

Fairfax County Public Schools
Ad Hoc Committee
To Consider Renaming J.E.B. Stuart High School

Subcommittee 3/4

SC3: Explore public-private partnerships to finance any name change

SC4: Identify ways to prevent added burdens on the school's booster clubs, PTSA, and school administration.

May 24, 2017

This Report

Matt Bush

Michael Klein

Campbell Palmer

Alex Rodriguez

A J.E.B. Stuart Student

Separate Report

Edwin Henderson

Debbie Ratliff

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Executive Summary

This report essentially shares ideas for fundraising led by a volunteer fundraising committee. The report also shares ideas for funding through public backing by means of a bond amendment or other one-time public funding vehicle, an option that may be less popular with the high school community.

Some subcommittee members categorically disagree that money can be raised to fully off-set the cost to FCPS and students, and may negatively impact existing fundraising for the school in the community; others are more optimistic. If the School Board votes in favor of the name change, the School Board and the community will find one of these positions to be true.

While this subcommittee has been tasked with finding ways to ensure the fundraising for a name change would not negatively impact existing fundraising, we have been unable to do so. Resources in the community are finite, and any of the fundraising campaigns at the school could take resources away from any other.

Supporters of keeping the name hope people understand that they believe there is very little possibility that raising money for any name change will negatively affect funding for other school programs and efforts.

Task

SC3: Explore public-private partnerships to finance any name change

SC4: Identify ways to prevent added burdens on the school's booster clubs, PTSA, and school administration

Cost

FCPS estimates the cost to fund the name change will be \$678,000, a small portion of which is actually regularly scheduled uniform replacement according to the rotation for those sports. It is worth noting that FCPS does not budget full replacement cost of uniforms in any year, and this shortfall is made up by Booster organizations and other team-specific fundraising.

FCPS has published the following statement regarding cost estimates for a name change at the high school (<https://www.fcps.edu/department/region-2/renaming>)

“Assuming the name change is implemented on these items within the first year of implementation, and based on preliminary estimates, the following may be costs involved in a name change:

- Front school marquee, baseball/stadium/softball scoreboards, stadium field logos, gym wall murals, gym wall padding, main gym scoreboard – approximately \$270,000
- Athletic team uniforms – approximately \$154,000

- Band uniforms and equipment - approximately \$150,000
- Other miscellaneous items that carry the school logo (may vary depending on attrition or removal versus replacement) - approximately \$104,000”

The Athletic Boosters, working with J.E.B. Stuart coaching staff, identified semi-optional pieces of sporting equipment and uniforms that they feel would need to be borne by the school system and estimate their cost at \$113,942. Additionally, the Athletic boosters draw your attention to an additional \$141,974 for optional items such as spirit wear and non-optional items not covered by the county, such as anything involved in the crew program an independent 501(c) (3), paid for exclusively and directly by students and families.

Public-private partnerships

It is impossible to predict with certainty the likelihood of raising these funds. The fundraising environment in Fairfax County is challenging generally. It is worth noting that despite the fact that while, as a whole, 28 percent of FCPS students are eligible for free and reduced lunch services, at J.E.B. Stuart, 62 percent of the students are eligible – 221 percent above the county average.

A volunteer fundraising committee must be formed if the FCSB decide to change the name, and the Foundation for FCPS will be used as a mechanism for holding funds raised through such an independent committee. Contributions will be tax-deductible to the donor. If this occurs, a prominent alumni (Mr. Bruce Cohen) is “publicly [committed] to serving on a fundraising committee to raise the funds necessary to change the name of J.E.B. Stuart High School - and will also make a personal donation towards the name change.”

The future fundraising committee would devise its own fundraising strategies for donor identification, cultivation, and stewardship, as well as donor recognition, but given a large segment of their target pool will be the very same people the Music, Athletic Boosters, SGA, teams, and PTSA solicit for donations, there could be a chilling effect on fundraising for any of the various causes associated with the school.

Individual Giving

Restricted Donations

Any monies raised will be restricted funds at the Foundation, designated for the name-changing effort. Those who support changing the name believe that without clear definition of what the name change will entail and include, donors are not ready to sign gift agreements until the School Board votes to change the name, and it is reasonable to assume some donors would like to know, and approve of, a new name before donating.

Unrestricted donations

Unrestricted donations are commonplace in fundraising. The donor, through an unrestricted donation, does not define or control how his or her financial support will be used. This kind of donation indicates that the donor places trust in the judgement of the leadership to use the donation for its fullest and best impact to further the mission of the organization, whatever the organization is.

