



City of Oakland
Human Services Department
Oakland Fund for Children and Youth



Meeting of the Planning and Oversight Committee

June 23rd, 2021 ■ 6:00pm-9:00pm

Zoom Teleconference

<https://zoom.us/j/98966327201>

Pursuant to the Governor's Executive Order N-29-20, all members of the Oakland Fund for Children and Youth Planning and Oversight Committee (POC) as well as city staff will join the meeting via phone/video conference and no teleconference locations are required.

TO OBSERVE:

- 1) To view the meeting by Zoom video conference, please click on this link: <https://zoom.us/j/98966327201> at the noticed meeting time.
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Dial(for higher quality, dial a number based on your current location): +1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592; Webinar ID: 960 4330 8869

TO COMMENT:

- 1) To comment by Zoom video conference, you will be prompted to use the **“Raise Your Hand”** button to request to speak when Public Comment is being taken on the eligible Agenda item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.
- 2) To comment by phone, you will be prompted to **“Raise Your Hand”** by pressing **“* 9”** to request to speak when Public Comment is being taken on the eligible Agenda Item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

ADDITIONAL INSTRUCTIONS:

- 1) Instructions on **how to join a meeting** by video conference is available at: [https://support.zoom.us/hc/en-us/articles/201362193 - Joining-a-Meeting#](https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting#)
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- 3) Instructions on **how to “Raise Your Hand”** is available at: [https://support.zoom.us/hc/en-us/articles/205566129 - Raise-Hand-In-Webinar](https://support.zoom.us/hc/en-us/articles/205566129-Raise-Hand-In-Webinar)



AGENDA

1. Call to Order
 - *Roll Call, Introductions & Announcements*
 - *Review of the Agenda*
2. Open Forum
3. Approval of Prior Meeting Minutes from May 5th, 2021 *action*
4. Director's Update on Strategic Planning *Informational*
5. Approval of Revised OFCY Vision, Mission, and Guiding Principles *action*
6. Presentation on Draft Strategies for FY 2022-2025 *informational*
7. Administrative Matters
 - *General Announcements*
 - *Upcoming Meetings*
8. Adjournment



MINUTES TO BE APPROVED

Oakland Fund for Children and Youth (OFCY)
Planning and Oversight Committee (POC) Meeting

May 5, 2021 - 6:00pm-9:00pm
Zoom Teleconference

Committee Members present: Bill Riley, Sofia Guerrero, Langston Buddenhagen, Peter Lê, Dwayne Davis, Anakarita Allen, Pecolia Manigo, Jorge Velasco

Committee Members absent: Kimberly Aceves, Anthony Bibiano, Tasion Kwamilele

Staff Members present: Sandra Taylor, OFCY Director; Mike Wetzel, OFCY Program Planner; Scott Kim, OFCY Program Analyst; Kaitlin Forgash, OFCY Administrative Assistant

1. Call to Order

The meeting was called to order at 6:08 p.m. by POC Co-Chair Langston Buddenhagen.

2. Open Forum

There were two speakers for Open Forum. Gene Hazzard spoke against the funding recommendation for Oakland Promise. Assata Olubala spoke regarding concern for OFCY's funding of OUSD's refugee and newcomers community engagement program.

3. Approval of Prior Meeting Minutes from April 7, 2021

Anakarita Allen moved to accept the prior minutes from April 7, 2021 as submitted and Peter Lê seconded. A roll call of the vote followed, and all members voted to approve the motion.

4. Approval of Revised Grant Renewal Recommendations for FY 2021-2022 Programs

OFCY Director Sandy Taylor presented updates to the FY 2021-2022 Grant Renewal Recommendation to the POC for their approval. Due to revised City of Oakland budget projections for FY 2021-2022, OFCY updated their proposed funding cuts to 3% to all grants rather than the 6% that was approved in April. This renewal recommendation is scheduled to go before City Council on June 1. As the mayor's proposed budget was not available at the time of this meeting, and OFCY is funding programs that are contracted to begin June 1, Director Taylor asked for POC pre-approval for any grant modifications that would need to be made once the mayor's proposed budget is released. Anakarita Allen asked for this to be split into two motions: one for the increase in funding/reduction of funding cuts, and one for the approval of future modifications.

There were two public comments. Assata Olubala raised concern over funding of Oakland Promise and that groups supporting African American children are being underfunded. Gene Hazzard raised concerns regarding Oakland Promise and its merger with East Bay College Fund.

