



CORONADO SCHOOLS FOUNDATION

STRATEGIC PLAN

JUNE 2016



**Coronado Schools
Foundation**

GREAT SCHOOLS. GREAT KIDS.



CORONADO SCHOOLS FOUNDATION MISSION & VISION

OUR MISSION

Through community involvement and support, Coronado Schools Foundation raises and manages funds to provide exceptional learning experiences for all Coronado Unified School District students.

OUR VISION

Coronado Schools Foundation envisions a public school community that provides students an opportunity to learn, thrive and reach their highest potential today and into their future.



ABOUT THE CORONADO SCHOOLS FOUNDATION

Coronado Schools Foundation (CSF) was founded in 1982 when parents and community members came together, realizing that there would always be a need for additional funding for our public schools. Since then, hundreds of committed volunteers have worked closely with a small and dedicated staff to provide additional funding. After California Proposition 13 was passed in 1978, Coronado's property taxes no longer remained local, and instead were distributed equally to school districts across the state by Sacramento lawmakers. In response, organizational steps to establish the Coronado Schools Foundation started in a board member's garage in the early 1980's.

Another important impact on school funding in the 1980's occurred when Coronado Unified School District (CUSD) Superintendent Dave Blumenthal worked with the City of Coronado to establish a Community Development Agency (CDA), that provided monies to rebuild and remodel public and community buildings across town, including the schools. This resulted not only in the new and remodeled school facilities we enjoy today, but also the recreation center, pool, tennis court facility, city hall, police building, library and similar facilities.

The CDA has been disbanded. Once the City of Coronado repays these loans to Sacramento, Coronado Unified School District may then be eligible to apply for a Basic Aid School District designation, and this would allow a higher percentage of local property taxes to directly fund our schools.

In 2013, the state legislature passed the Local Controlled Funding Formula. For the first time in 40 years, the state changed allocation of state funds to school districts across California. Today, the Coronado Unified School District receives \$1,200 less per child than San Diego Unified School District, simply due to the demographics of our student population.

As a result, the impact of Coronado Schools Foundation's work has increased funds being returned today directly for STEAM (science, technology, engineering, arts and mathematics) inspired programs. In 1982, Coronado Schools Foundation donations primarily provided classroom teacher support. Today these funds pay for teachers, instructional hours and programs, while the Parent Teacher Organizations (PTOs) at each site now provide the classroom teacher support. Together, Coronado Schools Foundation and the PTOs provide necessary support for grades K-12.



ABOUT CORONADO

Incorporated in 1890, the City of Coronado is a small beach community with an island feel. Surrounded by the San Diego Bay and the Pacific Ocean, Coronado offers a unique lifestyle enjoyed by residents and visitors from around the world for over 120 years.

Coronado has a long-standing relationship with the military. Naval Base Coronado, known as the “Birthplace of Naval Aviation”, is unequalled in operational scope and complexity, providing a shore-based platform for air squadrons, SEAL Teams, aircraft carriers and other surface, air and subsurface commands. Across the bay, Naval Base San Diego is the principal homeport of the Pacific Fleet and serves as the headquarters for Commander, Navy Region Southwest, Naval Facilities Engineering Command Southwest, with Naval Medical Center San Diego located nearby.

Coronado is approximately 32 square miles with a population of around 24,000 people. Before completion of the Coronado-San Diego Bay Bridge, Coronado was only accessible by ferry and via Silver Strand. Today the median resident age is 40 with an estimated median income of \$88,000 and a racial make-up of: White 75%; Hispanic/Latino 15%; Black/African American 3%; Asian 3%; and “Other” 4%.

The Coronado Unified School District services approximately 3,200 students at four school sites: Coronado High School, Coronado Middle School, Village Elementary and Silver Strand Elementary. Nearly 35% of the students are dependants of active duty military personnel.

Students that live in other school districts and attend Coronado schools as inter-district transfer students make up 10% of our student population. These students include those enrolled in the Coronado School of the Arts (CoSA) conservatory within Coronado High School, children of active duty personnel stationed in Coronado, as well as children of business owners within the city. The school district also has a preschool program and an adult education program, the latter coordinated through the high school.

Coronado Unified School District has about 350 employees. Coronado Schools Foundation staff is hired by a separate nonprofit corporation and are not employees of CUSD.



