

CITY OF OAKLAND

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OFFICE OF THE CITY CLERK  
OAKLAND  
2015 AUG 13 AM 8:54

# AGENDA REPORT

**TO:** SABRINA B. LANDRETH  
CITY ADMINISTRATOR

**FROM:** Mayor Libby Schaaf

**SUBJECT:** MOU with East Bay College Fund

**DATE:** August 11, 2015

City Administrator  
Approval

Date

**COUNCIL DISTRICT:** City- Wide

## RECOMMENDATION

Mayor Schaaf recommends that the City Council adopt a resolution to enter into a Memorandum of Understanding (MOU) with the East Bay College Fund to Implement the Oakland Promise Initiative which will provide children and families cradle to career education, financial, and other support for higher education opportunities.

East Bay College Fund is providing significant funding and support to the Oakland Promise Initiative. It is important that the Board of Directors have a clear understanding and collaboration with the City, as they scale their program in conjunction with the Mayor's Oakland Promise initiative. Additionally these discussions will begin at the board's annual retreat the first week of September.

## OUTCOME

This MOU is to provide clarity of roles and responsibilities between the Mayor's Office and East Bay College Fund for the sole purpose of implementing the Oakland Promise Initiative, a cross-sector partnership between the Oakland Unified School District (OUSD), the Mayor's Office, and the East Bay College Fund (EBCF). The vision for the Oakland Promise initiative is that we as a community will ensure every child in Oakland graduates high school with the expectations, resources, and skills to complete college and be successful in the career of their choice. The MOU provides that the Oakland Mayor's Office will appoint one voting member to the EBCF Board of Directors, subject to the approval of the EBCF Board.

## BACKGROUND/LEGISLATIVE HISTORY

EBCF is a college access and persistence organization, focused on graduating underrepresented Oakland students from college. EBCF awards over \$1,000,000 in scholarships annually and has over a decade of experience with Oakland students, providing college advising, counseling, mentoring, and persistence services high school through college. The EBCFs college graduation rate is 80% - four times the national average of this demographic. Oakland Promise will leverage and scale these assets of EBCF to support students across the city.

## ANALYSIS

### **Oakland Promise: Cradle to Career**

Imagine that every child in Oakland was on a track to college from the day they were born. How? By creating an expectation that college is possible, helping Oakland parents and children save and plan for college at every stage of a child's life, and providing the critical guidance and support needed to access college and persist to earn a degree. *The vision of the Oakland Promise is that we as a community will ensure every child in Oakland graduates from high school with the expectations, resources, and skills to complete college and be successful in the career of their choice.*

### **WHY?**

Completing post-secondary education—an associates or undergraduate degree, or career technical education certificate—has tremendous impact on earning power and upward mobility. Low-income children are five times more likely to move up the income ladder as adults if they achieve a college degree.<sup>i</sup> However, too many Oakland students do not believe that college is a real possibility in their future. Almost four in ten Oakland high school students do not complete high school, and among our low-income graduates who do attend college, only 13% graduate within six years.

When children know they have money set aside from an early age for college or career technical education, they and their parents embrace a college success expectation and feel inspired to invest in this goal. *Research shows that children with \$500 (or even less) in a college savings account are three times more likely to attend college and four times more likely to graduate.<sup>ii</sup> In Oakland, 80% of low-income teens who receive advising, mentors, college scholarships and retention support through the East Bay College Fund secure their college degrees.<sup>iii</sup>*

### **HOW WILL OAKLAND PROMISE WORK?**

At key stages—at birth, the start of kindergarten, and in middle school and high school—the Oakland Promise will help parents and children save, build their financial know how, and connect to needed support systems and resources. The Oakland Promise initiative will invest in Oakland's children in every stage of their lives:

**Brilliant Baby:** A dual child and parent savings strategy will help a target group of low-income mothers prepare their babies for academic success. College savings accounts will be established with seed funding for the newborns and mothers will be supported to build their own savings, increase their financial know how, and optimize their babies' early years of development.