Co-chair Buddenhagen called for a motion to approve revised grant renewal recommendations for fiscal year 2021-2022 as presented in the staff memo. Dr. Bill Riley so moved, and Pecolia Manigo



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seconded the motion. A roll call of the vote followed, and the motion passed unanimously, with Peter Lê and Dwayne Davis abstaining.

Co-chair Buddenhagen called for a secondary motion for a general approval for minor budgetary adjustments including a staff presentation on any budget updates. A roll call of the vote followed, and the motion passed unanimously, with Peter Lê and Dwayne Davis abstaining.

5. Summary of March Community Engagement Events for Strategic Planning

Vanetta Thomas, a Senior Consultant at Bright Research Group (BRG), presented a summary of four March community engagement events designed to inform OFCY's strategies for the 2022-2025 funding cycle. Participants generally expressed a need for support navigating City resources, mental health support, and community safety. Families shared a need for more family resource centers. Youth expressed a desire for paid leadership and career experiences. Youth-serving organizations said their greatest challenges center around basic needs and advocated for life skills development.

There were three public comments. Assata Olubala asked for more information about the race of participants in the community engagement events. Gene Hazzard raised concerns that OFCY was not addressing the concerns of Black people in Oakland. Laura Cabral, Director of Early Learning and Family Resources at Safe Passages, commented on the difficulties and opportunities that outreach over Zoom creates, and expressed a desire to help OFCY reach more Oaklanders.

6. Racial Equity Analysis/Community Needs Assessment Report

Lori Allio and Nandi Peterson from HTA Consulting presented on their Community Needs Assessment and Racial Equity Analysis Report. They found that Black/African-American, Native American, and Pacific Islander students were significantly more likely to experience poverty and homelessness than White students. Black/African-American students were 7-10 times more likely to be suspended than White/Asian peers, and represented 81% of youth detained in Oakland. Students in the Oakland Hills experienced less poverty, scored higher on the early development index, and were reading at grade level more than students in East and West Oakland.

Pecolia Manigo commented that the data shows that Black students are missing out on resources and opportunities, while Director Taylor emphasized that OFCY focuses on access to resources and is looking at disparity data to inform strategic planning to address these issues.

There were three public comments. Gene Hazzard asked OFCY to fund EOYDC, Youth Uprising, and Hidden Genius, which the POC chair pointed out were included in the funding renewal for 2021-2022. Assata Olubala raised concerns about state funds to OUSD schools and schools in Black communities



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closing. Laura Cabral discussed the difficulties of enrolling children in OUSD preschools and a lack of outreach to families to enroll preschool students.

7. Next Steps in the OFCY Strategic Planning Process

Director Taylor reported that May will be spent taking feedback from the events and incorporating that into the draft strategies. OFCY and HTA plan to present on these strategies at the next POC meeting, and to hold a community town hall before then. Between the June and July POC meetings a draft strategic plan or an informational report will go before the City Council. At their next meeting the Ad hoc Strategic Planning Subcommittee will work to connect the analysis to strategy direction.

8. Administrative Matters

The next Ad hoc Strategic Planning Subcommittee meeting is scheduled for May 13 from 5-6:30 pm. The next POC meeting is scheduled for June 2 at 6 pm.

9. Adjournment

The meeting was adjourned at 8:25 p.m.



Mission, Vision, Values, and Guiding Principles

June 15, 2021

I. OFCY Revised Vision Statement

Vision Statement

“All children and youth in Oakland will be supported by community to thrive - leading safe, healthy, and fulfilling lives.”

II. OFCY Revised Mission Statement

Mission Statement

OFCY provides community-driven funding to heal trauma, advance equity, and elevate opportunity for Oakland's children and youth from birth to age 21

III. OFCY Revised Values and New Guiding Principles

Values and Guiding Principles

Racial, Social, and Economic Equity:

- OFCY promotes equity, justice, and accountability with concerted application of our resources towards youth of color and those with the greatest need

Child and Youth Development:

- OFCY supports efforts to promote the social and emotional, physical, cognitive, and positive youth development of children and to instill individual and community pride and leadership

Collaboration:

- OFCY works with community and system stakeholders to identify shared goals and objectives, and encourages organizations to work together collaboratively to strengthen results and support each other.

Community:

- OFCY strengthens children, youth, and families within our communities to make our children and our city strong.