PARENT TEACHER ORGANIZATIONS & CORONADO SCHOOLS FOUNDATION: HOW THEY COLLABORATE

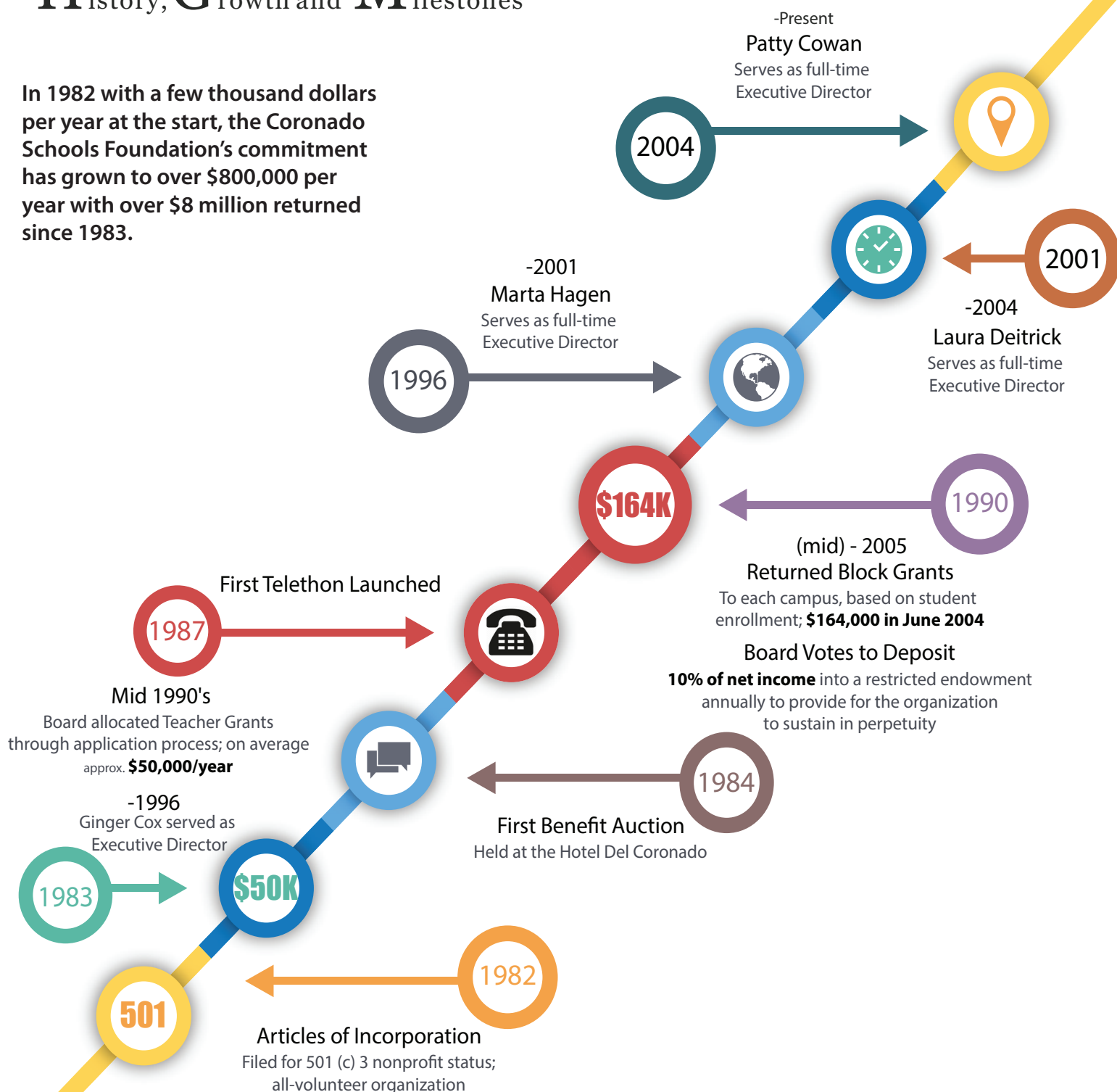
Coronado Schools Foundation and Parent Teacher Organizations are vital partners in supporting the success of schools in the Coronado Unified School District. Together, both organizations collaborate closely by working with school site administrators to provide quality K-12 education for approximately 3,200 children. Coronado Schools Foundation's resources fund STEAM programs, including teaching positions, curriculum development and equipment; while PTOs fund direct support for each school including classroom teacher support, staff hospitality and specific site needs like field trips or school supplies.

Coronado Schools Foundation evolved from providing classroom teacher grants in 1982 to Site Program Grants in 2015 as fundraising increased. These funds benefit all schools and are divided across the school sites based on enrollment and funding considerations from the state of California. Each PTO is accountable to its own school, while Coronado Schools Foundation provides a K-12 perspective and ensures that each school in the school district has equitable STEAM funding. Each school's student population is unique and Coronado Schools Foundation strives to support all students at each campus equitably through Site Grants. Coronado Schools Foundation envisions a public school community that provides students an opportunity to learn, thrive and reach their highest potential today and into their future.