**Kindergarten to College:** Beginning in kindergarten, all of Oakland's public school children and their parents will have the opportunity to save for college and earn matching deposits. Every child enrolled in kindergarten will automatically receive a college savings account with an initial deposit and incentives for them and their families to save. For kindergarteners who already have

savings accounts from the Brilliant Baby program, deposits will be made into those accounts. Financial skills and a college going culture will be supported in the classroom throughout grade school.

**Middle School through College to Career:** Beginning in middle school and continuing throughout high school, Oakland's students will be supported to enroll in and complete college or career technical education programs. The East Bay College Fund will expand to offer advising, scholarships and persistence support to all qualifying Oakland students. Each middle and high school campus will have a Future Center staffed by college advisors to help students explore college options and apply for colleges and financial aid. High-value scholarships of \$2,000 for career and technical education and up to \$16,000 for four-year schools will be available to qualifying students. And mentors will provide ongoing and intensive support to persist through and graduate from college.

### **PUBLIC OUTREACH/INTEREST**

Discussions have occurred with the East Bay College Fund, Oakland Unified School District and Councilmember Annie Campbell Washington, as well as potential funders. No additional public outreach is required at this time.

### **COORDINATION**

The Office of the City Attorney was consulted in preparation of this report.

### **COST SUMMARY/IMPLICATIONS**

This MOU has no cost implications to the City of Oakland.

### **FISCAL/POLICY ALIGNMENT**

Achieving the Oakland Promise initiative would allow the City to better meet the goals outlined by the Mayor and Council President in their budget priorities:

- Holistic Community Safety
- Sustainable and Vibrant Infrastructure
- Equitable Jobs and Housing
- Responsive and Trustworthy Government

**SUSTAINABLE OPPORTUNITIES**

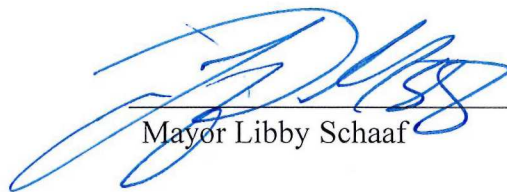
**Economic:** The Oakland Promise will help parents and children save, build their financial know how, and connect to needed support systems and resources. The Oakland Promise will invest in Oakland’s children in every stage of their lives.

**Environmental:** No environmental opportunities have been identified.

**Social Equity:** The Oakland Promise initiative will ensure better educational outcomes for all of Oakland’s young people allowing them to access 21<sup>st</sup> careers.

For questions regarding this report please contact Shereda Nosakhare, Deputy Chief of Staff at (510) 238-7439.

Respectfully submitted,

  
Mayor Libby Schaaf

*On behalf of Mayor Libby Schaaf*

Reviewed by: Tomiquia Moss  
Chief of Staff, Office of the Mayor

Prepared by:  
Shereda Nosakhare  
Deputy Chief of Staff, Office of the Mayor

Attachment A: MOU between East Bay College Fund and City of Oakland  
Attachment B: Oakland Promise Vision

<sup>i</sup> Diana Elliott, Pew Charitable Trusts, Economic Mobility Project presentation at the Asset Learning Conference, 2014.

<sup>ii</sup> Assets and Education Initiative and University of Kansas School of Social Welfare, *Building Expectations, Delivering Results: Asset-Based Financial Aid and the Future of Higher Education*, 2013.

<sup>iii</sup> East Bay College Fund, 2015 Outcomes report

**Draft - Memorandum of Understanding for Implementation of the Oakland Promise between the Mayor's Office And East Bay College Fund**

**Introduction:**

Since September 2014, the Oakland Unified School District, has been working to build an Oakland Promise Initiative with East Bay College Fund (EBCF). In January 2015, the Mayor's Office became strategic leaders in championing Oakland Promise as a cross-sector partnership.

**Purpose:** The purpose of this Memorandum of Understanding (MOU) is to provide clarity of roles and responsibilities between the Mayor's Office and East Bay College Fund for the sole purpose of implementing the Oakland Promise Initiative, a cross-sector partnership between the Oakland Unified School District, the Mayor's Office and the East Bay College Fund. . The vision for the Oakland Promise initiative is that we as a community will ensure every child in Oakland graduates high school with the expectations, resources, and skills to complete college and be successful in the career of their choice.

This MOU shall be effective as of September 1, 2015.