Those who support the change believe that there is a possibility that fundraising totals could exceed \$678,000. This is more than has been raised in the past two years for all 241 schools and the more than 188,000 students in the entire county. However, if this occurs, donors can be given the option, in advance, to designate that their donation be restricted/unrestricted, so excess monies raised be given to fund a one or more of a list of predetermined, specific needs at the school or within the community.

The PTSA and Athletic and Music Boosters as well as the Art Club, Model UN and Its Academic Teams, and other student organizations not named here could receive money if the name change campaign exceeds its goal. The fundraising committee will decide who will lead the process to make the decision of which group gets how much.

Donor Pool

Because fundraising for the name change for J.E.B. Stuart HS is a one-time effort, the donors and audience for the committee's fundraising are anticipated to be a defined group of interested parties, specific to this project and could include a national audience, in addition to donors to projects and programs in other portions of the high school and FCPS.

Members of the community are concerned that new and significant fundraising efforts in the school community to finance the name change would draw money away from existing fundraising needs.

Corporate Giving

Per the interim superintendent's office, "Corporate expectations should be very low. The corporate philanthropic landscape has changed, and many Fairfax companies do not give locally at all. Companies that do give locally have their own corporate social responsibility goals, and any projects that they support must fall within those parameters."

Fundraising best practices are that a fundraising campaign ends when the goal is met, but a timeline is always presented to the donor constituency audience in order to create a sense of urgency and excitement around the goal.

Public funding

The county can decide to allocate public FCPS funds, despite budget deficits, toward the name change costs. This would be very unpopular within the community. The FCSB can also ask for inclusion of capital improvements associated with a name change in the November 2018 voting cycle as part of a bond referendum.

Ways to prevent added burdens on the school's booster clubs, PTSA, and school administration

While this subcommittee has been tasked with finding ways to ensure the fundraising for a name change would not negatively impact existing fundraising, we have been unable to do so. Resources in the community are finite, and any of the fundraising campaigns at the school could take resources away from any other.

An unpaid student internship program could be established through FCPS to employ students to lead and execute efforts for communication and crowdsourcing.

In-kind donations of time and talent from fundraising consulting professionals could be solicited.

Booster Clubs

The interim superintendent's office's assessment of the potential impact fundraising for a name change could have on fundraising and funding for another school program or Foundation for FCPS program is as follows:

[Fundraising for] "this is a special one-time opportunity, the donors and audience are anticipated to be a defined group of interested parties, specific to this project, and different from donors to projects and programs in other portions of FCPS, including the Foundation. This type of fundraising effort could potentially impact fundraising elsewhere in the district, but it is not possible to define with certainty."

Voluntary Support

Per the interim superintendent's office response to this subcommittee, asking whether or not the School Board will acknowledge in writing that if they (FCSB) decide to change the name of the high school, that financial support from various Booster organizations and the PTSA is voluntary and neither they (FCSB) nor FCPS can compel these organizations to raise additional funds:

FCPS has regulations that address guidelines for local school organization and administration fund-raising. [Regulation 1370.6](#) does not address whether the School Board and/or FCPS can compel booster organizations or the PTSA (referred to as nonschool organizations) to raise additional funds for an identified program or project. In addition, Regulation 1370.6 says the principal has the authority to approve fund-raising activities sponsored by non-school organizations that involve student participation.

[Regulation 5810.8](#) addresses school activity funds and school activity funds management. The regulation says parent-teacher organizations, booster clubs, and foundations are neither school sponsored clubs nor student-initiated clubs (page 15). They are independent entities from the school division but may be recognized as “school-related organizations.” Further, the regulation states that school-related organizations are solely responsible for the accounting of their fundraising activities and the use of proceeds.

PTSA

Fundraising committee members may be asked to present updates on their fundraising at PTSA meetings and the committee may respond appropriately.

School Administration

If the committee fails to obtain the \$678,000, then the School Board must re-allocate funding from the school budget or request for specific name-change line-items in the budget. This is due to the School Board’s legally binding requirements in VA Code: 22.1-91 Limitation on expenditures and VA Code: 22.1-89 Management of funds.

