

## OAKLAND SMALL SCHOOLS FOUNDATION

*Promoting excellence and sustainability in Oakland's new small schools*

Dear Small School Principal,

I write to introduce you to the Oakland Small Schools Foundation and our new School Fund Service which allows you to easily accept tax-deductible contributions for your school.

The Oakland Small Schools Foundation (OSSF) was founded as a registered 501c3 non-profit corporation in 2003 by a group of principals and business leaders from the Oakland community. OSSF's mission is to promote excellence and sustainability in Oakland's new small public schools. OSSF helps participating schools identify, secure, and manage resources for needs that would otherwise be under-funded by traditional public sources. Today, we have three part-time staff members who have helped Oakland's new small schools raise more than \$400,000.

OSSF's School Fund Service provides principals and schools with a secure, independent vehicle for raising additional resources for school programs, activities, staff, and materials. In addition, principals participate in periodic professional development workshops with OSSF staff and other fundraising professionals. The service is open to all small schools within the Oakland Unified School District founded since 2001 and serving populations with at least 60 percent of students qualifying for free and reduced lunch.

As you know, additional financial resources are critical to building high-performing schools for all Oakland students. As you develop your 2006-07 school budgets, we encourage you to set aside money to invest in a fundraising program and to prioritize time to work with us to develop a Small Schools Foundation Fund for your school.

I want to make myself available to you to answer any questions you may have about starting a School Fund with OSSF. The attached documents outline more specifically the terms for opening a School Fund. Please call my mobile at 510-593-4555 or email me at [jonathan@smallschoolsfoundation.org](mailto:jonathan@smallschoolsfoundation.org) to get started or with questions. Thank you for your leadership and commitment to building community-based schools with the potential to give all Oakland kids access to an excellent education.

Sincerely yours,

Jonathan Klein  
President & CEO  
Oakland Small Schools Foundation

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## Organization Overview

### MISSION

The Oakland Small Schools Foundation was created to promote excellence and sustainability in Oakland's new small public schools. We help participating schools identify, secure, and manage resources for needs that would otherwise be under-funded by traditional public sources. Our goal is to maximize the resources available to Oakland's most promising new small schools while building our organizational capacity to produce outstanding results overtime.

### COMMUNITY NEEDS

In a district where only one-third of high school freshman reach graduation, the need for academic, social, and arts intervention is dramatic. The majority of our students are English-language learners and most of our students have the potential to become the first children in their families to graduate from college. Public funds and the regular classroom schedule are simply not sufficient for our students to reach or exceed grade level proficiency and pass the required tests which are administered in English.

Among the areas for which our network schools have identified unmet needs are:

- Intervention programs: academic, home-language, socio-emotional, special needs
- Comprehensive after school programs: academics, arts, sciences, athletics
- Instructional and curricular materials, supplies, and field trips
- Parent and family resource centers
- Faculty professional development and instructional coaching
- Small class sizes for all grades

The Oakland Small Schools Foundation has developed a portfolio of services designed to help schools access resources from the private funding community to meet these needs.

### ORGANIZATION HISTORY

The Oakland Small Schools Foundation was founded as a registered 501c3 non-profit corporation in 2003 by a group of principals and business leaders from the Oakland community. We were originally conceived as a vehicle through which entrepreneurial small schools principals could apply for private funds for after-school programming. By 2004, as Oakland Unified dramatically expanded the number of small schools, board members realized the need for increased capacity-building and administrative services as well.

Today, OSSF exists to ensure that these new schools develop into mature, sustainable organizations so that the Oakland community can reap the rewards of its investment and break the cycle of low school performance for Oakland children. In our resource scarce public education system, principals must devote significant time and energy to marshalling the resources their faculty need to reach student achievement targets. Over the past three years we have developed best practices for positioning a public school principal as a fundraiser to the private funding community. We are not consultants who offer advice, ask to be paid, and disappear regardless of results. Our organization has deep roots in Oakland's small schools movement – three board members founded some of the first Oakland small schools – and we intend to see our community's vision of a world-class education system realized for all Oakland students.

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## School Fund Service

*Following are the terms and procedures for working with the Oakland Small Schools Foundation (OSSF) to create a School Fund. OSSF reserves the right to revise these terms and procedures at any time.*

The creation of a "School Fund" is the flagship service offered to Oakland's new small schools by the Oakland Small Schools Foundation. A School Fund provides principals with a secure, independent vehicle for raising additional resources for school programs, activities, staff, and materials. This service is open to all small schools within the Oakland Unified School District founded since 2001 and serving populations with at least 60 percent of students qualifying for free and reduced lunch.

