Amsden Way Woodstock, VT 05091

Name of Project Coordinator

Marlena McNamee

Contact's Email Address

Telephone

5182751558

Organization's Website URL

<https://www.wcsu.net/breaking-new-ground>

EIN

03-0216590

Applicant / Organizational Description

Windsor Central Supervisory Union (WCSU) was formed in 2018 to unite Woodstock's high school/middle school with five elementary schools in Barnard, Killington, Pomfret, Reading, and Woodstock.

Through unity, we achieve economies of scale, efficiency, and synergy that benefit roughly 1,000 students—with more than 30% residing in Woodstock—along with 14,000 residents hailing from 23 rural Vermont towns. By sharing resources, we help to keep community tax rates low while providing a high-quality, well-rounded education to all students.

The principals and teachers at WCSU's schools are supported at the district level by a superintendent and roughly 20 full-time and part-time staff. These employees provide specialized skills and experience that individual schools could not otherwise afford, in such areas as finance, information technology, fundraising, human resources, food service, maintenance, and student support.

Like many schools nationwide, WCSU has incorporated its mission into our unique "Portrait of a Graduate," which describes in detail the goals that guide us: to help every student achieve academic excellence; to teach critical thinking, problem-solving, and communication skills; to encourage students' self-direction; and to shape future citizens who effectively steward their communities.

If you are applying on behalf of an organization, what is your total organizational budget?

\$25,836,048 for FY '24

Project Information

Detailed Project Description

Our proposed project aligns with the EDC's priorities and goals in several ways. The new high school/middle school made possible in part by the Fundraising Manager's efforts will: 1) protect the health, well-being, and ability to learn of its students; 2) help to market the Town of Woodstock (and the surrounding area) to families who want to provide a top-quality education for their children; and 3) contributing to the town's air quality and energy efficiency by providing a green facility that will be one of the first public high schools in Vermont, and one of few in New England, to obtain a net-zero classification.

Built in the 1950s and 1960s, the Woodstock Union Middle and High School building has far exceeded its planned lifespan of 30-40 years. According to a 2022 study by the Vermont Department of Education, the building caused our school district's facilities to be ranked the second worst in the State in terms of their condition. Among these findings is the reality that many of the building's systems are failing, including the building's HVAC, heating perimeter, windows, roof, electrical, plumbing and septic.

These conditions present significant obstacles to learning and potential health concerns, including inadequate ventilation, poor acoustics, substandard ADA accommodations and insufficient safety standards. In 2022 alone, several classrooms were offline due to failing heating systems. The district had to spend \$150,000 in emergency repairs to the High School's heating system, with an additional \$1 million needed in 2023 to provide heat to the building.

To address these challenges and to facilitate modern learning and teaching practices, a Facilities Analysis and master planning process has been completed, led by a team of educational experience designers, architects, and engineers. During a period of over five years, the group studied possible solutions and ultimately concluded that a new facility would provide the best value and exceptional opportunities and benefits for students, teachers, and the surrounding community. To date, the master plan, high-level design, significant permitting, and costing for the new facility have been completed.

To help offset the total project cost, a private fundraising effort commenced in 2022 led by the newly formed

Fundraising Working Group. The next milestone needed to break ground is to finish the construction plans, site work and associated permitting, which should be completed by early 2024. Following a successful bond vote at Town Meeting Day in 2024, the new school can be constructed in 18 months—in time for the start of school in the fall of 2025.

Again, the construction of this much-needed new building relies on the Fundraising Manager position, for which your grant award will be used. A full job description for this position is attached and summarized below:

REPORTING: The position reports directly to the WCSU's Fundraising Work Group, with an indirect reporting line to the Finance Committee. This position also works closely with the District Finance manager.

PRIMARY GOALS: To ensure that the capital campaign for the new building stays on schedule, with a high level of visibility and momentum that inspires a sense of confidence in surpassing a first-ever campaign with a goal of \$20 million+.

JOB TASKS:

- Create the infrastructure for a successful new school campaign.
- Serve as the liaison between the district's fundraising work group, donors, District Finance Manager, and Finance Committee.
- Manage the capital campaign and donor prospects.
- Work with vendors and volunteers to produce a case for support, website, and other collateral materials.
- Ensure proper procedures are followed, including the receipting and acknowledgment of gifts and gift agreements.
- Aid Fundraising Workgroup leadership in planning and implementing a strategy for private, federal/state and public funding.
- Perform proactive local and regional research on prospects and family foundations.
- Execute regional and national private foundation research.
- Create and submit proposals to secure private foundation funding for the campaign.
- Assist in developing and executing a communications plan.
- Manage a small portfolio of leadership major gift prospects by cultivating, soliciting and stewarding gifts.

Project Timeline

The specific steps required to achieve the below goals are outlined in the Fundraising Manager's job description above. While the campaign's overall goal is \$20 million, the below dollar amounts represent the minimum dollars needed to offset the proposed bond which will be presented to the community on Town Meeting Day in 2024; the proposed minimum fundraising will keep the tax cap at the percentage currently proposed by the school district of 16%. If the campaign is successful in raising the full \$20 million, the tax cap will be offset to levels lower than 16%. For illustrative purposes, \$1 million of private funding applied to our current school budget would reduce tax rates by 5%

- Raise \$2 million in pledges for the HSMS capital campaign by December 2022. (Surpassed on 12/31/22)
- Raise \$5 million in pledges for the HSMS capital campaign by December 2023.
- Hold a successful bond vote to obtain financing for the new HSMS by March 2024.
- Slated opening of the new HSMS by September 2025.
- Raise \$10 million for the HSMS capital campaign by June 2026.
- Raise \$12.5 million for the HSMS capital campaign by December 2028.

Project Champion

In 2022, the WCSU Board endorsed a Fundraising & Communications Work Group; this group is actively engaged as volunteers working alongside the Fundraising Manager to advance this project. The group includes community members with deep ties to the region while others are newcomers; this group brings their expertise and connections from various industries including fundraising, communications, business development and renewable energy.

The work group includes: Jason Drebitko, Katie Hamlin, Mark Harris, Jon Hussey, Ben Jerve, Dave Matz, Nicole Morgese Moore, Erika Weingarten Cupples and Jamie Ziobro. Additionally, the district Superintendent Sherry Sousa is a tireless advocate of the new school along with her leadership team and the WCSU School Board.