**Organizations:**

The Oakland Mayor 's Office is committed to developing a community that will ensure that every child graduates high school with the expectations, resources and skills to complete college and be successful in their career of choice. The Mayor's vision, "bully pulpit", fundraising, and convening expertise are leading the Oakland Promise Cradle to Career.

East Bay College Fund (EBCF) is a college access and persistence organization, focused on graduating underrepresented Oakland students from college. EBCF awards over \$1,000,000 in scholarships annually and has over a decade of experience with Oakland students, providing college advising, counseling, mentoring, and persistence services high school through college. The EBCF's college graduation rate is 80% - four times the national average for this demographic. Oakland Promise will leverage and scale these assets of EBCF to support students across the city.

Oakland Unified School District (OUSD) is committed to have every student graduate with the skills to be college, career, and community ready. OUSD, as Oakland's educational leader, is committed to increasing the number of students entering college and career programs and persisting to a degree.

**Definition of Terms used in this document:**

Oakland Promise- Cradle to Career College Program, a cross-sector collaboration between the Oakland Unified School District, Oakland Mayor's Office, East Bay College Fund, Brilliant Babies, and K2College.

Oakland Promise Advisory Committee- A convening of organizations leading key components of Oakland Promise that advises on the planning, implementation, and evaluation of the Oakland Promise. . They will be responsible for making sure that we generate the necessary revenue and meet appropriate timelines to make the Oakland Promise occur with high quality and appropriate scale. This group is composed of representatives from the Mayor's Office, Oakland Unified School District, Oakland Public Education Fund, the East Bay College Fund and others providing technical support as needed.

CAPS Program- the working title used in this document to describe what was formerly called Oakland Promise that East Bay College Fund is leading—the Future Centers/College Access work (in partnership with OUSD), Persistence, and Scholarships.

**External Communication:**

I. Marketing

Mayor's Office, EBCF and OUSD agree to use the name "Oakland Promise" for the entire cradle to college effort.

The Oakland Promise Advisory Committee will create marketing collateral for The Oakland Promise/Cradle to College to reflect the interface of all aspects of the work from birth to career that will include the CAPS Program. Collateral specifically describing the CAPS Program work will highlight the Mayor's Office and OUSD and will include district, city, and EBCF logos. Representatives from each body will have an opportunity for input. The Oakland Promise Advisory Committee will agree on basic talking points and promote appropriate social media and will cross market between institutions as appropriate.

II. Leadership/Governance:

1. There is a working Oakland Promise Advisory Committee to advise on overall Oakland Promise strategy. Representatives include the Oakland Mayor's Office, OUSD, Oakland Public Education Fund, East Bay College Fund and others who are responsible for the Oakland Promise services to the participating age groups. East Bay College Fund will participate as leader of the middle school to career effort.
2. EBCF is the governing, fiduciary, and implementing organization for CAPS Program, the middle school to career program of Oakland Promise. This includes all Oakland Promise Scholarships and persistence services and, in partnership with OUSD, all Promise Future Centers.
3. EBCF and OUSD will develop MOU's with college partners, and EBCF will ensure implementation of the services.
4. Oakland Mayor's Office and OUSD will each appoint one voting member to the EBCF Board of Directors, subject to the approval of the EBCF Board. (Typically 16-20 members total, meeting bi-monthly)
5. Annually, an independent auditor will audit EBCF's finances and the results will be distributed to partners.
6. EBCF's College Access and Persistence programming will be evaluated annually by an independent program evaluator and shared with partners (currently Root Cause Evaluators).
7. EBCF is responsible to convene other groups working in the college access and persistence field for best coordination and implementation, to sub-contract support for additional services if needed, collect and provide data



on objectives, and serve as lead agency responsible to implement the services and fulfill the outcomes of the Oakland Promise middle school through college (CAPS).