Appendices

1. May 2016 FCPS Cost Breakdown
2. Line-item New High School Start-up Costs
3. Specific J.E.B. Stuart High School Items needing Change
4. Ad Hoc Sub-Committee Line-Item Additional Costs
5. Uniform Cycle
6. Pictures of Some Items with the High School Name and Logo
7. FCPS Business and Community Partnerships Email Regarding Name Change
8. Foundation for FCPS Email Regarding Name Change
9. Ad Hoc Sub-Committee Requests for Information to FCPS Administration
10. Bruce Cohen Email

From: [Evans, Sandy \(School Board Member\)](#)
To: StuartParents@yahoogroups.com
Subject: RE: [StuartParents] Potential Name Change for Stuart
Date: Thursday, May 12, 2016 1:58:36 PM

It's scheduled to go to parents at 5 pm.

From: StuartParents@yahoogroups.com [mailto:StuartParents@yahoogroups.com]
Sent: Thursday, May 12, 2016 1:48 PM
To: StuartParents@yahoogroups.com
Subject: Re: [StuartParents] Potential Name Change for Stuart

This is also states that a survey was sent out on May 12th. Where is that?

On Thu, May 12, 2016 at 1:37 PM, 'Evans, Sandy (School Board Member)' ssevans@fcps.edu [StuartParents] <StuartParents@yahoogroups.com> wrote:

Hello, again,

Here is the breakdown (below) on total estimated costs for replacing names on everything. As stated below, boosters would be expected to contribute what they normally do toward costs. These estimates are now up at this link:

[http://www.fcps.edu/regions/r2/stuart-name.shtml?
utm_content=&utm_medium=email&utm_name=&utm_source=govdelivery&utm_term=](http://www.fcps.edu/regions/r2/stuart-name.shtml?utm_content=&utm_medium=email&utm_name=&utm_source=govdelivery&utm_term=)

Sandy

Costs

Changing the name of a school may incur costs related to signage, uniforms, equipment, and other items; the exact cost will vary based on the scope of change, and timing of the normal replacement cycle for some items; additionally some costs may be offset by private donations. Booster raised funds will be used in a manner as normally occurs each school year. These costs do not include replacement of items that are typically paid for annually by students or parents (such as swimsuits).

Assuming the name change is implemented on these items within the first year of implementation, and based on preliminary estimates, the following may be costs involved in a name change:

- Front school marquee, baseball/stadium/softball scoreboards, stadium field logos, gym wall murals, gym wall padding, main gym scoreboard – approximately \$270,000
- Athletic team uniforms – approximately \$154,000
- Band uniforms and equipment - approximately \$150,000

· Other miscellaneous items that carry the school logo (may vary depending on attrition or removal versus replacement) - approximately \$104,000

[Redacted]

**New High School Start-Up Costs
Athletic Program - 2000**

Season	Sport	Projected Participation	Outfitting Uniforms	Warm-ups	Non-Personal Equipment	Total	Notes
Fall	Football	120	\$78,000	\$0	\$21,000	\$99,000	blocking sleds, padding/helmets, uniforms
	Field Hockey	80	\$5,160	\$10,000	\$3,000	\$18,160	goals, sticks, goalie pads
	Cross Country	60	\$4,500	\$7,500	\$500	\$12,500	
	Tennis (G)	25	\$2,000	\$3,125	\$3,050	\$8,175	net stanchions, nets
	Golf	20	\$600	\$0	\$2,800	\$3,400	bags, balls
	Cheerleading	45	\$13,500	\$6,750	\$0	\$20,250	competition mat \$10,000
	Volleyball	36	\$4,320	\$1,800	\$9,000	\$15,120	balls, bags, poles, nets
	Subtotal		\$108,080	\$29,175	\$39,350	\$176,605	
Winter	Basketball (B&G)	84	\$20,160	\$10,500	\$3,016	\$33,676	Balls, home away jerseys
	Gymnastics (G)	40	\$2,000	\$5,000	\$33,500	\$40,500	apparatus for boys & girls, safety mats + \$10,000
	Indoor Track	100	\$6,000	\$12,500	\$2,000	\$20,500	shot, discuss
	Wrestling	60	\$3,000	\$7,500	\$13,800	\$24,300	mats, scale + \$10,000
	Swimming	60	\$0	\$7,500	\$500	\$8,000	stop watches, clipboards
	Cheerleading	45	See fall cheerleading				
	Subtotal		\$31,160	\$43,000	\$52,816	\$126,976	
Spring	Baseball	45	\$13,564	\$3,825	\$19,425	\$36,814	batting cage, uniforms, pitching machine, helmets, catcher's gear, bats...
	Softball	45	\$13,564	\$3,825	\$19,425	\$36,814	sticks, padding, goals, melmets, goalie gear
	Lacrosse (B)	60	\$36,300	\$7,500	\$2,750	\$46,550	
	Lacrosse (G)	60	\$16,800	\$7,500	\$4,000	\$28,300	sticks, goals, goalie gear
	Soccer (B)	45	\$5,625	\$5,625	\$4,000	\$15,250	goals
	Soccer (G)	45	\$5,625	\$5,625	\$4,000	\$15,250	goals
	Tennis (B)	25	\$2,000	\$3,125	see girls tennis	\$5,125	
	Outdoor Track	120	\$1,600	\$2,500	\$18,000	\$22,100	pole vault, hurdles, discus, shot, jum pit padding, stanchions, blacks, cage
	Subtotal		\$95,078	\$39,525	\$71,600	\$206,203	
Other	Coaches	58	\$11,600			\$11,600	shirt, jacket, shorts, pants ...
	Sizing Miscellaneous		\$46,200	\$21,255		\$67,455	20% additional for sizing issues
	Discretionary				\$25,000	\$25,000	(for central account)
	Subtotal		\$57,800			\$104,055	
	Totals		\$292,118	\$132,955	\$188,766	\$613,839	

