



October 27, 2022

Dr. Gillian Chapman
Superintendent of Schools
Teton County School District
P.O. Box 568
Jackson, WY 83001

Dear Dr. Chapman,

We are pleased to present a Summary of the Findings and Recommendations of the Campaign Planning Study our firm conducted on behalf of the Teton County School District and the Fund for Public Education during the months of August, September and October 2022.

Findings and Conclusions

General Opinion, Image and Perceptions

1. Study participants had overwhelmingly favorable opinions about the Teton County School District. The TCSD Board and the TCSD Administration received highly favorable comments from the interviewees. TCSD School Superintendent Dr. Gillian Chapman was singled out for her focus, dedication and exemplary leadership. Many cited the enormous challenges the district faced during the pandemic and applauded the creative planning and problem-solving exhibited by school leaders.
2. Interviewees were asked to cite strengths of the school district and while a number of issues were raised, leadership was once again frequently mentioned. Other strengths cited by study participants were the teachers and professional staff, excellent physical facilities and the tremendous array of course and extracurricular activities.
3. Study participants were also asked to share their opinions on areas for the school district to strengthen. The citations were significantly fewer than district strengths. The State of Wyoming school funding model and the misunderstanding by many local residents was most often cited. The “recapture” issue is confusing to many including a number of parents and engaged participants.
4. The image of the Teton County School District was perceived as positive and many interviewees expressed pride in the recent and consistent ranking of the Teton County School District as the #1 school in the state of Wyoming.

5. The school district was overwhelmingly viewed as an important asset to the Jackson Hole community. Many cited the school district, the hospital and law enforcement as the key pillars of this community as well as other communities.

Development Objectives

1. The Teton County School District and the Fund for Public Education have identified two major facility projects that will address student overcrowding and district housing. The two projects are anticipated to require a minimum of \$52.6 million. Teton County School District leaders have secured placement of two separate SPET (Specific Purpose Excise Tax) proposals for the voters of Teton County to vote on November 8, 2022. \$16.5 million toward the anticipated cost of \$36.5 million for the Bronc Achievement Center and \$16 million toward the entire cost of phase one housing for 24 housing units. Should both proposals receive positive votes, TCSD leaders will face a \$20 million funding deficit. TCSD leaders are confident and hopeful that the State of Wyoming will approve future funding for the Bronc Achievement Center. The Teton County School District Board engaged The Goettler Group to conduct a campaign planning study to determine the potential for and likelihood of a \$10 million capital campaign from local philanthropic-minded citizens to ensure the success of both capital projects and allow for expanded scope or higher project costs. The overall objective is to secure multiple funding sources to ensure that both facilities are developed and completed successfully.

2. The interviewees were overwhelmingly supportive of the two capital facilities projects—The Bronc Achievement Center and District Housing. Study participants were aware of the overcrowding issue at all TCSD school facilities, especially the high school. In addition, interviewees were acutely aware of the challenging circumstances facing all employers to secure stable and affordable housing for staff members. Many respondents acknowledged that there is community fatigue around the issue of employee housing.

3. Some interviewees cited the Bronc Achievement Center as the most important facility to construct. Others believe the district simply must proceed with District Housing. Many urged school district leaders to proceed with both facilities as soon as possible.

Economic Conditions and Timing

1. Interviewees were asked to share their understanding of other planned or upcoming campaigns that might conflict with the one being considered by the School District and the Fund for Public Education. Overall, respondents were concerned by the unusually large number of SPET initiatives on the ballot for the November 8th election. Many surmised that most of the approved projects will require additional funds likely from philanthropic campaigns. The two most often cited campaigns were the efforts on behalf of Teton Youth and Family Services and the Teton County Search and Rescue Foundation. Interviewees did not necessarily believe that the competition represented a reason to delay or abandon the proposed capital campaign.

2. Interviewees were asked about proceeding with a major capital campaign and the responses were overwhelmingly supportive and in favor. There were a number of interviewees that suggested it would be essential and necessary to secure the anticipated financial support from the State of Wyoming. Many recommended that this step be completed prior to setting the goal and launching the capital campaign. Counsel did not receive a single response that indicated that the Teton County School District and the Fund for Public Education should NOT proceed with a capital campaign.

Available Financial Support

1. As to whether the proposed \$10 million goal was attainable, counsel found that study participants were optimistic about the opportunity to secure a positive outcome. The response tended to reflect the importance of public education in a community like Jackson Hole and the realization that considerable wealth--both existing and newcomers to the county—is present in Teton County.

2. Similarly, Counsel found considerable expectation that a lead gift of \$2,500,000 could be obtained.

3. Counsel found that the proposed campaign would be a high priority for a majority of the interviewees. This is an impressive finding and given the generally positive opinions about the school district, one may expect to see a higher level of support for the campaign after community leaders are properly informed and involved in the effort.