Project Budget Narrative

The district has made strategic investments in building its fundraising operations and recently secured a \$49,000 private donation which is allocated for 25% of the fundraising manager’s FTE with the remaining dollars earmarked for program/supply needs: printed and digital materials, donor events, mailings, supplies, etc. Additionally, the district has committed \$51,500 in permanent funding for a newly established (June 2022) Grant Writer position. While the fundraising program at WCSU is in its early stages, the Fundraising Manager and the Grants Writer work in concert to raise funds from individuals, foundations and grants to support the district’s students, teachers, and programs, in addition to fundraising for the new building.

The district is grateful for the support it has received from the EDC. The EDC’s grant in 2021 has enabled the district to free up funding from other sources thereby allowing the hiring of the first-ever Fundraising Manager position in March 2022. In those last nine months, nearly \$3 million has been raised for the HSMS capital campaign, thanks largely to the EDC’s investment.

Project Budget - Itemized

Income Category	Total	Applicant	EDC	Other	In-Kind
Expense Category	Total	Applicant	EDC	Other	In-Kind
Fundraising and Communication,Supplies & Materials	\$41,000	\$5,000		\$36,000	
25% of the Fundraising Manger’s FTE	\$13,000			\$13,000	
75% of the Fundraising Manager’s FTE	\$39,000		\$39,000		
Grant Writer	\$51,500	\$51,500			

What will success look like?

Success takes two forms for this project. The first is the successful construction of a new building. The second is the raising of funds that enable that construction. That second goal can be measured for the fiscal year 2024 (the year for which we request funding) in these ways:

- Raise \$5 million in pledges for the capital campaign by December 2023.
- o Develop a pipeline of potential candidates to the capital campaign and assist in/or personally solicit and secure gifts.
- o Develop tailored collateral materials for donors highlighting the campaign’s priorities for the new HSMS: student success, environmental stewardship, campus and community and innovation.

o Build connections with local and national foundations and create tailored proposals in support of securing dollars for the new HSMS.

o Serve as “campaign consultant” to the Fundraising Work Group and WCSU School Board, advising on strategy and fundraising best-practice; provide quarterly updates on fundraising and communications progress to date.

- Hold a successful bond vote to obtain financing for the new HSMS by March 2024.

o Establish a social media presence and create educational content for the new HSMS.

o Organize events to engage and educate the community, including town hall meetings and tabling events at public venues.

o Create leadership talking points and social media/email “toolkits” for volunteers, staff and community members.

o Maintain the new HSMS website and refresh content as needed.

o Create email campaigns to educate our community about the new HSMS.

Community support for this project

Some of the answers to this question are described above via the efforts of the Fundraising and Communications Work Group. In other cases, this community support is also described in the above question outlining the major goals and activities for 2023. However, the community was also engaged in the Facility Analysis and Master Planning in 2019, which included evaluating the current facility and ultimately determining that a new school was the most cost-efficient and effective option in addition to defining the major goals in terms of the design and programmatic needs for a new facility.

Community support for this project

As mentioned above, the district is in the early stages of establishing a fundraising operation and has already committed to permanent funding for the Grant Writer position. The district projects that it will be able to fund the Fundraising Manager position by the ‘24-’25 or ‘25-’26 fiscal years.



Woodstock, VT

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31 The Green
PO Box 488
Woodstock, VT 05091

Phone: (802) 457-3456
Fax: (802) 457-2329
Email: municipalmanager@townofwoodstock.org

Visitors 0 0 1 8 7 3 0

2022 School Facilities Inventory Report

Facility Name: **WINDSOR CENTRAL SU | WOODSTOCK MIDDLE SR UHS #4 | 4961 WOODSTOCK ROAD, WOODSTOCK 5091 - Middle (5 thru 8) - Addition**

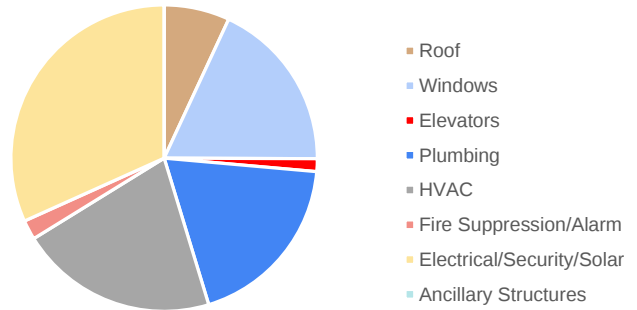
March 29, 2022

Total Value of Assets (Does Not Include Site/Structure/Walls/Interiors) **\$5,559,000**



GPS: 43.613442427688305, -72.54585700270407

Relative Asset Values

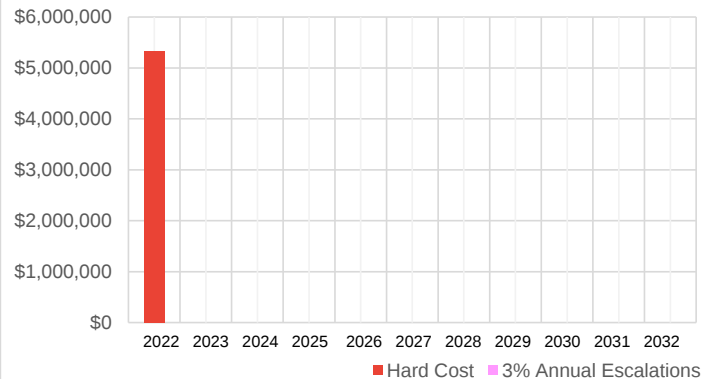


Value of Assets/GSF **\$79.41**



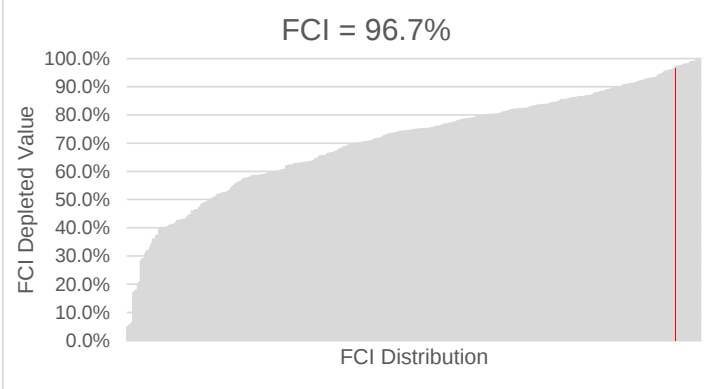
Site Plan - Google Earth

Projected Capital Planning Cash Flow



Location Plan - Google Maps

Facility Condition Index (FCI) Compared to Portfolio



(See Last Page for Explanation of Terms)