J.E.B. Stuart High School

Uniforms, Warm Ups w/ "J.E.B."		Other "Signage" with "J.E.B."
Fall Season		1. Wrestling Mat- competition mat
Cheerleading	Warm ups - "J.E.B, Stuart"	2. Football Scoreboard
Cross Country	Some old JV uniforms that are used sporadically have "JEB Stuart"	3. Baseball Scoreboard
Football	In Process - New purchased Jerseys (Both Sets) - "JEB Stuart", All JV Jerseys and Freshman Jerseys - "JEB Stuart"	4. Softball Scoreboard
Field Hockey	ALL Jerseys, F & JV- "J.E.B. Stuart" (Including brand new set)	5. Turf Field - One endzone
Golf	No J.E.B.	6. Marching Band trailer
Volleyball	No J.E.B.	7. Main Gym Scoreboard
Winter Season		8. Main Gym - Wall Padding
Boys Basketball	All uniforms have "J.E.B." on them.. (Freshman, JV, Varsity)	9. Event Chairs - Basketball, etc
Girls Basketball	All Jerseys, Warm Ups, Shooting Shirts have "J.E.B. Stuart"	10. Main Gym - Floor (both baselines)
Gymnastics	Warm Ups have "JEB Stuart"	11. Main Gym - lobby floor mats
Indoor Track	Warm Ups have "J.E.B, Stuart"	12. Main Gym - lobby tile donated by class has JEB inscribed
Swim/Dive	No "JEB"	13. Multiple entrance door mats
Wrestling	Warm ups and Singlet uniforms have "JEB Stuart"	14. Marquee
Spring Season		15. Track hurdles
Baseball	No J.E.B.	16. Swim team banner @ Providence Pool
Softball	JV Jerseys- JEB on either Home or Away	17. Volleyball banner - main gym
Outdoor Track	Warm Ups have "J.E.B. Stuart"	18. Basketball/Volleyball scorers table
Boys Soccer	All Jerseys- JV and Varsity have "J.E.B. Stuart", Team Bags have "J.E.B. Stuart"	19. Table covers
Girls Soccer	Varsity Jerseys - "J.E.B. Stuart"	20. Banner backdrop
Boys Lacrosse	JV Jerseys - "JEB Stuart"	21. State Championship banners
Girls Lacrosse	No J.E.B.	22. Sportsmanship banner - main gym
Boys Tennis	No J.E.B.	23. Crew Boats, straps, banners
Girls Tennis	Warm up pullovers - "JEB Stuart"	24. Multiple team spirit wear, jackets, etc.
Crew	All uniforms have "J.E.B."	

Jeb Stuart High School Uniform Cycle

Definition:

For the purposes of this document uniforms are defined as required goods that must be worn for competitions and preparation for competitions that are provided by and owned by Jeb Stuart High School. This does not include “spirit packs” or other goods that are purchased by and remain in the possession of the individual athlete.

General information:

Currently uniforms are replaced based on several factors. These include but are not limited to:

- Need
- Wear & Tear
- Coach Turnover/Care
- NFHS Rule Change
- New Program or Level Added
- Budget – Availability of Funds/Individual Team Fund Raising

Funding:

Currently the cost of athletic uniforms is paid for through the school based activities accounts. These funds are generated through three sources; ticket sales, booster donations and team fundraising. There are no FCPS allocated funds (FCPS budget funds) that are provided to cover the cost of uniforms throughout FCPS. The only exception to this is when FCPS opens a new school (Westfield, South County) per FCPS regulation 3860 initial uniform and equipment costs.

