

Oakland School of the Arts Campaign Feasibility Study

Executive Summary

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Engagement

The Feasibility Study Process

- Evaluated giving potential of 54 individuals identified for interviews
- Created draft case prospectus describing the vision, desired campaign priorities, and desired fundraising goal
- Conducted 14 one on one interviews
- Gained feedback on the draft case and interest in each campaign priority
- Assessed potential interest in making a gift and interest in serving as a volunteer
- Created a gift table based on fundraising goal recommendation
- Recommended campaign priorities and achievable fundraising goal

Campaign Priorities Tested

Renovate Dufwin Theater

Remodeling this nearby historic building will accommodate overflowing classrooms on the main campus to:

- Relocate of 10 arts pathways programs
- Foster an environment of collaboration through dedicated arts spaces and studios
- Include large gathering area and gallery spaces
- Reduce cost-inefficiencies of multiple leases for nearby spaces
- Create faculty workspaces

Tested \$6M

Update Fox Theater

800 students in a space designed to accommodate 500 has resulted in overcrowding and a compromised learning environment. The building also requires capital improvements. Updates will:

- Improve the academic experience through dedicated classrooms with room for equipment/resources needed
- Eliminate teacher time to set up/break down dual use classrooms
- Make necessary improvements such as replacing air conditioning

Tested \$2M

Create Art Park

Safe, accessible green space will complete the OSA campus and provide dual access for Oakland youth:

- Creating space for physical education classes, outdoor recess and lunch periods
- Providing turf field for sports programming such as skateboard area, soccer field, and basketball courts
- Creating outdoor performance space for theater, concerts and recitals
- Providing access for Oakland youth

Tested \$2.6M

Build Reserves

The gold standard for schools is a reserve that covers half a year of operations with a short term goal to cover 3 months that:

- Provides flexibility with cash flow on timing on government grants which often forces OSA to carry costs
- Are needed for emergency building renovations and to balance annual operating budgets

Tested \$3M

Interview Ranking of Campaign Priorities

1. **Renovate Dufwin Theater Building** – this priority was strongly supported/understood
2. **Create Art Park**– this priority was supported/understood
3. **Update Fox Theater Building** – this priority was less supported/well understood
4. **Build Reserves** – this priority was less supported/less understood

Snapshot of Interview Feedback

Priorities

- "I understood the need that there are vastly more people who need resources in the conservatory can provide in terms of financial assistance or scholarships, but I don't know in terms of investable dollars. If you had \$5 million investable dollars, would that generate enough income to provide for people that they want to provide for?"
- "The tuition endowment is the most important thing."
- "It is really incredibly important to determine a timeline for when you need funds, how planning is going to go about this thing in Bronzeville, how's that going to be built."
- "You must demonstrate collaboration - and how you will serve more students - in this strategy."
- "Funders are looking for shared spaces and shared collaborations."
- "Program expansion is vague. Be clear or take it out."

Goal

- "It's a lot of money"
- "I don't think you're being clear enough about WHY this campaign is imperative. That urgency would help me understand why this much money was important."
- "I think that's an aggressive number, but I think it's possible given the track record of the conservatory and its success raising money."

WCM Leadership

- "Eric has made deep strides in putting WCM on the map. Our messaging has improved, the business model works, we have solid operations. It's time to do something with this strength!"
- "This campaign is an opportunity to demonstrate that WCM is committed to being part of the solution in making the city more accessible for everyone."
- "WCM has been on my list a long time. No one else does what they do."

Snapshot of Interview Feedback

Priorities

- "For me, it's the Dufwin – I really want the arts kids to have dedicated spaces. In biology they can't do anything hands on because they don't have space. Switching spaces really hampers things like science classroom set up."
- "I'm excited about the Dufwin building because it addresses a major issue – which is risk." (from multiple leases, which might rise)
- "Park is number two – they need outdoor space, OSA has had attrition because of lack of it."
- Dufwin and "Art Park are my priorities (green space for students, more visibility in the neighborhood)"
- "OSA (Fox Theater) needs sprucing up but say what that means. A professional school entrance, updated classrooms?"
- "Reserves isn't exciting – I want to donate to Dufwin because it provides a great space for all the pathways."

Goal

- "Fundraising will have to go beyond Oakland. We don't have a wealthy aristocracy. You can't raise this money only in Oakland."
- "The annual fund is only nascent and needs to grow. There aren't enough donors to carry this campaign – the question is: does anyone outside of Oakland care?"
- "The goal is doable if you have prospects in Piedmont, Silicon Valley, San Francisco and through the tunnel. Do we?"

OSA Leadership

- "OSA is a crowning jewel of Oakland."
- "Mike's engagement and involvement – all the people, organizations, city. He goes for it and ask for what he needs. A visionary."

Revised Gift Table for \$8M Campaign

Based on the interviews, we are recommending an \$8 million Phase One campaign for the Dufwin Theater Building and the Art Park

Gift Ranges	Minimum Gift in Range	Goal by Range	Goal Number of Gifts	Prospects Required by Range 4:1
\$1,000,000 +	\$1,000,000	\$2,000,000	2	8
\$500,000 - \$999,999	\$500,000	\$2,000,000	4	12
\$250,000 - \$499,999	\$250,000	\$1,500,000	6	16
\$100,000 - \$249,999	\$100,000	\$1,000,000	10	40
\$50,000 - \$99,999	\$50,000	\$500,000	10	40
\$25,000 - \$49,999	\$25,000	\$450,000	18	72
\$10,000 - \$24,999	\$10,000	\$200,000	20	80
\$5,000 - \$9,999	\$5,000	\$250,000	50	200
\$1,000 - \$4,999	\$1,000	\$100,000	100	400
TOTAL		\$8,000,000	217	868

OSA Annual Fund in Context of Campaign

- Concern (both in feasibility interviews and our assessment) about the campaign pulling from annual fund (and why it shouldn't)
- Goal of \$2 million is important for building reserves – but a limited appetite for that goal in our study
- Staff is stretched thin
- Recommend that the Director of Advancement and Marketing focus exclusively on building necessary robust annual, raising institutional/corporate funding, and staffing Mike for key campaign asks
- Outsource marketing to free up needed time for fundraising
- As part of scope, TWB will add support of annual fund strategy and goal setting (because an increased annual fund will be needed to support capital expansion)

Campaign Budget

The “rule of thumb” for a campaign budget is that the cost of conducting a campaign will run between 8% and 15% of the campaign goal. Campaign expenses may include:

- Campaign “kick-off” activities
- Campaign communications plan (and implementation costs), including brochure and video
- Donor cultivation and other special events
- Campaign recognition tactics
- Campaign website development
- Campaign-specific staff support
- Consultant fees & travel
- Miscellaneous

Next Steps

April - June

- Thank interviewees for participating in feasibility process
- Begin strategically recruiting and soliciting the campaign committee
- Work with the development team to re-write job descriptions
- Brainstorming and strategy around annual fund – staff retreat
- Gather specific building renovation needs and financial estimate of each and to add to the case
- Update case based on feedback received from interviewees

July

- Launch campaign committee
- Create campaign materials and naming opportunities
- Begin silent phase with indicated gifts
- Continue assisting with the annual fund