2022 School Facilities Inventory Report

Facility Name: **WINDSOR CENTRAL SU | WOODSTOCK MIDDLE SR UHS #4 | 4961 WOODSTOCK ROAD, WOODSTOCK 5091 - Middle (5 thru 8) - Addition**

Respondent Information

Date/Time Completed **2021-12-21 - 3:44 PM**
 Respondent Name **Joe Rigoli**
 Respondent Title **District Buildings and Grounds Director**
 Respondent Email **jrigoli@wcsu.net**
 Respondent Phone Number **(802) 457-1213 x1092**

Facility Information

School Type **Middle (5 thru 8)**
 Building Identification **Addition**
 Stories **2**
 Building Area **70000 (Gross Square Footage - GSF)**
 Year Constructed **1968**
 Year of Last Major Renovation **N/A**
 FCI (Depleted Value) **96.3%**

Environmental & Safety Issues

Hazardous Materials **Yes** ⚠
 Hazardous (HZD) Materials include **Asbestos containing materials (ACM)**
 HZD Issues are **Major**
 HZD Issues include **VCT tile**

Indoor Air Quality (IAQ) Issues **Yes** ⚠
 IAQ Issues include **Insufficient Air Change Ratio, Humidity (Too Low or Too High)**
 IAQ Issues are **Major**
 IAQ Issues include **HVAC system original to building. Lack of suggested air exchanges. Univent heaters dated and some are non functioning**

Fire or Life/Safety (FL/S) Issues **Yes** ⚠
 FL/S Issues are **Dated zone alarm fire alarm. No sprinkler system. Building does not meet seismic code**

Other Risk Factors **Yes** ⚠
 Other Risk Factors include **Flooding, Dangerous Traffic Patterns**
 Other Risk Factors are **Building is along the Ottauquechee river, flooded during Irene. Congested traffic pattern during admission and dismissal. Dangerous for students and faculty.**

Handicap Accessibility (ADA) Issues

Handicap Accessibility (ADA) Issues **Yes** ⚠
 ADA Issues are **Major**
 ADA Issues include **ADA deficiencies. Accessibility for the disabled is limited. There is only one elevator and portions of the building are difficult to access, forcing disabled or persons with limited mobility to exit the building and re-enter at another entrance to gain access to portions of the building.**

Utilities - Adequacy

IT / Internet Service **Adequate**
 Building Wi-Fi Coverage **Marginal** ⚠
 Cellular Reception **Adequate**
 Water Service Pressure **Adequate**
 Natural Gas/Propane Pressure **Adequate**
 Electrical Capacity **Inadequate** ⚠

2022 School Facilities Inventory Report

Facility Name: **WINDSOR CENTRAL SU | WOODSTOCK MIDDLE SR UHS #4 | 4961 WOODSTOCK ROAD, WOODSTOCK 5091 - Middle (5 thru 8) - Addition**

Building Envelope - Roof

Roof 1 is **Single-Ply EPDM/TPO/PVC Membrane**

Covers **100%**

Installed in **1996**

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
20	-6	\$11.00 / SF	35,000	SF	\$385,000



Roof 2 is -

Covers **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Roof 3 is -

Covers **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Roof 4 is -

Covers **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Building Envelope - Windows

Primary Window System **Window, Metal-Frame**

% of Windows That are this Type **100%**

Installed in **1985**

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
30	-7	\$60.00 / SF	16,800	SF	\$1,008,000



Secondary Window System -

% of Windows That are this Type **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Services - Elevators

Primary Conveyance/Elevators **Elevator, Hydraulic, Machine/Controller/Cab**

Quantity of Stops **3**

Installed in **1968**

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
30	-24	\$25,000.00 / STOP	3	STOP	\$75,000



Secondary Conveyance/Elevators -

Quantity of Stops **0**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	0	-	\$0

Services - Plumbing

Primary Plumbing System **Supply & Sanitary, Medium Density (Includes Fixtures)**

Area of building served **100%**

Installed in **1968**

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
40	-14	\$15.00 / GSF	70,000	GSF	\$1,050,000



Secondary Plumbing System -

Area of building served **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Services - Cooling - Central System

Primary Central Cooling System **None**

Area of building served **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Secondary Plumbing System -

Area of building served **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Services - Heating - Central System

Primary Heating System **Boiler(s)/System - Fuel Oil**

Area of building served **70%**

Installed in **1968**

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
30	-24	\$60.00 / MBH	1,400	MBH	\$84,000



Secondary Heating System -

Area of building served **0%**

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

2022 School Facilities Inventory Report

Facility Name: **WINDSOR CENTRAL SU | WOODSTOCK MIDDLE SR UHS #4 | 4961 WOODSTOCK ROAD, WOODSTOCK 5091 - Middle (5 thru 8) - Addition**

Services - HVAC Distribution

Primary HVAC Distribution System **Piped System to Unit Ventilators/Fan Coils, 2-Pipe System**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
100%	30	-24	\$10.00 / GSF	70,000	GSF	\$700,000

Installed in 1968



Secondary HVAC Distribution System **Forced Air System (AHUs, Ductwork, VAVs), 2-Pipe System**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
30%	30	-24	\$18.00 / GSF	21,000	GSF	\$378,000

Installed in 1968



Services - Package Systems

Primary HVAC Package Unit & Splits **None**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
0%	-	N/A	- / -	-	-	\$0

Installed in -

Secondary HVAC Package Unit & Splits -

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
0%	-	N/A	- / -	-	-	\$0

Installed in -

Services - Fire Suppression

Primary Fire Suppression System **Kitchen Hood or Computer Center Suppression System**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
1 EA	20	18	\$10,000.00 / EA	1	EA	\$10,000

Installed in 2020

Secondary Fire Suppression System -

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
0%	-	N/A	- / -	-	-	\$0

Installed in -

Services - Fire Alarm System

Primary Fire Suppression System **Older type Zoned System**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
100%	20	-6	\$1.50 / GSF	70,000	GSF	\$105,000