Current Replacement Rotation Estimate:

This is the rotation estimate based on the replacement history as well as the funding/budget history.

Annual:

Cross Country, Golf, Indoor Track, Swim/Dive and Outdoor Track all have minimal annual uniform needs.

Rotation:

2017/2018

- Girls Tennis
- Boys Tennis
- Girls Lacrosse
- Girls Soccer

2018/2019

- Softball
- Wrestling
- Girls Basketball
- Boys Basketball

2019/2020

- Gymnastics (small group/year to year)
- Boys Lacrosse
- Field Hockey
- Volleyball

2020/2021

- Cheerleading

- Football
- Baseball
- Boys Soccer

Stuart High School

Naming Project

Out Door Signage

Front of Building signage:



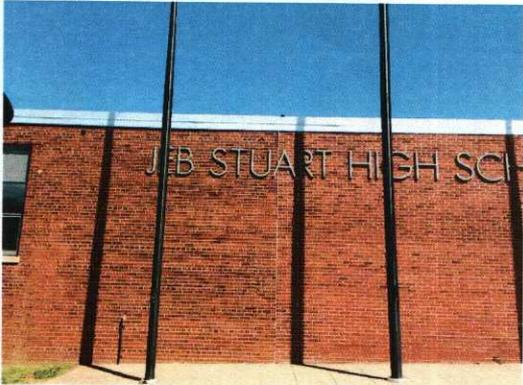
Pole Flags (8):



Stone entrance sign:



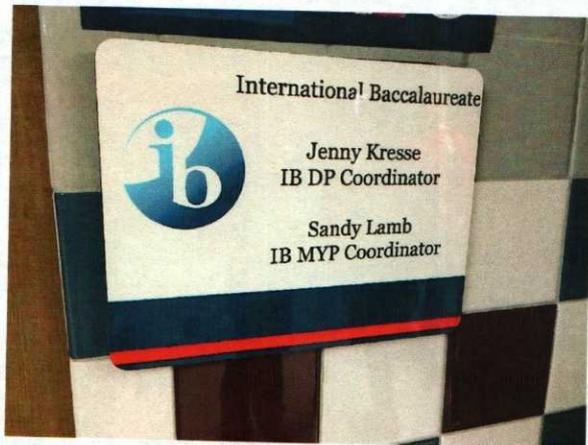
Building Sign:



Door Mat (12):



Interior Signage:



Athletic and PE Branding:



H/PE uniform: Uniforms must be ordered by mid-march for the following year. School purchases uniforms, sells them to students at beginning of year.

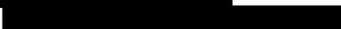


Wrestling Mat: Currently have 2 full wrestling mats. Both have JEB Stuart Logos. Mats are used for wrestling, and HPE

Any fundraising increase because of the JEB Stuart initiative?

Garant, Jay 

Wed, Mar 22, 2017 at 4:10 PM

To: Matt Bush 

Cc: "Ryan, Kathy" 

Hi Matt,

Thank you for reaching out to me.

My primary role with FCPS is to develop focused, meaningful and hopefully sustainable partnerships. To do so, we have developed eight platforms and branded our efforts at [Ignite Partnerships](#). My work focuses on platforms 1-7, not #8.

My connection to fundraising is that if a partner wishes to donate money, I guide them to the Foundation for Fairfax County Public Schools, a 501c3 organization connected to FCPS. I only solicit financial gifts by letting folks know that FCPS graciously will accept a donation and guiding them to do so – again through our Foundation.

Specifically to your questions, you are the only person from the JEB Stuart committee who has contacted me, and I have not seen or heard of any donations tied to the JEB Stuart initiative.



Jay Garant

Director, Business and Community Partnerships

Fairfax County Public Schools

8115 Gatehouse Road

Falls Church, VA. 22042



8 <https://www.fcps.edu/get-involved>



Any fundraising increase because of the JEB Stuart initiative?

Murphy, Elizabeth

Mon, Mar 20, 2017 at 1:34 PM

Good afternoon, Matt –

Thank you for reaching out to me. At this point, the Foundation for FCPS is not conducting any fundraising initiatives for the benefit of Stuart HS and its possible renaming effort, nor have we been approached by anyone to do so.