CORONADO SCHOOLS FOUNDATION

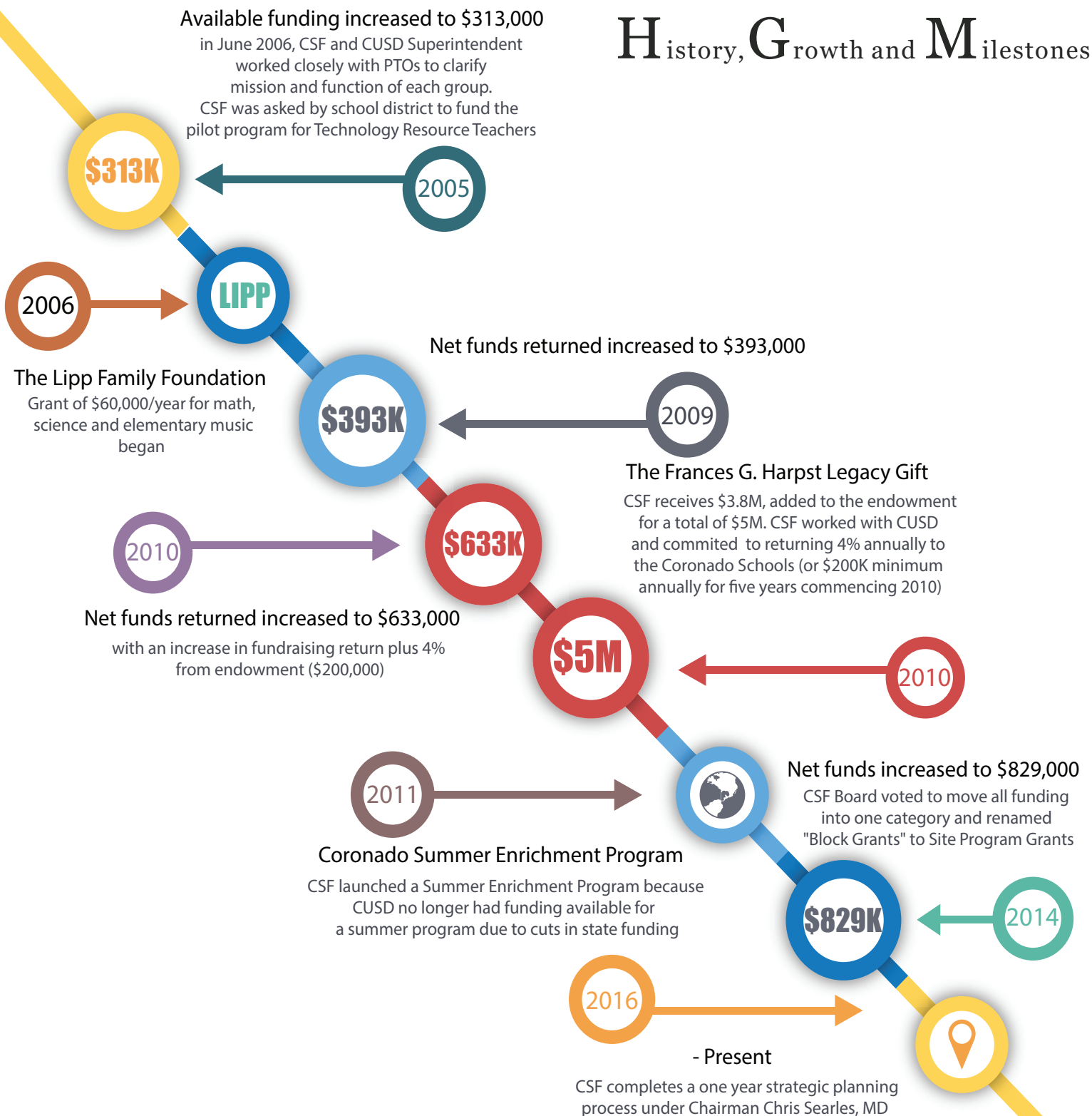
History, Growth and Milestones

In 1982 with a few thousand dollars per year at the start, the Coronado Schools Foundation's commitment has grown to over \$800,000 per year with over \$8 million returned since 1983.



CORONADO SCHOOLS FOUNDATION

History, Growth and Milestones





STRATEGIC PLAN - THREE YEARS

During the last quarter of the 2014-15 school year, the Coronado Schools Foundation Board of Directors approved the decision to update its strategic plan and develop key priorities for the coming three years. The Board of Directors hired Regina Neu, a nonprofit consultant who has worked with several California schools foundations on strategic planning and organizational assessment, to facilitate the strategic planning process. As part of the planning process, the Board of Directors reviewed and updated Coronado Schools Foundation's mission, vision and values. Regina interviewed Coronado Schools Foundation staff, CUSD leadership and other key stakeholders, as well as researched local, regional and selected California schools foundations to learn more about their best practices and priorities.