OFCY INVESTMENT STRATEGIES WITH BRIEF DESCRIPTIONS and RATIONALES DRAFT SUMMARY V.1

JUNE 18, 2021

I. FUNDING AREA: HEALTHY DEVELOPMENT OF YOUNG CHILDREN

1. STRATEGY TITLE: Socioemotional Well-Being in Early Childhood

STRATEGY DESCRIPTION: programs funded under the Socioemotional Well-Being in Early Childhood Strategy provide support for parents and caregivers to promote healthy emotional and social development of young children. This investment supports the wellness and developmental needs of children in early childhood. It may provide individualized or group wellness or mental health services and referrals for children and families, and helps parents/caregivers foster the well-being of their children. The strategy may also offer support in classroom settings and emphasizes direct services to children and families, such as infant/toddler play and learn groups, parenting workshops, family and group therapy, and other mental health for young children and their parents/caregivers, as well as resources, referrals, and connections to basic needs support services.

RATIONALE: The OFCY community engagement process encouraged funding a whole-child, whole-family, community-driven approach to support the social emotional wellbeing of young children¹. Research also underscores the importance of early childhood programming and the inclusion of parents and caregivers². Stakeholders strongly suggested the need to move from a top-down individual child case management approach to a more family-centered and strength based approach.

2. STRATEGY TITLE: Family Resource Centers and Parent Engagement

STRATEGY DESCRIPTION: This strategy continues parent engagement efforts through Family Resource Centers (FRCs) increasing accessibility navigation, and comprehensive services. This strategy will continue funding to engage families in safe community-based spaces, connect them to resources, and promote kindergarten readiness. FRCs offer place-based programs in high stress neighborhoods in order to strengthen the capacity of parents and caregivers to support the healthy development of their children. Services offered at FRCs vary because they are designed to address the unique needs and build upon the assets of the neighborhoods they serve. Programs and services in this strategy may include: infant/toddler play and learn groups; in-home support; parenting workshops; engagement and enrichment activities and events; resource navigation and referrals to support services; economic supports, parent and family activities that encourage parent-child interactions; and other linguistically and culturally relevant family supports.

RATIONALE:

Oakland parents, caregivers, educators, community members, and service providers have emphasized how the COVID-19 pandemic uncovered the true extent of disparities between families in high need neighborhoods and those in higher income communities. This finding is confirmed by Oakland’s Stressor Maps and the OFCY Community Needs Assessment.⁵

FRCs are an asset-based approach promoting parental resilience, social connection, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence of children.

Investment in parenting and quality child-focused programming responds to community voices OFCY heard during community engagement emphasizing the importance of investing in families.⁶ “Quality child focused programming provides young children opportunities to develop socioemotional and cognitive skills and prepares them for school readiness and later success in life.”

In the community engagement process, parents cited the diversity, resourcefulness, and strong network of community-based organizations as unique strengths in their city and lifted up the need to support the entire family and engage parents and family members as partners in creating an Oakland where children, youth, and families thrive.

OFCY will continue to support FRCs as part of the network of centers that provide critical services to meet the diverse needs of families in Oakland with particular attention to equity in place, i.e. a focus on high-need neighborhoods and communities.⁷ Stakeholder engagement and equity analysis link children’s developmental outcomes and school

readiness with a place-based approach to building on family strengths and community resources. The EDI (Early Development Instrument) assessment of child development outcomes and kindergarten readiness demonstrates the need to address equity for young children and their families in place.⁸

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II. FUNDING AREA: CHILDREN'S SUCCESS IN SCHOOL

3. STRATEGY TITLE: Comprehensive School-Based Afterschool at Elementary Schools

STRATEGY DESCRIPTION: The elementary school programs funded under OFCY's School-Based Afterschool strategy are essential partnerships between OFCY, OUSD, and a number of community-based organizations. These partnerships are designed to coordinate comprehensive academic and enrichment activities at Oakland school sites for low-income students in elementary (grades K-5). This strategy supports low-income families by providing safe, high quality, effective afterschool opportunities at low-cost or no-cost to families. This strategy will continue to support afterschool programs at schools where the majority of students qualify for free or reduced lunch. This strategy emphasizes partnerships between lead community-based organizations, funded under this strategy, the OUSD Expanded Learning Office, school site leadership, and OFCY in order to support student wellness and success.