Installed in 1996



Secondary Fire Suppression System -

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
0%	-	N/A	- / -	-	-	\$0

Installed in -

Services - Security Systems

Primary Security & Low Volt System **Security & Low Voltage Systems - Average**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
80%	15	13	\$4.00 / GSF	56,000	GSF	\$224,000

Installed in 2020

Secondary Security & Low Volt System -

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
0%	-	N/A	- / -	-	-	\$0

Installed in -

Services - Electrical Distribution/Infrastructure

Electrical Distribution/Infrastructure **Main Distribution Panel w/Sub Panels and Generator/UPS - Medium Density**

Area of building served	EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
100%	40	-14	\$22.00 / GSF	70,000	GSF	\$1,540,000

Installed in 1968



Services - Solar Power (PV)

Solar (Electric Generation) Provided **None**

Owned/Maintained by School -

Quantity of Panels 0

Installed in -

Value of Solar PV Panels: -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Ancillary Structures

Ancillary Structures **None**

Total SF of Ancillary Structures -

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Secondary Ancillary Structures -

Total SF of Secondary Ancillary Structures 0

Installed in -

EUL	C-RUL	Cost / Unit	Quantity	Units	Total Value
-	N/A	- / -	-	-	\$0

Additional Comments

2022 School Facilities Inventory Report

Facility Name: **WINDSOR CENTRAL SU | WOODSTOCK MIDDLE SR UHS #4 | 4961 WOODSTOCK ROAD, WOODSTOCK 5091 - Middle (5 thru 8) - Addition**

Explanation of Terms

Projected Capital Planning Cash Flow	The estimated replacement costs of systems as they expire annually.
Facility Condition Index (FCI)	The cost -weighted depleted value of the building compared to the total value of all its systems; overall percent of building useful life consumed by years in service.
Total Value of Assets	The total estimated replacement cost of all the assets listed in the form.
Value of Assets per GSF	The Total Value of all Assets in the form divide by the Gross Square Footage (GSF) of the building.
Facility Condition Index (FCI) Compared to Portfolio	The Facility Condition Index (FCI) of the building overlayed on the chart of FCI's for all buildings in the portfolio. Indicated by a red line in the chart.
Calculated Remaining Useful Life(C-RUL)	The current number of remaining years a system may be expected to perform in designed service.
Expected Useful Life (EUL)	The total number of years a system can be expected to perform in designed service when new.
Gross Square Footage (GSF)	The total square footage contained within the building for all floors/levels.
Cost per Unit	The estimated base cost for a single unit of a system. When multiplied by Quantity results in the total system cost.
Quantity	The amount of a system present in a building. When multiplied by the Cost per Unit results in the total system cost.
Units	The expressed unit of measure for a given system (GSF, EACH, TON, etc).
Ancillary Structures	Buildings on site that are typically known as portables, relocatables or temporary buildings.

Keri Cole
6 Linden Hill
Woodstock, VT 05091

January 12, 2023

Dear Woodstock Economic Development Committee (EDC):

I am writing to express my hope that the EDC will consider funding the Windsor Central Supervisory Union's (WCSU) Fundraising Manager position. This position is critical to ensure that private philanthropic dollars continue to be raised for the capital campaign for the new Woodstock Union Middle and High School (WUMSHS). Further, this position will help build a fundraising program to support our students, teachers and programs to supplement declining state and federal support. Due to the efforts of the current Fundraising Manager and the Fundraising Work Group, \$3 million has been committed to date in support of the new school.

Our current facilities are dangerously antiquated; in fact, per the April 13, 2022 Vermont School Facilities Inventory and Assessment, they are in the second worst condition in the state. What a distinction! As a town selectboard member, I am eager to see this project move forward. The importance of safe, healthy, green facilities cannot be understated as a driver for growth and retention.

As a parent of two young children in the district who currently attend WES in Kindergarten and 2nd grade, I am committed to seeing my children continue to receive a world-class public education. We are extraordinarily fortunate to have an excellent and dedicated teaching staff, administration, board and volunteer support. Our current middle and high school facilities are, frankly, shameful. Asking our gifted teachers and eager students to work and learn in a building without natural light and air – one that burns through fuel oil at an alarming rate – one that cannot well accommodate special needs – one that frequently floods with sewage – cannot continue.

The investments we have put into fundraising to date are already paying off, as evidenced by a growing donor base and increased community engagement. Without this funding (and this position), we will lose the momentum we have gained and imperil the necessary work of supporting our students and the future of Woodstock's educational system.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to be 'Keri Cole', with a long horizontal line extending to the right.

Keri Cole
kpcole@gmail.com
410-200-3536

1/12/2023



WINDSOR CENTRAL SUPERVISORY UNION

Windsor Central Unified School District • Parishfield School District
70 Ainsden Way Woodstock, Vermont 05091
Phone: 802-437-1211 Fax: 802-437-2989 www.wcsu.net

January 12, 2022

Woodstock Economic Development Council
31 The Green
PO Box 488
Woodstock, VT 05091

Dear Woodstock Economic Development Council:

As you evaluate your EDC Community Grant Proposals, I write to urge you to consider funding the Windsor Central Supervisory Union's (WCSU) Fundraising Manager position. This newly formed position has been filled since March 2022. The Incumbent has been instrumental in launching the district's first capital campaign, rallying a mighty team of community volunteers and creating clear and compelling communications vehicles. To date, the collective efforts of this group have garnered \$3 million in support of our new Middle and High School!

Woodstock Union High School and Middle School's (WUHSMS) campus—designed with a lifespan of 30-40 years—is over 60 years old. The buildings are rapidly deteriorating, with many systems approaching imminent failure. The poor conditions present health concerns and significant obstacles to learning, including inadequate ventilation, poor acoustics, substandard ADA accommodations and insufficient safety standards. As is, the current failing building does not allow students to fully access their education and full potential. In the absence of state support for school construction, the district has made private fundraising and grant-seeking a priority and has built out a team of two fundraising professionals—utilizing a mix of base funding and grants for personnel and operational needs.

On the heels of increasing population growth, the district's enrollment alone has grown 8% since 2016, with forecasted projections of another 12% from 2021 to 2030 (New England School Development Council). However, to support and sustain this growth, a new middle and high school is critical in terms of our ability to offer a high-quality, competitive education that roots students and families in the district for the duration of their academic career.

Beyond the future for our children, these investments will continue to drive enrollment, reducing the tax burden and stimulating thoughtful economic development. Further, our new campus will be accessible to the community—a hub for lifelong learners through multi-generational service projects, use of state-of-the-art community spaces and continuing educational opportunities.