The Foundation for FCPS is an independent 501c3 organization, governed by an external board of directors who set the focus areas for our work. In this fiscal year, we are concentrating on Workforce Development (specifically Cyber Patriot), Employee Recognition (FCPS Honors) and Kids in Need (Resource Fairs).

If the ad-hoc committee identifies an organization or organizations that would be interested and able to support the costs involved as delineated in your attached spreadsheet, the Foundation could be the recipient of the funds on Stuart's behalf.

Elizabeth



Elizabeth Murphy

Executive Director

8115 Gatehouse Road

Falls Church, VA 22042



The FCPS Response to the Sub-Committee's Inquiries:

In order to facilitate any potential name change at Stuart High School, funds would be needed to cover costs related to changing sports uniforms, logos on buildings and common areas, etc. A conservative estimate for fulfilling all the changes is a minimum of \$675,000, and all changes will need to be effectuated at the same time. There is no mechanism currently within FCPS to raise money for a project of this type.

For a one-time effort such as this, best practices would suggest that an outside fundraising committee be formed. The Foundation for FCPS (hereafter "the Foundation") could be used as a mechanism for holding funds raised through such an independent committee. Contributions would be tax-deductible to the donor. Any monies raised would be restricted funds at the Foundation, designated for the name-changing effort.

It is impossible to predict with certainty the likelihood of raising these funds. The fundraising environment in Fairfax County is challenging generally. A targeted approach by a committed group of people to individual alumni, parents and former parents, and neighbors would be the recommended strategy. Personal connection to the school and commitment to the name change will drive decisions about donating. Offering options for donor recognition at the school could enhance a successful fundraising effort (i.e. bricks, chairs, plaques, etc). The option for donor recognition is a suggestion for any potential fundraising committee to consider. An example would be designating an area of the building where bricks could be laid to recognize individual contributors. This is not intended as an opportunity for a business to name spaces within the building or on its grounds, but simply as a mechanism to drive and recognize contributions, as the fundraising committee would determine.

As this is a special one-time opportunity, the donors and audience are anticipated to be a defined group of interested parties, specific to this project, and different from donors to projects and programs in other portions of FCPS, including the Foundation. This type of fundraising effort could potentially impact fundraising elsewhere in the district, but it is not possible to define with certainty.

Corporate expectations should be very low. The corporate philanthropic landscape has changed, and many Fairfax companies do not give locally at all. Companies that do give locally have their own corporate social responsibility goals, and any projects that they support must fall within those parameters.

Requests Posed to FCPS:

- a) Provide an analysis of the current and projected fundraising environment for Mason District or the Stuart-Pyramid-served geographic area.
- b) Provide an analysis of the current and projected fundraising environment for FCPS.
- c) Provide a feasibility study of raising the current FCPS estimate of \$678,000 to fill name change cost obligations.

d) Provide an analysis of the potential impact fundraising for a name change could have on fundraising and funding for another school program or Foundation for FCPS program.

e) Provide the following relative to the original J.E.B. Stuart H.S. turf fields

1) Original cost estimate to install. (Please include the date when the estimate was determined)

2) Actual cost to install.

3) Original assessment of who would pay. (For example: FCPS - \$500k; Athletic Boosters \$500k) (Please include the date when this assessment was determined)

4) Break-out of where funds actually came from to pay. (For example: FCPS - \$700k; Fairfax County - \$100k; Athletic Boosters \$65k; Rental revenue for antenna - \$35k)

5) When (date, at least Month & Year) did FCPS (or entity thereof) request Stuart Boosters to raise funds and what was the last day (date, at least Month & Year) Stuart Boosters provided funds for the initial turf field installations.

6) Provide the same information in 1 through 5 above for at least two other schools who went through turf field installations within 2-years before or after the Stuart turf field replacement.

f) Provide the FCPS developed cost assessment documents to relevant to a potential name change of J.E.B. Stuart H.S. We were under the impression FCPS would sending this out to the full committee)

g) Additionally, will the School Board acknowledge in writing that if they (FCSB) decide to change the name of the high school, that financial support from various Booster organizations and the PTSA is voluntary and neither they (FCSB) nor FCPS can compel these organizations to raise additional funds?

Fundraising Committee



Inbox x



Bruce Cohen

to me ▾

1:47 PM (15 minutes ago) ☆



Debbie,

I am publicly committing to serving on a fundraising committee to raise the funds necessary to change the name of JEB Stuart High School -- and will also make a personal donation towards the name change-- should the decision be made to change the name.

Best Regards,
Bruce Cohen, Class of '79