RATIONALE: Participation in afterschool programs is linked to better academic outcomes and school persistence, as it gives students an opportunity to receive extra academic support and interact with caring adults in a stimulating environment after the school day has finished. A large body of evidence shows that afterschool programs can help children and youth develop an attachment to school, strengthen academic achievement, improve attendance, and prevent juvenile crime. Local community and stakeholder input also emphasized the importance of opportunities for enrichment and learning after school, and they also cited safety⁹ as a key reason they appreciate afterschool programs, particularly in communities where students may experience more trauma and high stress.

4. STRATEGY TITLE: Comprehensive School-Based Afterschool at Middle Schools

STRATEGY DESCRIPTION: The middle school programs funded under OFCY's School-Based Afterschool Strategy are also partnerships designed to coordinate comprehensive academic and enrichment activities at Oakland school sites for middle school students (grades 6,7-8). This strategy also supports low-income families by providing safe, high quality, effective afterschool opportunities at low-cost or no-cost to families. The strategy will continue to support afterschool programs at schools where the majority of students qualify for free or reduced lunch. This strategy focuses on the key middle school years and provides support for student wellness and success.

That said, the middle school strategy must be conceptualized to meet the unique needs of middle school students. These students are more independent than elementary

school students, and in many cases participation in a middle school program may be sporadic. Recruitment and retention of middle schoolers may depend on the specific programming on a day-to-day or week-to-week basis. Middle school students are experiencing trauma (as are all other age groups). They need help with management of their feelings, learning communication skills, taking responsibilities for their younger siblings, and many other adolescent challenges. OFCY is interested in partnerships and thoughtful design of programs for this population.

RATIONALE: Implicit in the concept of middle school is the recognition that students who develop positive social bonds with their school are more likely to perform better academically, and refrain from misconduct and other challenging behavior. School connectedness refers to the academic environment in which students believe that adults in the school care about their learning and about them as individuals. For many years, research has shown that by high school, significant percentages of all students—urban, suburban, and rural—are chronically disengaged from school¹⁰.

5. STRATEGY TITLE: Middle School Engagement, Wellness, and Transitions

STRATEGY DESCRIPTION: This strategy would enhance OFCY's investment in place-based Middle School Engagement by encouraging the field to develop culturally-competent programming that meets the unique needs of Middle School students. This strategy will increase wellness supports, mentoring relationships, wraparound services, and other innovative approaches. Programming can be delivered in school or the community with a positive youth development approach and will provide enriching activities that are interesting and engaging for middle schoolers. This programming would be targeted to this age group and would be culturally fluent and designed to expose middle schoolers to a variety of new opportunities.

RATIONALE: Enhanced investment in Middle School Engagement including: peer leadership, mentoring and community building, early and targeted interventions, case management, wrap-around programming, and holistic or wellness supports for this age group may help middle schoolers thrive. Middle school aged children can develop numerous challenging behaviors including substance use, school conduct and absenteeism that impact their success in school and life. Early exposure to conflict resolution, mentoring, peer support, and life coaching will provide alternative problem-solving strategies to these students early on that can be sustained and used throughout their lives.

6. STRATEGY TITLE: High School and Post-Secondary Student Success

STRATEGY DESCRIPTION: OFCY will focus investments in high school students to support student well-being and enhance access to supports for student transitions to college, or post-secondary opportunities. Funding may include support for new Wellness Center initiatives at schools and culturally specific programs to address equity for BIPOC students.

A Wellness Center is a welcoming one-stop youth-centered space where young people easily and confidentially access integrated care and a network of supportive and generative relationships. Wellness Centers should provide an integrated hub of services designed to promote student health and intentional healing and restorative spaces. The lead agency of a Wellness Center typically would coordinate as a hub of services, and work to ensure that organizational culture, program services, and working relationships are youth-led, culturally-responsive, trauma-informed, and healing-centered. The OFCY would leverage other public funding to support lead agency or partnership activities at key high schools such as peer to peer mentoring services, life coaching, and youth leadership, restorative and healing practices.

RATIONALE:

As OFCY engaged with multiple Stakeholders - individually, in focus groups, and in forums. In this process respondents clearly identified Adverse Childhood Experiences (ACEs), trauma, and the need for wellness and wholistic services to support the mental health and well-being for high school youth. Recognizing this reality and the impact of COVID-19, in 2021 the OUSD Board of Education adopted a resolution to prioritize "Social Emotional Wellbeing, Mental Health, and Credit Recovery Support Services in Light of the COVID-19 Pandemic"¹¹. The resolution highlights that even prior to the pandemic, a mental health crisis existed among Oakland's children and youth and notes that from April to October of 2020, mental health related visits for adolescents aged 12-17 increased by 31%. An integrated care approach dramatically reduces stigma and promotes a culture of health, well-being and connection to school and peers.