### **III. Fundraising**

1. EBCF currently awards over \$1,000,000 in scholarships annually and provides over \$500,000 in services. It has over a decade of experience with Oakland students, providing mentoring and persistence services district-wide through college. Oakland Promise will leverage and scale these assets of EBCF to support students across the city.
2. Fundraising for CAPS Program is conducted in a unified and supportive approach. All partners understand that in order for Oakland Promise to be successful, students must not only enter college but also persist and graduate. Therefore, to sponsor a Future Center, the donor must also sponsor a portion of the scholarships and persistence services for the students at that school.
3. In discussions with major donors and industry partners all partners will include requests for volunteers and mentors to serve in the CAPS mentoring program whenever possible.
4. The main Advisory Committee partners will request a letter of support from each partner for grant writing purposes and will provide the same for partners, including the City of Oakland.
5. Partners will work together to support outreach and follow-up to donors.

### **IV. Contribution of Partners**

#### **East Bay College Fund:**

1. EBCF anticipates a contribution of \$1,500,000 or more annually in a combination of scholarships, persistence services, and funding match with OUSD for advisors.
2. EBCF, with OUSD, will convene college access and persistence partners across the city to connect Oakland Promise services and scholarships and to build best practices, reinforce each other's efforts, and ensure all of Oakland's students are served.
3. EBCF will provide \$15,000 match with OUSD for a FT College Advisor for three large school Future Centers.
4. EBCF, in combination with Oakland Promise funding, will administer multi-year scholarships for students attending community college and 4-year colleges, including transfer support for students transferring from community college to four-year schools. EBCF will connect the scholarships to the persistence services and best practices in college success to help students complete their degrees. Anticipated amounts are up to \$3,000 for community college and up to \$16,000 for

4-year colleges. Students who transfer in three years will qualify for up to \$8,000 in additional 4-year college funding.

5. As governing board, EBCF will determine the amount of scholarships and the requirements, which are subject to change based on funding and consideration of best practices in persistence. The EBCF Scholarship committee will have the right to make exceptions to their policy on based on individual special circumstances, and to deny or discontinue funding an individual student.
6. EBCF will develop a college-student led committee to help design and advise on CAPS services provided by Oakland Promise.
5. EBCF will share access, scholarship and persistence data with OUSD and the Oakland Promise Advisory Committee.
6. EBCF will negotiate and maintain MOU's with colleges to support persistence and scholarship matching funds to support Oakland Promise. EBCF will work with implementation of college agreements on an individual student level.
7. EBCF, with Promise funding, will offer college persistence services for every OUSD student from spring of senior year through college:
 

**All College students 2 and 4-year schools:**

  - Additional support services through persistence programs offered by colleges under MOUs with EBCF to provide services for Oakland students. The vision is that each Oakland student would receive additional academic counseling, tutoring, cohort services, and scholarship matching funds as an Oakland Promise student attending a partner college.
  - Financial aid and financial literacy support. Support for annual completion of the FAFSA, review of financial aid packages and support for challenges and appeals, and annual financial training.
  - CREWS Peer Mentoring Cohorts that provide bi-weekly support for freshman and sophomore students from Oakland upper-classmen on their college campus or online.
  - Reboot counseling services to students who drop or stop out of college and want to return
  - Retreats twice a year throughout college to gather Oakland students together to support each other, learn hard and soft skills of persistence, and celebrate their successes each year.

**Additional services for four-year college students:**

  - Persistence counseling support throughout college, including a minimum of six sessions per student, starting in the summer before college.
  - A mentor to support all students attending college in California (with the aim to include all students nation-wide) throughout their college journey, with personal support, college navigation advice, financial aid, and career development/networking.



**Oakland Mayor's Office:**

1. Oakland Mayor's Office will convene and lead the Oakland Promise Advisory Committee that will advise the overall Oakland Promise.
2. Oakland Mayor's Office will use its "bully pulpit" to help educate the community about college access and persistence challenges and how Oakland Promise will transform individuals, families and the city.
3. Oakland Mayor's Office will engage in fundraising with OUSD & EBCF to industry and individuals to help fund the CAPS Program with an overall goal of \$35,000,000 and a minimum goal of \$5,000,000 per year. EBCF will oversee and administer funding for scholarships and persistence.
4. Mayor will appoint a representative to serve on the EBCF board of directors, which is the governing body (over seeing scholarship and persistence) subject to approval of the EBCF Board.
5. Oakland Mayor's Office will provide communication support, marketing collateral, engagement opportunities, and support for promotion and collaborate on annual fundraising events for Oakland Promise.
6. Mayor's office will engage and publicize larger CAPS Program events including Decision Day, Awards Night, and Retreats and share with EBCF any cross-marketing materials for EBCF to promote.