Leadership and Volunteers

1. Interviewees were asked if they would be willing to serve as a volunteer within the framework of the proposed capital campaign. Counsel was pleased that nine interviewees indicated that they would be willing to serve and another three suggested that they would consider a volunteer role. In counsel's experience, this is a good level of supportiveness for a proposed campaign. The willingness of potential volunteers indicates that there are important human resources ready to assist with the proposed campaign.

2. Of the interviewees who were willing to serve as a volunteer or those who would consider serving within the framework of the proposed campaign, counsel asked if they would consider a leadership role, perhaps as a member of the campaign steering committee. Counsel was pleased that six individuals would be willing to consider a leadership role and another three said they would consider it at the specific point of time when the campaign effort gets underway. The fact that these individuals represent both the school district and the community indicates that there is considerable human capital and resources available to assist with a capital campaign.



Review of the Five Essential Elements for a Successful Capital Campaign:

1. The Case for Support must be strong and defensible.

The interviewees were overwhelmingly supportive of the two capital facilities projects-- The Bronc Achievement Center and the District Housing. Many respondents urged school district leaders to proceed with both projects as soon as possible.

2. Qualified and Committed Volunteer Leadership.

Interviewees were asked if they would be willing to serve as a volunteer within the framework of the proposed capital campaign. Counsel was pleased that twelve interviewees indicated that they would be willing to serve and another five suggested that they would consider a volunteer role. In counsel's experience, this is a good level of supportiveness for a proposed campaign.

3. Pacesetting Financial Contributions to Lead the Effort.

Nineteen interviewees suggested that they would give to the campaign. Counsel is confident that a small number of significant leadership pledges can be secured to anchor a proposed capital campaign.

4. The Anticipated Donor Constituencies must have the financial capacity to meet the stated goal.

Counsel found that the study participants were highly optimistic that the proposed \$10 million goal would be attainable. The response reflects the importance of public education in a community like Jackson Hole and the realization that considerable wealth is present in Teton County.

5. A realistic and well-executed Plan of Campaign.

The Teton County School District and the Fund for Public Education have the necessary elements in place to proceed with a major capital fund-raising campaign. As a best practice in capital campaign management, it will be necessary to devote resources to the management and implementation of the campaign.

Recommendations:

1. The Teton County School District in conjunction with the Fund for Public Education should continue to plan for the implementation of a major capital fund-raising campaign. It is critical to understand that the purpose of the campaign planning study was to assess the ability of Teton County School District and the Fund for Public Education to conduct a capital campaign to raise **any additional funds that would be needed to address cost increases or contingencies beyond the SPET and state funding for the Bronc Achievement Center and District Housing.**
2. Teton County School District leaders should make every effort to promote the two SPET initiatives on the November 8th ballot. School leaders should then evaluate the results of the election and determine next steps based on whether one or both initiatives received a positive vote outcome by the voters of Teton County.
3. Teton County School District leaders should continue to make every effort to lobby State of Wyoming officials for financial funding in support of the Bronc Achievement Center. Several community leaders and potential donors recommended that securing funding from the State of Wyoming would be a prerequisite for launching a major capital campaign. In addition, defining the anticipated/expected financial support from the State of Wyoming would be beneficial to determine the more specific amount of philanthropic funds necessary to complete the two facilities projects.

In order to plan, prepare for and initiate a well-organized and successful capital fund-raising campaign, the following specific recommendations are made:

Pre-campaign activities

1. Prepare the Plan of Campaign
2. Develop the case for support and marketing communications

Campaign Activities

1. Educate, cultivate and solicit the Teton County School District “family”
2. Cultivate TCSD family through Leadership Awareness Program
3. Organize and implement solicitation of school district family
4. Organize the campaign steering committee
5. Implement a program of prospect identification and research



6. Educate, cultivate and solicit prospects for leadership gifts (top fifteen to 30 prospects)
7. Launch the community phase
8. Preliminary Plan of Action

A winning campaign is composed of a series of steps, each one taken as planned and according to schedule. If each step is carried out as recommended, Teton County School District and the Fund for Public Education will succeed in attracting the philanthropic support it seeks.

The campaign should be structured in three phases, as follows:

- Phase One: Campaign preparation and TCSD “family” campaign
- Phase Two: Leadership gifts (\$100,000 and up)
- Phase Three: Community campaign (public phase)

The Goettler Group is pleased to have the opportunity to conduct this campaign planning study for the Teton County School District #1 and the Fund for Public Education. We look forward to future opportunities to advance the efforts of the school district and the Fund.

With appreciation,

John G. Goettler. CFRE
President
The Goettler Group