### Service components:

- Opportunity to accept unrestricted, tax-deductible contributions from individuals and corporations via cash, check, **or online**.
- Opportunity to deposit restricted grants and contributions from corporations and foundations. Restricted grants are those that require reporting about program outcomes and how funds are disbursed.
- Support with donor contact management and mailing lists.
- Maintenance of grant reporting calendar.
- Monthly fund activity reports of donations raised and funds that were disbursed.
- Preparation of personalized donation acknowledgements / receipts.
- Disbursement of funds within 7 days of written/email request.
- Preparation of annual 1099s for all contractors paid through your OSSF School Fund.
- Access to model individual fundraising tools (appeal letters, donor cards, brochures, newsletters, contact lists, etc.)

### Service restrictions:

- For restricted funds to be deposited to an OSSF School Fund, school personnel must provide clear documentation of all applicable restrictions on the expenditure of the funds. If the purposes to which the funds are restricted are not in keeping with the mission of OSSF, OSSF cannot accept such funds for deposit. The Board of OSSF retains final discretion over which purposes fall within the OSSF mission.
- School personnel are responsible for preparing reports and complying with all requirements for restricted grants deposited with OSSF. Failure to submit on time, high-quality reports could jeopardize a school's status within OSSF. Schools must provide OSSF with copies of

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proposals, award letters, and grant agreements and are expected to submit drafts of reports to OSSF staff for review no more than 14 days before they are due. The fees associated with this service do not include help with grant writing or reporting.

- Schools may approach OSSF in writing about opportunities to collaborate on grant proposals. OSSF reserves the right to choose program and grant development projects on a case-by-case basis. Reasons for OSSF not working with a school might include, but are not limited to, OSSF capacity constraints, quality of content and writing of request, or other pending grants and relationships.

The Board of Directors of OSSF retains final discretion over all spending decisions, including disbursements of donations or grants received for the benefit of individual schools. Generally, current practice is to approve all requests for disbursements from a School Fund so long as the expenditures being reimbursed are in keeping with OSSF's mission and the wishes of the donor or grantor. Therefore, OSSF will not disburse funds without written documentation that the purpose of such disbursement falls within OSSF's mission and is aligned with the wishes of the donor or grantor of the funds.

- Once funds are deposited with OSSF, a school cannot withdraw those funds for deposit into another account. Funds deposited in OSSF School Funds must be disbursed for purposes aligned with OSSF's mission.
- Oakland Unified School District (OUSD) is not the fiscal agent for any funds received or disbursed by OSSF. Schools are not to use the OUSD tax identification number when accepting contributions for their OSSF School Fund.
- This service does not include payroll service for disbursement of school funds. (See Payroll Service below)
- OSSF will not serve as "lead agency" for Oakland Fund for Children and Youth Grants.
- OSSF will not serve as a fiscal agent for funds outside its mission.
- OSSF makes no guarantees about how much schools will raise.

## Fee structure

### *Processing Fees for Unrestricted Donations*

These are generally contributions from individuals or corporations that require no more than an official acknowledgement of the gift.

5% of donation

Processing fees are assessed for all contributions.

### *Processing Fees for Restricted Donations*

These are defined as grants from corporations or foundations that are made for specific programs and that contain specific reporting requirements.

8% of first \$10,000 of each grant, 6% of each grant >\$10,000

### *Annual Service Fee*

In the first year, this fee will only be deducted from the School

\$750 FY06-07 (7/1/06-6/30/07)

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Fund after the school raises \$2,000 so that the school bears little risk upfront for participation. Participating schools should prepare to budget to pay OSSF as a vendor using their general fund allocation.

## Payroll Service

The foundation offers payroll services for employees paid out of OSSF School Funds. All employees who work at schools must meet all OUSD requirements for working at a site (fingerprinting, etc.). Although employees are legally entitled to twice monthly paychecks, checks are currently distributed once monthly with employees' permission to reduce costs.

The cost is \$250 per year for the first employee, and \$100 per additional employee.

## Other Service Provisions

### **Contact Information**

Each school is asked to designate a point person to manage the school's relationship with OSSF. At the principal's discretion, this school coordinator may or may not be the principal. The same person should serve as the coordinator throughout the fiscal year and will be responsible for attending periodic meetings with a foundation representative to review policies and procedures, share goals and strategies, and reflect on outcomes and ensure accurate reporting.