**V. Funding Decisions and Process**

1. Scholarship amounts and eligibility may need to be adjusted at times depending on fundraising and agreeable adjustments for major funder priorities. The EBCF Board will make decisions on the amounts of scholarships and the scholarship eligibility criteria, taking into consideration any advice from the Oakland Promise Advisory Committee.
2. Oakland Promise scholarships criteria will be nimble and will grow in phases, focusing at the start with the most at need, with the ambition to eventually serve all Oakland students. The following outlines the anticipated projection from narrow to broad:
  - Low-income, to middle-income, to expand to all students
  - Determination of which schools will host Future Centers at what phase is determined by 1) need (student financial, other programs on campus), 2) School leadership, and 3) committed funds from schools and donors.
  - Minimum 2.0 GPA for 2 year college and 2.7 GPA for 4-year colleges, with the expectation to expand to serve all students above 2.0 GPA

- Attending colleges with MOU's with EBCF that will provide additional scholarships and services (Original focus on UC's, CSUs, and private colleges in California, with some HBCU, some privates out of state); to all colleges in the US
- Students attending 3 or more years of OUSD; to all students
- **NOTE:** To be eligible for Promise Funding EBCF may require additional step, including the following: students must demonstrate that they have applied to a minimum of 5 colleges including a CSU and community college, applied to 3 additional scholarships, and applied by the Promise Scholarship deadline in order to receive Promise Scholarship.
- **NOTE:** To be eligible for on-going Promise Funding each year of college EBCF will set eligibility requirements and have a mechanism for individual cases: 1) FT enrollment, 2) minimum 2.0 GPA, 3) complete of FAFSA or Dream App, and 4) participate in a minimum of services provided by the college and/or EBCF.

All parties are dedicated to making Oakland Promise CAPS successful and agree to the above understanding.

**In Agreement:**

\_\_\_\_\_  
**Sabrina Landreth**  
**City Administrator of Oakland**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Diane Dodge**  
**Executive Director**  
**East Bay College Fund**

\_\_\_\_\_  
**Date**

**Approved as to Form and Legality:**

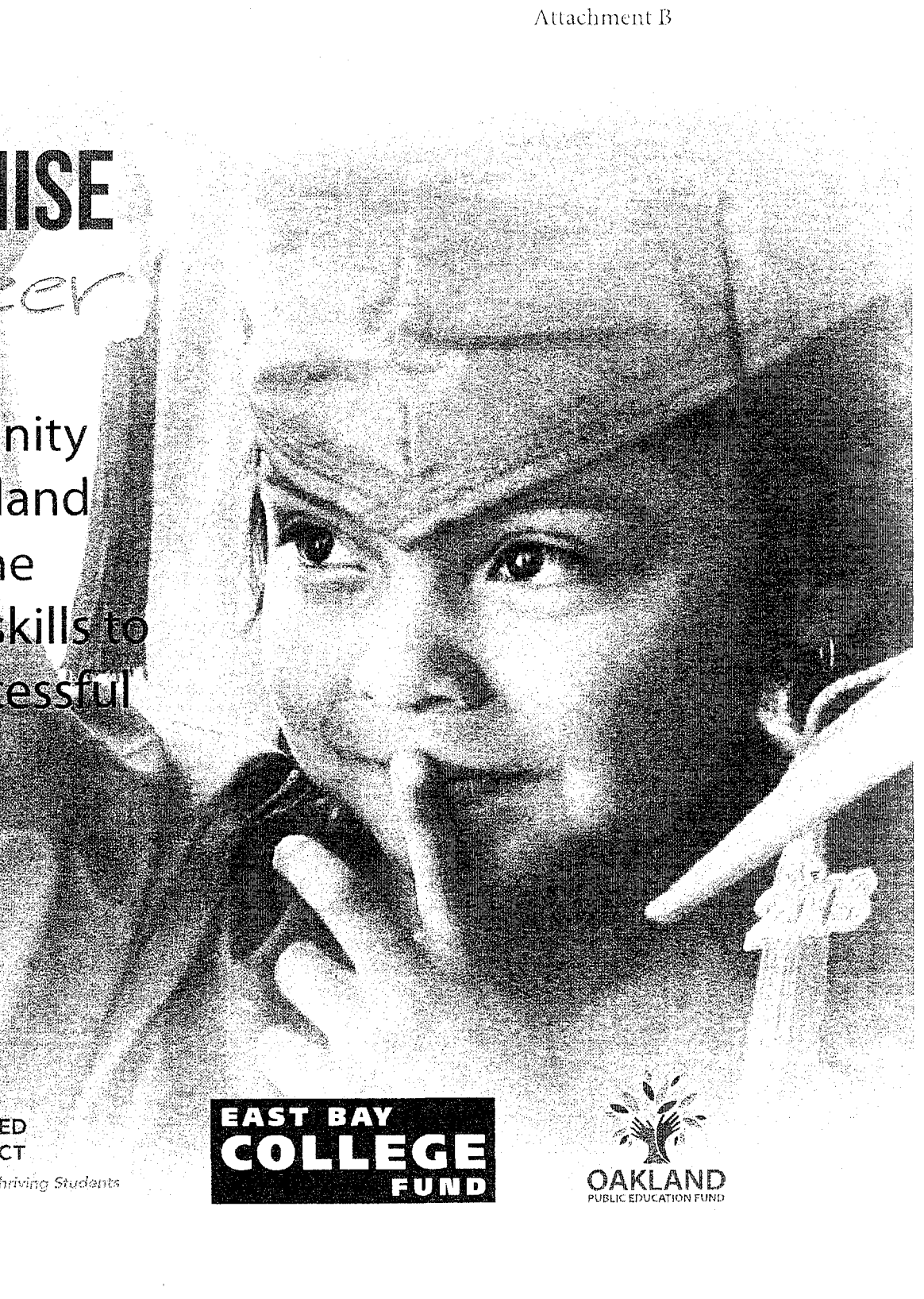
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**Office of the City Attorney**