III. FUNDING AREA: YOUTH DEVELOPMENT AND VIOLENCE PREVENTION

7. STRATEGY TITLE: Youth Leadership and Development

STRATEGY DESCRIPTION: The Youth Leadership and Development strategy embraces a broad spectrum of youth serving organizations. It provides youth with access to asset based, positive youth development programs that recognize, utilize, and enhance youths' strengths and promote positive outcomes for young people by providing opportunities, fostering positive relationships including connections to caring adults and mentors, and offering enriching activities and safe spaces in community settings. Programs will empower youth and build agency and self-efficacy along with fundamental civic, social and leadership skills. The following areas may receive particular focus:

- **Arts, Recreation, and Cultural Enrichment** programs will support youth development including but not limited to STEAM programming, arts, music and performance, recreational activities that support community, creativity and healing. Programming may also support physical health, nutrition, and improve access to the many benefits of physical activity and sports.
- OFCY supports Safe **Community Spaces throughout all strategies and will continue to invest in** safe community spaces in community settings, particularly in high stress neighborhoods and for marginalized groups, including but not limited to homeless students, BIPOC, CSEC, and LGBTQIA+ students. Opportunities to leverage public assets such as with expanded partnerships with Oakland's Parks, Recreation & Youth Development Department may increase access to recreational, outdoor and other physical spaces.
- **Youth Leadership, Organizing and Advocacy, and Civic Engagement** will support youth to engage in civic engagement, community advocacy, and leadership with emphasis on racial, social, and environmental justice.

RATIONALE: OFCY's recent community engagement and community needs assessment process surfaced a number of disparities and the need to improve equity for Oakland's Youth. Youth development strategies will enhance the resources reconnecting and reengaging young people after COVID disruptions, provide opportunity for youth to increase their physical activity, decrease dependence on electronic devices, and increase well-being – thereby reducing anxiety, depression, and suicidal ideation, and foster community and a sense of belonging in the face of a pandemic. These activities also build equity by increasing access for youth from low-income families to enriching activities that provide opportunities for enrichment, leadership and economic incentives.

8. STRATEGY TITLE: Summer Academic and Enrichment Programs

STRATEGY DESCRIPTION: This strategy will fund high quality summer programming. OFCY's Summer Programs strategy supports both school-based and community-based programs – providing diverse opportunities for enrichment, confidence building, and new experiences over the summer months. These programs use a positive youth development framework that promotes learning, leadership, and peer-to-peer social connections – helping youth stay academically engaged while having fun, developing new skills, and building social connections.

RATIONALE: Out of school time, including Summer, has a significant impact on school success. Significant longitudinal studies of students¹² have shown that low-income children made comparable grade equivalent gains in reading and math during the school year as did middle-income children. The so-called “summer slump” has been shown to result when children and youth are not able to access to enriching, experiential summer activities. This phenomenon causes a gap in achievement between the low- and middle-income students and can widen across school years, due to significant differences in out-of-school learning time. Summer programming provides a substantive opportunity to level the playing field in academic achievement and bring significant benefits of positive youth development¹³.

9. STRATEGY TITLE: Violence Prevention Programming

STRATEGY DESCRIPTION: Directing funding to explicitly address Violence Prevention will be an approach embedded across various strategies, and will be a distinct funding strategy to promote direct services and programming for youth that will have an impact in preventing violence. This strategy will support the expansion of restorative justice programming and targeted youth prevention programming such as Violence Prevention Training and Peer and Adult Mentoring programs. Funding will support efforts aligned with the Department of Violence Prevention and its' framework for addressing the issue in Oakland.

RATIONALE: This strategy responds to the need for an explicit, equity-focused violence prevention strategy for BIPOC youth, ages 14-21, who are exhibiting early signs of psychological, emotional and behavioral stress. This stress is a cumulative impact of trauma and Adverse Childhood Experiences (ACEs) as these youth grew up. Community stakeholders emphasized that the past year of pandemic-related restrictions further exacerbated the already existing trauma and has had a marked impact on domestic and gender violence, as well as violent street crime. Violence prevention has been implicit in many OFCY strategies and this strategy responds to the City-wide shift to address violence as embodied in the Reimagining Public Safety effort and budget. Many OFCY grantees recommended a wraparound model that provides a holistic approach to working with high-need and/or opportunity youth and their families. This approach addresses many aspects of youth development and provides customized services as informed by case management, COST teams, and restorative justice circles.