The Strategic Plan was developed under the facilitated guidance of the consultant with full Board and staff participation. Community members participated in focus groups on each of the Strategic Plan priority areas. Five priority area teams were created that met monthly throughout the 2015-16 school year to create the working Strategic Plan with goals, objectives, activities, leadership, timeline and key deliverables.

FINANCIAL STEWARDSHIP

Coronado Schools Foundation works to ensure the long-term sustainability of its funding support to CUSD through transparency, integrity and stewardship of funds.

OBJECTIVES:

- **Budget/Financial Reporting** – Communicate effective metrics regarding the financial health and stewardship of donor funds through the implementation of a monthly financial dashboard and annual board nonprofit financial management standards training.
- **Investment Planning** – Reviews annually its investment policies and procedures to ensure appropriate risk tolerance and transparency through the nonprofit financial management systems in place; ensuring it's effectively communicated to the Board and community by focusing on long-term financial stewardship of donor funds.
- **Endowment** – Embark on a feasibility study to determine the ability of CSF to undertake an endowment campaign to increase the endowment to \$10M by year five by educating the community about the purpose of the endowment and how they can participate (i.e. planned giving).
- **Planned Giving** – Increase awareness and participation by community and CSF stakeholders about planned giving with CSF through events and collateral.



FUNDRAISING

Coronado Schools Foundation annually assesses its donor engagement approaches to develop diverse and effective fundraising strategies that are used in order that, by year five, a minimum of \$1M will be raised annually.

OBJECTIVES:

- **Individual Donors** – Increase parent donation participation to 40% and increase giving of current donors by 10% per year.
- **Business Stewardship** – Retain and build long-term relationships with businesses and measure business participation overall, in-kind and cash donations to raise \$150,000 in cash/\$200,000 in-kind funds and have a renewal/retention rate of 85% annually.
- **Events** – Conduct annual rigorous assessment of each event to include Cost/Time and review anticipated return on investment (i.e. potential donor engagement, funds raised, etc.) and to establish the annual metrics per event.
- **New Initiatives** – Create a culture of exploring new initiatives to reach key strategic priorities by implementing and reviewing annually a vetting process that identifies the metrics and return on investment for any current and proposed events.

PROGRAM

Coronado Schools Foundation disseminates funds in a fair and equitable manner in line with what the community values and based on Coronado Unified School District needs.

OBJECTIVES:

- **Site Grants** – Provides annual site-specific funding through a documented protocol and funding guidelines in line with Coronado Unified School District curricular priorities and community input.
- **Initiatives** – Strives to fund college and career readiness initiatives across all school sites and age groups in line with Coronado Unified School District priorities and community input with a focus on STEAM-related programming and staffing. (CSF initiatives are defined as pathway programming that moves from K-12.)
- **Enrichment Programs** – Supports, develop, and/or implements self-supporting enrichment programs around community interests; taught by experts and designed to supplement the state curriculum, support Coronado Unified School District priorities, and encourage lifelong learning for students.



MARKETING

Coronado Schools Foundation strives to maintain a high degree of awareness of its mission, purpose and support of CUSD through segmented and consistent messaging to stakeholders: students, parents, community, CUSD teachers and staff.

OBJECTIVES:

- **Donor Engagement** – Increase both financial support and participation rate by 30% across specific stakeholder groups by year three.
- **Advocacy** – Produce five pieces of earned media for each stakeholder group by June 2017 and have a liaison for each group.
- **Outreach/Messaging** – Have consistent, differentiated messaging customized to three annual targeted segmented stakeholder groups.
- **Branding** – Develop and implement compelling, streamlined, themed materials that are consistent and clear to all stakeholders.

GOVERNANCE

Coronado Schools Foundation policies and procedures comply with applicable government regulations, sound nonprofit standards and its mission.

OBJECTIVES:

- **Board** – Have an engaged/working Board of Directors that clearly understands its roles and responsibilities, can articulate the CSF mission and vision to the community, sets CSF policy for fundraising goals and makes sure that appropriate monitoring systems are in place.
- **Staff** – Maintain a professional staff that are motivated, engaged and committed to CSF mission and has an understanding of the Coronado community.
- **Volunteer Management** – Cultivate a volunteer management system to provide skill-based volunteers who are committed, caring and motivated to the CSF mission.



ACKNOWLEDGEMENTS

BOARD OF DIRECTORS

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Katrina Herrera, Project Coordinator
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Karin Mellina, CMS Principal post 1/1/16

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