\_\_\_\_\_  
**Date**

# THE OAKLAND PROMISE

*Cradle to Career*

**OUR VISION:** We as a community will ensure every child in Oakland graduates high school with the expectations, resources, and skills to complete college and be successful in the career of their choice.



OAKLAND UNIFIED  
SCHOOL DISTRICT  
*Community Schools, Thriving Students*



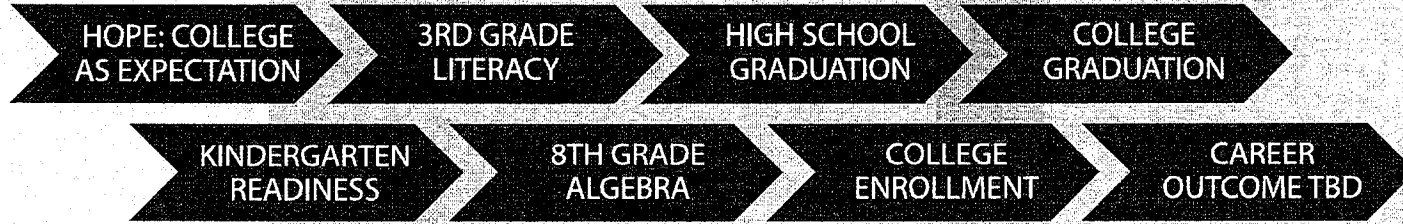
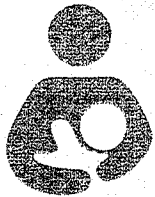
# THE OAKLAND PROMISE *Cradle to Career*

0-5

K-12

COLLEGE/CAREER

## A. OUTCOMES



## B. OAKLAND PROMISE INITIATIVES



## C. SUPPORTING INITIATIVES to reach goal of college graduation and career success

Alameda County Home Visiting Program  
Talk Read Sing (0-3)  
Oakland Starting Smart and Strong Initiative  
High Quality, Accessible Pre-K  
Early Head Start / Head Start  
Oakland Starting Smart and Strong Initiative

Techquity  
Restorative Justice  
Collective Impact  
Oakland Reads 2020  
Access to Schools & Libraries  
Measure N  
Linked Learning  
Intensive Support Schools Initiative  
Oakland Community Schools  
African American Male Achievement