WINDSOR CENTRAL SUPERVISORY UNION

Windsor Central Unified District - Pittsfield School District

70 Linden Way Windsor, Vermont 05091

Phone: 802-437-1213 Fax: 802-437-2989 www.wcsu.net

Finally, every dollar raised will lower the tax burden on our local population and ensure a safe, secure and inspiring school for our children. Thank you in advance on behalf of our students and community for your thoughtful consideration.

Sincerely,

Sherry Sousa
Superintendent

WINDSOR CENTRAL SUPERVISORY UNION

School invests in going to zero



VALLEY NEWS PHOTOGRAPHS — JENNIFER HAUCK

Drew Tobiason, who has worked at the Woodstock Union High School and Middle School as a custodian for almost 30 years, does a deep scrub in the hallways last week in preparation for returning students in Woodstock. The Windsor Central Supervisory Union has begun fundraising for an \$80 million construction project that would replace the aging building with a new net-zero energy middle and high school.

District planning \$80M project to build net-zero energy building

By FRANCES MIZE
Valley News Staff Writer

WOODSTOCK — Plagued by failing infrastructure and a heating system that dates back to the 1950s, school officials have started to raise private money to help pay for the expected \$80 million construction of a new net-zero energy high school and middle school building in Woodstock.

The project has already received two anonymous pledges, one for \$1.5 million and another for \$125,000, said Jim Fenn, director of finance for the Windsor Central Supervisory Union. To fully fund construction, residents from all of the towns in the district must vote to approve a bond measure. This would likely happen in 2024, either at March's Town Meeting or through a special vote.

"The school district is looking at ways to limit the taxpayer contribution to make it a more attractive option for voters," said Ben Ford, a school board member for the seven-town district, adding that they're examining ways to in-



Students enjoy a temporary water park during their Summer SOAK program held at the Woodstock Union High and Middle School last week in Woodstock.

SEE SCHOOL A8

Woodstock school plan targets net-zero energy

SCHOOL FROM A1

crease the contribution they receive from the state education fund.

Each member town in the district — which includes Woodstock, Barnard, Bridgewater, Pomfret, Reading, Killington and Plymouth — would see an equal increase in their homestead property tax rates if the school bond is approved by voters. Tuition increases for the district's schools, the rates to be decided by the school board, would also help pay for the new building.

Schools account for roughly 11% of energy consumption by U.S. buildings, and the steam-heating system at Woodstock Union, which runs on oil, contributes to the 1.8 million pounds of carbon dioxide emitted each year from the current building.

"School buildings are your leading suspects in terms of environmental impact, because they're just so big and often pretty old," Ford said.

A net-zero high school and middle school would mean that the energy created on site, likely through solar panels, would account for the total amount of energy used annually in the building. The proposed project draws inspiration from the school's next-door neighbor: Union Arena is the country's first net-zero indoor ice rink.

Deliberations have lasted for years as school officials and taxpayers considered the expensive construction costs for a new building, and pricing has continued to increase amid pandemic shortages and inflation. The Windsor Central concluded a two-year study of building conditions in 2019 by recommending total renovation. An index measuring the depleted value of a building ranked Woodstock Union Middle and High School — which serves around 570 students — as having the second-worst facility condition score in the state, according to a report from the Vermont Agency of Education.

Crumbling infrastructure



Dylon McCutcheon, who is part of the custodial and maintenance staff, works to turn what used to be a wood shop into a virtual reality classroom at Woodstock Union High School on last week in Woodstock.

comes with its own price tag. The last school year alone saw \$150,000 in emergency repairs to the high school's HVAC system, and several classrooms fell out of commission due to heating difficulties. Old windows, leaky doors and single-story sprawl mean the

"We have a ton of students interested in environmental science and passionate about the planet. They recognize how inefficient we are and how much energy we use, how much better the building could be."

VANESSA CRAMER
environmental science teacher,
Woodstock Union High School

flagging steam heating system has to work harder to do its job, further hampering energy efficiency.

While the school prepares to publicly launch its fundraising, and to make it through another heating season, Leigh Sherwood is in the initial stages of designing a new kind of energy system altogether.

Sherwood, who works for the firm Lavallee Brensinger out of its Manchester, N.H., office, was hired to design the building and has a history in sustainable school architecture. It's important that structures are built with energy efficiency in mind, he said.

In the case of Sherwood's design for Woodstock, this would be achieved through a new two-story building, oriented toward the sun to maximize solar power harvest and natural lighting.

"We know that if we take all of this into account on the front end, we'll get better re-



From left, Rilyn Webb, 6; Ursela Kardashian, 6; and Finn Riley, 6, all of Woodstock, prepare to go outside to play in a water park during their time at the Summer SOAK program held at Woodstock Union High School and Middle School on last week in Woodstock.

sults for energy later on," Sherwood said in a phone interview. "And we won't have to throw a bunch of bells and whistles and fancy technology at it later."

To move away from carbon-based energy sources such as oil and gas, the proposed building would produce its own electricity onsite — which could power an electric heating system like a heat pump.

Vanessa Cramer has taught environmental science and biology at Woodstock Union High School for 10 years. She sees sustainable design as in line with the school's values and the new building as a teaching tool for the possibilities of going net-zero.

"We have a ton of students interested in environmental science and passionate about the planet," Cramer said. "They recognize how inefficient we are and how much energy we use, how much better the building could be."

A new building would also make school days more bearable. "Right now, the classrooms are either sweltering or freezing," Cramer said.

It's tough on her students, who get distracted by the fluctuating temperatures. At this point, they're used to bringing clothing layers to school with them.

Joe Rigoli, the school district's director of buildings and grounds, described the existing steam heating system as "very fragile" and difficult to repair. "No one really knows how to work on such old boilers anymore," he said.

Rigoli is taking advantage of the summer months to tune up the system and staring down another winter of working seven days a week to keep it running.

"Hopefully we can pull it off again," Rigoli said.

Frances Mize is a Report for America corps member. She can be reached at fmize@vnews.com or 603-727-3242.