### **Accepting Contributions and Grants**

Participating schools may accept tax-deductible donations payable to the Oakland Small Schools Foundation or OSSF/School Name Fund. OSSF will prepare thank you notes acknowledging all contributions on behalf of OSSF and the school's principal. Acknowledgments will include the OSSF tax identification number in recognition of the contribution with a specific dollar value. OSSF keeps copies of all checks and thank you notes on file. Member schools are also expected to maintain the highest standards of professionalism in all OSSF internal and external communications. **Schools may not submit grant proposals under the OSSF 501c3 without express written permission from the OSSF CEO.**

### **Bookkeeping and Fund Disbursement**

With limited resources, OSSF's goal is to keep bookkeeping as simple as possible while ensuring strict compliance with Federal and State accounting practices. Schools must submit copies of all receipts and invoices for any expenses to be reimbursed using their School Fund. Designated school coordinators must make written requests (email acceptable) that funds be disbursed from a School Fund. Provided that the school has funds available and the requests fall within OSSF's mission, OSSF will cut checks within 7 business days.

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**Name of School:**

**Principal Contact Info**

Name:

Mailing Address:

Telephone:

Email:

**Secondary Contact Info**

Name:

Mailing Address:

Telephone:

Email:

Primary School Contact (Principal or Secondary Contact Listed Above): \_\_\_\_\_

Please evidence your acknowledgement of and agreement to the provisions of these terms by signing and dating this document in the space provided below and returning an executed copy of the same to the Oakland Small Schools Foundation. Thank you.

ACKNOWLEDGED AND AGREED TO

Dated: \_\_\_\_\_, 2006.

Dated: \_\_\_\_\_, 2006.

\_\_\_\_\_  
Jonathan Klein  
President and CEO  
Oakland Small Schools Foundation

\_\_\_\_\_  
School Principal

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## Professional Development

As a condition of opening a School Fund with the Oakland Small Schools Foundation, participating principals and their designated coordinators commit to participate in periodic workshops and meetings with OSSF staff. Schools that do not attend these sessions jeopardize their school's ability to continue to operate an OSSF School Fund and access OSSF services.

*When*

*What*

**June**

*Attendance Mandatory*

**Summer Institute**

A full day workshop that includes fundraising training, sustainability planning, and orientation to OSSF services.

**September**

*Attendance Mandatory*

**Annual Meeting**

A community event to kick-off the school year, recognize program successes, and acknowledge community supporters, donors, and board members.

**October**

*Attendance Mandatory*

**Fall Orientation**

A two-hour meeting to plan holiday campaigns, make connections, and share best-practices.

**February**

*Attendance Mandatory*

**Midyear Meeting**

A two-hour meeting to reflect on progress, plan course corrections, and share best-practices.

**May**

*Participating principals expected*

**Residency Presentations**

Final presentations of MBA/MPP resident projects to Oakland Unified and UC Berkeley communities

# SAMPLE SCHOOL SITE REIMBURSEMENT FORM

## OAKLAND SMALL SCHOOLS FOUNDATION

School Site Reimbursement Form

**Name:**

**School:**

**Date Completed:**

**Street Address:**

**City, State, Zip:**

*Checks will be sent to address listed above.*

*Please mail signed hard-copy of this form with receipts directly to OSSF. An email version will start the process for triggering a check back to the school site.*

*Mailing address:*

**Oakland Small Schools Foundation  
PO Box 20238  
Oakland, CA 94620**

*Provided that funds are available in a School Fund account, every effort will be made to disburse requested funds within 7 business days.*

Date	Expenditure	Purpose	Amount
<b>TOTAL TO BE REIMBURSED</b>			

**\*REIMBURSEMENTS WILL NOT BE PROCESSED WITHOUT RECEIPTS (NO RECEIPT = NO REIMBURSEMENT)**

**\*ATTACH RECEIPTS BELOW OR ON SEPARATE PAPER IN THE ORDER THEY APPEAR ON THE FORM**

We, the undersigned, hereby certify that the reimbursement requested is for the expenditures listed above, and that all such expenditures further the OSSF mission: To promote excellence and sustainability in Oakland's new small public schools. We further certify that the expenditures listed above have not been previously reimbursed from the School Fund account.

Signature (Person actually being reimbursed): \_\_\_\_\_

Authorized Signature (Principal or designee): \_\_\_\_\_

OSSF Staff Signature (CEO or designee): \_\_\_\_\_