Alameda County Alliance for  
Men and Boys of Color  
Social Emotional Learning  
& Restorative Practices  
Latino Men and Boys initiative  
African American Young  
Women and Girls Initiative

Classrooms2Careers  
Oakland 100  
Pathways



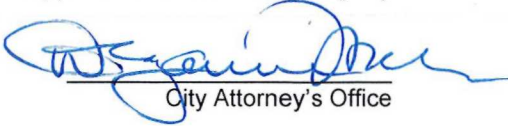
OAKLAND UNIFIED SCHOOL DISTRICT  
Community Schools. Thriving Students



**We will also work with a range of partners to help us reach our goals.**



2015 AUG 13 AM 9:00

  
City Attorney's Office

## OAKLAND CITY COUNCIL

RESOLUTION NO. \_\_\_\_\_ C.M.S.

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**RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH THE EAST BAY COLLEGE FUND TO IMPLEMENT THE OAKLAND PROMISE INITIATIVE, WHICH WILL PROVIDE CHILDREN AND FAMILIES “CRADLE TO CAREER” EDUCATIONAL, FINANCIAL AND OTHER SUPPORT FOR HIGHER EDUCATION OPPORTUNITIES**

**WHEREAS**, if 100 Oakland Unified School District students start the ninth grade together, sixty-seven will graduate high school and ten will graduate college within five years; and

**WHEREAS**, the East Bay College Fund was established in 2002 with the mission to help resilient public school students, under-represented in higher education, access and succeed in college, expanding their life opportunities; and

**WHEREAS**, the East Bay College Fund aspires to involve the whole community in providing college access services, scholarships, mentoring, and support networks to assist these young people in realizing their full potential; and

**WHEREAS**, eighty percent of Oakland Unified School District students participating in the programs offered by the East Bay College Fund graduate from college, which is four times the national average; and

**WHEREAS**, the purpose of this MOU is to provide clarity of roles and responsibilities between the Mayor's Office and East Bay College Fund for the sole purpose of implementing the Oakland Promise Initiative, a cross-sector partnership between the Oakland Unified School District, the Mayor's Office and the East Bay College Fund; and

**WHEREAS**, the vision for the Oakland Promise initiative is that we as a community will ensure every child in Oakland graduates high school with the expectations, resources, and skills to complete college and be successful in the career of their choice; and

**WHEREAS**, the Oakland Promise initiative is a cradle to career strategy that includes targeted investments in low-income newborns and their moms, a universal college savings program in our public elementary schools, and enhanced college advising, college scholarships and persistence support for our high school graduates; and

**WHEREAS**, Rule 6 of the Council’s Rules of Procedure provides that the Council President “shall [ ] [e]xcept for those appointments reserved for the Mayor pursuant to the City Charter or other enabling legislation, [ ] recommend appointments to regional and local boards and agencies, as appropriate, subject to confirmation by Council resolution”; and

**WHEREAS**, the MOU provides that the Oakland Mayor’s Office will appoint one voting member to the EBCF Board of Directors, subject to the approval of the EBCF Board; now, therefore, be it

**RESOLVED:** That the City Council hereby authorizes the City Administrator, or designee, to enter into a Memorandum of Understanding with the East Bay College Fund that outlines the obligations and responsibilities regarding the implementation of the Oakland Promise initiative; and be it

**FURTHER RESOLVED:** That the MOU process for appointment of the city representative to the EBCF board is hereby approved; and be it

**FURTHER RESOLVED:** That the City Administrator, or designee, is hereby authorized to complete all required negotiations, certifications, assurances, and documentation required to accept, modify, extend and/or amend the proposed MOU with the East Bay College Fund and a copy of the fully executed agreement shall be placed on file with the Office of the City Clerk; and be it

**FURTHER RESOLVED:** That the City Attorney shall review and approve said proposed MOU with East Bay College Fund, as to form and legality.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL-WASHINGTON, GALLO, GUILLÉN, KALB, KAPLAN,  
REID AND PRESIDENT GIBSON MCELHANEY

NOES –

ABSENT –

ABSTENTION –

ATTEST: \_\_\_\_\_

LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California