WCSU Building & Grounds Manager Joe Rigoli next to one of the boilers in the WUHS/MS basement. The antiquated boiler is about the size of a large van. Rigoli said yet another problem with fixing these systems is finding parts because they are almost impossible to find. Further, as governments and school boards aim for better environmental conservation, a system like the one at WUHS/MS is "woefully insufficient," Rigoli added. Robert Shumskis Photo

Local school buildings wrestle with deteriorating conditions

By Tom Ayres
Senior Staff Writer

A report released last month by the Vermont Agency of Education (AOE) spotlighted the deteriorating conditions of aging school buildings throughout the state. Of particular concern to seven Upper Valley communities, the "Vermont School Facilities Inventory and Assessment" called special attention to an Upper Valley supervisory union for the declining status of its school infrastructure.

The Windsor Central Supervisory Union (WCSU), which serves students in grades pre-K through 12 from the towns of Barnard, Bridgewater, Killington, Plymouth, Pomfret, Reading, and Woodstock, has the second-worst school building conditions in Vermont, according to the AOE report, which was compiled by Bureau Veritas, a consulting firm that specializes in building inspection and certification. Only the Orange Southwest School District fared worse than WCSU in the statewide facilities assessment.

The results reflected in the report, which was presented to the Vermont House and Senate Committees on Education by AOE Secretary Daniel French on April 13, are based on surveys completed by local school officials (rather than in-person inspections of school facilities statewide). WCSU officials reacted to the report last Friday and referenced the school union's five-year capital improvements plan, adopted by the WCSU School Board last December, as the framework for the district's ongoing response to declining school infrastructure across the sev-



A hatch used to gain access to the pipes and steam tunnels at WUHS/MS. The hatch is only about 18 inches square, so in order to get replacement pipes through it, the pipes would either need to be cut into tiny pieces or larger holes would need to be drilled through the floor. The hatch door also shows signs of rusting due to leaking steam, which has occurred at various points throughout the building. Robert Shumskis Photo

en-town district.

"The AOE report is significant. There's a lot there that must be communicated because it's really important for our communities," WCSU Superintendent Sherry Sousa offered. "Our communities do not understand the depths of the challenges of our school buildings. If you drive by our schools, we're doing a really good job with the exteriors, so people might ask why there should be such concern. But in terms of everything from the roofs on buildings, the windows and doors, full systems, and more — we have major issues. The middle school and high school are of particular concern — we have issues with the heating and water systems, electricity, sewage, and more. Within

the next six to nine months, we'll begin to communicate to our communities where we are with all our facilities."

Following the discussion with Sousa, WCSU Director of Finance and Operations James Fenn and District Buildings and Grounds Manager Joe Rigoli spoke at length about the AOE report, the school union's strategic capital plan, and plans to build a new school complex on the current site of Woodstock Union High School and Middle School (WUHS/MS) within the next five to seven years.

"The data that was put into those surveys for the state was correct," Rigoli said Friday afternoon. "I do have some issues with the way they might have

been weighted, where some of our better schools such as [the] Prosper Valley [School] ranked pretty low, even though we've put a lot of work into that school the past two years. It's in great shape. But the state did assure me that this was just a preliminary survey and that they are going to come out and do some actual physical inspections of these buildings as well."

Fenn termed the state report "a massive undertaking of data gathering. Except for where we've expressed some concern over the weighting, [the report] is a really good first step." The WCSU finance director noted that the school union is not waiting for state inspectors to visit school facilities within the district. In keeping with Sousa's six-to-nine-month communications and outreach plan about facilities needs — and with a laser focus on the 61-year-old WUHS/MS building — Fenn said engineers from

Randolph-based engineering firm Dubois & King have been roaming the halls of the high and middle school complex for a few weeks now, conducting a mechani-

"It's a kind of continuous balancing act. What drives it is the dollar amount. Can I put three similar projects together — say, a roof replacement — and get them done today at a lower cost and then finance them over a number of years? More importantly to me, I want to keep the impact on the taxpayers approximately the same, so I try to balance the needs of the district, immediate and future, with the impact on the tax rate."

— WCSU Director of Finance and Operations James Fenn

cal assessment of the building under the watchful eye of Rigoli.

The engineers are focusing on four areas of critical concern at WUHS/MS, the first of which — the school's heating system — is the biggest worry. The Dubois & King consultants are also assessing the school's electrical systems, rooftop air exchange systems, and windows and doors, looking for

significant air intrusion and other weatherization issues. Fenn said Dubois & King engineers are scheduled to present a report and recommendations for WUHS/MS

to the School Board at its next monthly meeting on June 6.

Fenn and Rigoli both underscored WCSU's efforts to keep the WUHS/MS building functioning safely and effectively for the next several years until a new school is built — pending, of course, the approval of voters from across the seven-town supervisory union. "The projec-

tion in the strategic capital improvements plan that the new school will be ready for occupancy in fiscal year 2025 is probably optimistic," Fenn admitted. "You have to have one positive vote to actually pay for the architectural work and then a second positive vote to approve the building, and then probably three years from

See SCHOOL BUILDINGS - Page 3D



The control display on one of the LAARS Heating Systems boilers at the Prosper Valley School in Pomfret. There are two units and each is about the size of a refrigerator, as opposed to the unit at WUHS, which is several times larger. Robert Shumskis Photo

SCHOOL BUILDINGS From Page 1D

that point [for construction]. So that's a total of five years at the very least until we get to opening."

WUHS/MS has pressing facilities needs right now, raising the question of how the school district will address those problems with fixes that will not be rendered moot when the old school is demolished following the construction of the new one.

"The systems in Woodstock Union High School are extremely dated," Rigoli warned. "The last time any real work was done on that school was decades ago. Most of the infrastructure is beyond repair," he continued, contending that obsolescence, rather than deferred maintenance, is at the heart of the building's dilemma. "We're at the point with the steam heating system that I can't even get parts for it. We are at the point of no longer repairing systems, but rather replacing them. We're slowly moving down that roadway."

Fenn said school officials are working diligently to come up with fixes for the current problems at the high school that could be integrated into a new building once it is completed, potentially easing a significant burden on taxpayers. He cited two examples.

"Everything that goes on at the [WUHS/MS campus], we're looking at doing it so that it will be adaptable to the new building," Fenn noted. "We're looking at the short-term problem of

heating the school and not throwing a lot of money into that. It is going to have to be addressed in the next 12 to 24 months — it's just something that can't be put off any longer. So we're looking toward the new building and thinking, 'Are we going to go geothermal or biomass for heat?' And if so, can we plug that into the old building temporarily and then

"Our communities do not understand the depths of the challenges of our school buildings. If you drive by our schools, we're doing a really good job with the exteriors, so people might ask why there should be such concern. But in terms of everything from the roofs on buildings, the windows and doors, full systems, and more — we have major issues. The middle school and high school are of particular concern — we have issues with the heating and water systems, electricity, sewage, and more."