IV. FUNDING AREA: TRANSITIONS TO ADULTHOOD

10. STRATEGY TITLE: Career Access and Employment for Opportunity Youth.

STRATEGY DESCRIPTION: This strategy will support holistic and sustainable opportunities for employment and transitions to adulthood for older youth ages 16-21 who are disengaged from school and work. The strategy focuses on connecting opportunity youth to supported training and employment with wraparound supports and workforce skill building opportunities alongside academic or educational support. Programs may include apprenticeships, subsidized employment, internships, and direct job placement. Supported services include pre-employment and lifeskills training, along with incentives for continued program retention and other foundational supports required to help prepare young people with barriers for adulthood.

RATIONALE Employment is an essential part of the transition to adulthood for opportunity youth and is an essential ingredient in helping opportunity youth to address the high barriers to stability they face that result in a myriad of life challenges (e.g., health, financial stability, violence and contact with the justice system^{16,17}). Opportunity youth need more intensive wraparound supports to succeed and reach stability in all aspects of their lives (e.g. family support, substance use treatment, housing and nutrition security, mental health support, community connections, etc.) and many opportunity youth 16-21 years of age are disconnected from basic services and supportive networks that are instrumental in helping them to thrive¹⁸. Broad input from multiple stakeholders support youth jobs and employment as one solution to address violence prevention in Oakland. Stakeholders also expressed that youth workforce programs could be expansive to include support for apprenticeships, and should provide educational pathways that include alternatives to traditional college.

Meeting the needs of opportunity youth is a strong equity strategy as Black youth in Oakland are disconnected at twice the city-wide rate¹⁹. A focus on opportunity youth must focus on the holistic needs of Black youth. This strategy closely aligns with the Oakland Workforce Development Board and City of Oakland's Department of Violence Prevention's focus re-engaging disconnected youth into supportive programming.

11. STRATEGY TITLE: Career Access and Employment for Youth in School.

STRATEGY DESCRIPTION: This strategy strives to ensure equitable opportunity for high school students through Summer Youth Employment programs to provide youth with subsidized employment to build job experience and skills. The strategy also supports career pathways operating year-round that build pre-employment skills, experience and knowledge connected to identified industry sectors. This strategy aligns closely with the goals of the Oakland Unified School District (OUSD) career academies as well as the Oakland Workforce Development Board's support for key Oakland industry sectors.

RATIONALE: Parents emphasized the importance of access to training programs that prepare students for living wage jobs, not just entry level jobs. Youth stakeholder expressed the desire to have training and leadership opportunities to build their resumes and emphasized experiential leadership and career exploration opportunities. Mentors and paid internships also were mentioned as playing an important role in youths' ability to obtain and retrain a job. Providers echoed these same issues and underscored the role that many students play in supporting the family and the need to support students not just to the entry point of employment or higher education but the need to go further to help young people to succeed²⁰.

End Notes

¹ OFCY Stakeholder Interviews, 2021

² OFCY Community Needs Assessment, 2021, p 16

⁵ OFCY Community Needs Assessment, 2021, p 16

⁶ Using Family Resource Centers to Support California's Young Children and Their Families, UCLA Center for Healthier Children, Families, and Communities, pp. 15-15, August 2001

⁷ OFCY Community Needs Assessment, 2001, pp 16-18, 2021

⁸ Ibid., pp 15-16

⁹ Ibid., pp 27-28

¹⁰ Klem and Connell, 2004, p 262

¹¹ Board of Education Resolution No. 2021-0046, Aimee Eng and Jessica Ramos, April 14, 2021

¹², Alexander, Entwistle and Olson (2001) a longitudinal study of children in Baltimore schools.

¹³ University of Minnesota, Research on Factors for School Success, <https://extension.umn.edu/research/research-factors-school-success#out-of-school-time-434713>, accessed June 2021

¹⁶ Lewis, K., & Burd-Sharps, S. (2015). Zeroing in on place and race: Youth disconnection in America's cities. Measure of America.

¹⁷ Annie E. Casey Foundation. (2019). 2019 KIDS COUNT data book: State trends in child well-being

¹⁸ OFCY Community Forum, May 2021

¹⁹ S0902 Oakland City and CA 5 Year Estimates, 2019

²⁰ Bright Research Group, Community Workshops Summary of Findings Report, April 2021