— WCSU Superintendent Sherry Sousa

shift it to the new one when it's ready?"

The second example of taking a forward-thinking approach to shorter-term fixes for the current WUHS/MS school building entails what is known as a lift station for sewage — essentially an elevator for effluent, if you will. "In sewer speak, we gravity feed effluent from the building and the Union Arena to a tank behind the high school, where we pump or 'lift' it up to a station by the street, where we lift it again to the municipal gravity-feed system." The lift station on Route 4 dates to the 1960s and needs replacement imminently, Fenn said. "It's another of those systems where it is

very difficult to find parts — and it is in the process of failing." According to Fenn, installation of a new lift station is slated for next summer only because current supply chain shortages require holding off for another year. A contract for the work has already been awarded. "We're hedging our bet here a little bit and we're going to replace it with a unit that

will be sized large enough to serve the new building."

All the current focus on the high school and middle school buildings — both old and proposed — needn't mean that the elementary schools in the WCSU district go wanting for facility upgrades and repairs in the next several years. The challenge for the supervisory union, which has only been in existence

for four years, is that many of the maintenance and repairs needs of those schools, which were previously the purview of individual towns, are coming due simultaneously.

Boilers at the Barnard Academy and Prosper Valley School in Pomfret are targeted for replacement in the current fiscal year, for example. The current Killington Elementary School boiler will be replaced in 2023.



WCSU Building & Grounds Manager Joe Rigoli next to a pair of compressors that charge lines of pressurized air at WUHS/MS. He says the system is hugely wasteful because it is constantly running, unlike a more modern system that has fine controls. "It's basically the Stone Age," Rigoli said with a laugh, adding, "There is way more efficient technology out there."

Robert Shumskis Photo

The Killington school's exterior siding will be replaced in 2024, as will most of its windows and doors, as part of a comprehensive weatherization project two years' hence. The Prosper Valley facility and Woodstock Elementary School are also slated for roof replacements over the next two years.

"This isn't really a question of deferred maintenance as much as it is the fact that this is happening to many of our buildings because we only recently became a uni-

fied district," Rigoli noted. "Before that, each town was responsible for their own school and, God bless them, they did the best they could and the schools are still up and running. But now we've come up with the capital improvements plan and we're trying to fund and make these things happen as a district."

Underscoring the daunting complexities of trying to address the infrastructure needs of five elementary schools and a combined

middle school and high school, Fenn offered some parting thoughts.

"We're looking at all of these challenges coming to a head together. This is not a routine experience," the WCSU finance administrator stated. "By the end of this year, every elementary school in our district will have a boiler that is less than 10 years old. The same thing is true with the air handlers, the air filtration systems — some of those are 25 or 30 years old, with an expected life cycle of 15 to 20 years. They're next [for replacement] because they are only functioning marginally. The reason that's next is because we can get ESSER funds for those items," Fenn added, referring to the federal Elementary and Secondary School Emergency Fund, a COVID-era relief effort. "It's allowing us to take on some projects that otherwise we would have pushed back a few years."

"It's a kind of continuous balancing act," Fenn concluded. "What drives it is the dollar amount. Can I put three similar projects together — say, a roof replacement — and get them done today at a lower cost and then finance them over a number of years? More importantly to me, I want to keep the impact on the taxpayers approximately the same, so I try to balance the needs of the district, immediate and future, with the impact on the tax rate."



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The imperative of a net-zero school: Woodstock students speak out

Inconsistent temperatures, poor lighting and faulty plumbing are just a few of the conditions our students at Woodstock Union High School/Middle School endure while learning in a 60+ year-old school building, whose facilities continue to deteriorate. And we are tired. In May of 2022, the Vermont Department of Education released study findings declaring our district's educational facilities the second worst in the state. For many in Woodstock, this came as a shock, but we WUHSMS students could easily foresee the disappointing judgment. Sophomore Lucy Drebilko remarks, "Unfortunately, this declaration was unsurprising. It does, however, inform me of how dire our situation is." We at Earthbeat, a student group dedicated to environmental causes, are writing this piece to support a new, net-zero school building.

Numerous studies, including one performed by Harvard's School of Public Health, have determined there to be a direct link between environmental factors and overall student health and performance. After reviewing responses to a survey we sent to current WUHSMS students, we can conclude that our school's condition negatively impacts our students' abilities to focus and learn. Some students reported experiencing headaches due to the lighting, and freshman Ian Coates asserted, "Temperature has often altered my focus, and more urgently, my will to be at school. When I am uncomfortable, I am much less inclined to participate in class and contribute."

As detrimental as the failing facilities are to student health, the building is also impacting the health of our planet. As high schoolers, our generation faces a bleak future as people in positions of power continue refusing to address the climate crisis. As our climate concerns grow, the school building continues to excrete 1.8 million lbs. of carbon dioxide into the atmosphere annually — equivalent to 81 trips around the earth. Many WUHSMS students are conscious of the need to reduce CO₂ emissions in order to ensure our future, and the school buildings' constant contributions to the crisis don't particularly help to ease our anxieties. Freshman Kyler Eaton reflected on his feelings surrounding the climate crisis, affirming, "We only have one earth and we should be doing all that we can to protect it." Another student, Fiona Piconi, pronounced, "I want mine and future generations to have opportunities and resources available to us that aren't heavily impacted by climate change."

Luckily, concerned community and school board members have recognized the urgent need to address these issues and determined that a new school building is the answer. We are aware of the hybrid plan proposed for

heating, cooling, and energy systems in the new school, designed to foster student well-being and encourage collaboration. This hybrid design ensures a school that would utilize traditional heating and cooling elements and/or heat pumps and add renewables such as solar to obtain a lower carbon footprint. We have begun to feel excited as more conversations are happening surrounding this plan. But what if we could do even better than a hybrid model? Taking the plans one step further into becoming net zero is in line with our student values and would inspire future WUHSMS students. A net-zero school would mean the building would run solely on green energy, slowing our school community's contributions towards the degradation of our planet. If we are to build a new school, we should do it right.

Let's hold Woodstock and the greater Vermont community to the standard of proactivity; striving for a net zero school is consistent with our historical legacy and to the climate issues we seek to solve today and in the future. Our community has long sustained a legacy of environmental leadership. A prime example is local Union Arena becoming the country's first net-zero ice rink. Taking the next necessary step towards a net-zero school build would further demonstrate our community's commitment to reversing climate change and serve as an example of leadership for the rest of the state — as the first net-zero school in Vermont! As we watch the rest of the world continue to move forward in regards to education and climate standards, the current school building stays stagnant, holding us students back with it. The poor condition of the facilities inhibits our learning abilities and contributes to the climate crisis. It's time to step up and create the change both our present and past community members and students believe in.

Earthbeat Student Club, Woodstock Union High School/Middle School

STAUDTER From Page 4D

protect the constitution. He isn't even president and already he's talking about violating his oath. Oh, and that massive fraud he's talking about, we know now that it never happened. Forget about everything else, this one thing is disqualifying.

Now it would seem the famous Trump legal tactics to delay have finally run its course, and a jury in New York found his company guilty of 17 counts of tax fraud. This is just the first of his legal problems. Documents he stole are turning up in storage lockers, and it would seem you can ignore court orders for only so long before some judge gets tired of the shenanigans.

As I sit here and write this column, the Jan. 6 Committee is meeting to decide if their work adds up to criminal prosecution. You just know that no matter what gets handed

Addressing the staffing issues at the post office

To the Editor,

Thank you for covering condition of WCSU school buildings

To The Editor,

Thank you for your coverage of the condition of Windsor Central Supervisory Union's (WCSU) school buildings in the May 12th feature, "Local School Buildings Wrestle with Deteriorating Conditions." The article highlights a recent report commissioned by the Agency of Education (AOE) and conducted by an independent, third-party consultant who ranked WCSU's building portfolio as the second worst in the state.

The issues plaguing the middle school/high school facility are wide-ranging. The building is filled with talented staff and promising students, yet the physical space works against both in every way. Dark spaces. Too cold. Too hot. Leaks. Anyone with knowledge of the physical realities of the school will tell you that the building has long outlived

its useful life.

Joe Rigoli, the WCSU buildings and grounds manager, and his team deserve praise for keeping the MSHS building open as it crumbles around our children. However, the years of band-aid maintenance are no longer sustainable. How could we ever expect students to thrive in their education, when the minimum standards of safety and comfort are barely met?

The problem is clearly defined and the solution, quite simply, is funding. But from what sources?

"The Educational Opportunity Act," enacted in 1997, set out to create equity for Vermont schoolchildren by reallocating school tax dollars throughout the state. As one of Vermont's higher tax-base communities, nearly 50% of our school tax revenue is redistributed to other towns. Given our role as a contributor, it is time for the state to step in and support Woodstock in its time of need. Instead, the state continues its 15-year freeze on construction matching funds and is considering a one-time tax reduction in response to its \$95M surplus. What good is a tax reduction if towns are then forced to raise funds for capital expenditures through additional taxation?

It is time for a new building. It is time for the State of Vermont to work with us on funding solutions and, unfortunately, it's also time for Barnard, Bridgewater, Killington, Plymouth, Pomfret, Reading, and Woodstock to craft a Plan B which forges ahead without the support of our state or federal governments — because when the building fails completely, we won't have a choice!

We encourage the community at large to demand safe, secure, and efficient facilities for our children. Join us in contacting our lawmakers in Montpelier to elevate this critical issue and direct the \$95 million surplus to address the state's \$500 million+ in deferred school construction needs. Our children need a new school not a paltry tax return with no plan to address our infrastructure needs.

Mark and Jennifer Harris
Woodstock Residents

Parents of 6- and 4-year-old children

Garden Club sale a big success

To The Editor,

The Woodstock Garden Club held its annual plant sale on Saturday, May 28 this year. I am happy to report it was a big success. We had wonderful perennials for sale from our members' gardens, a selection of annuals from Harrington's Greenhouse, as well as tomatoes and herbs from the WUHS horticulture department. It was great to have our Country Kitchen back again to offer homemade treats as well as hot dogs and cold drinks.

Thank you to the Norman Williams Public Library staff for allowing us to hold our sale on the lawn, for the use of their water and kitchen facilities and for opening early to facilitate our sale. Thanks also to Chief Blish for his assistance as well as the police department for keeping everything safe overnight. And a big thank you to our fantastic set-up and take-down crew, the men with the brains and muscles.

Thanks to Christine Enablow and her students for their

WCSU, Fundraising Manager Job Description

The Fundraising Manager reports directly to the Windsor Central Supervisory Union (WCSU) district's Fundraising Work Group with an indirect reporting line to the Finance Committee. This position also works closely with the District Finance manager. The Fundraising Manager ensures that the campaign for a new middle and high school stays on schedule with a high level of visibility and momentum that inspires a sense of confidence in surpassing a first-ever campaign with a goal of \$20 million+.

- *Create the infrastructure for a successful new school campaign including: campaign policies and procedures, pledge and gift agreements, gift proposal templates, naming opportunities and campaign timeline.*
- *Serve as the liaison between the district's fundraising work group, donors, District Finance Manager, and Finance Committee ensuring that the goals and priorities of the campaign are managed effectively; manage and support volunteers and develop successful fundraising strategies that are executed in a timely manner.*
- *Manage the campaign pipeline and prospect lists. Strategize and counsel with campaign leadership to move prospects through all stages of the solicitation lifecycle: identification, qualification, cultivation, solicitation and stewardship. Support logistics for prospect meetings including the preparation of campaign materials, etc.*
- *Work with vendors and volunteers to produce a case for support and other collateral materials; coordinate build-out of the accompanying project website.*
- *Ensure proper procedures are followed including the receipting and acknowledgment of gifts and gift agreements.*
- *Aid Fundraising Workgroup leadership in planning and implementing a strategy for private, federal/state and public funding.*
- *Perform proactive local and regional research on prospects and family foundations.*
- *Execute regional and national private foundation research, primarily identifying foundations who can award in excess of \$50,000.*
- *Create and submit proposals to secure private foundation funding for the campaign.*
- *Assist in developing and executing, in tandem with campaign leadership, a communications plan to increase the visibility of the campaign and ensure that the campaign's priorities and brand are clear and consistent.*
- *Manage a small portfolio of leadership major gift prospects by cultivating, soliciting and stewarding gifts.*