



**SAN ANTONIO FAMILY**

Resource Center

**FIRST 5**



**WORK PLAN**

2025-2029

**San Antonio Family Resource Center**

Oakland, Alameda County

Neighborhoods Ready for School Initiative



*Neighborhoods Ready for School (NRFS) is a place-based initiative launched by First 5 Alameda County in 2018 to support equity and neighborhood-led investment, programming, and policy related to early childhood development, family health and well-being, and kindergarten readiness.*

This work plan was prepared by the NRFS team at SAFRC: Andrew Park (Executive Director, Trybe), Angela Louie Howard (CEO, Lotus Bloom), David Kakishiba (Executive Director, EBAYC), Mr. Rha Bowden (Room to Bloom Site Director, Lotus Bloom), Dawn Edwards (Director of Programs, Lotus Bloom), Karen Heida (Deputy Director of Programs & Partnerships, Trybe), Lavell Jackson (Trybe Tots Co-Director), and Samia Terkmani (Trybe Tots Co-Director).

A young child with dark skin and curly hair is looking intently at a book. The child is wearing a white t-shirt with a blue and yellow patterned design. The background is slightly blurred, showing what appears to be a library or a reading area with shelves of books.

## Executive Summary

The San Antonio Family Resource Center (SAFRC) is a collaborative initiative involving the East Bay Asian Youth Center (EBAYC), Lotus Bloom, Trybe, and ALL IN Alameda County, supported by ongoing funding from First 5 Alameda County. Centered in Central Oakland, SAFRC focuses on community development and school readiness for families with children ages 0-5. Emphasizing parent education and workshops, the center aims to empower parents to support their children's development to prepare them for kindergarten and beyond. The collaborative's strengths lie in the diverse expertise of its partner organizations, which have been working together since 2009. SAFRC envisions transforming San Antonio into a "school-ready neighborhood" by addressing community safety, livability, and school readiness through organizing, building a multicultural community, providing direct services, and offering educational programming. SAFRC's four-year goals are focused on establishing San Antonio Park as the central neighborhood hub, strengthening school linkages, and using the Parent Action Research Team to address community challenges such as human trafficking, encampments, and advocating for a new library and community resilience center at the park. The work plan outlines a detailed timeline of activities, expected outcomes, and progress tools, including budgetary needs and a visionary budget that would truly enable SAFRC to transform the neighborhood into a safe, supportive, vibrant, and livable environment for its neighbors.





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## Our Story



The San Antonio Family Resource Center (SAFRC) is a partnership between the East Bay Asian Youth Center (EBAYC), Lotus Bloom, Trybe, and ALL IN Alameda County with ongoing funding from First 5 Alameda County's Neighborhoods Ready for School Initiative. The SAFRC is a place-based initiative providing community development and school readiness support to households with children ages 0-5 in the San Antonio, Fruitvale, and Eastlake neighborhoods of Central Oakland. Central to the work of the Family Resource Center is building the capacity of parents to be the first teachers to support their children's development through parent education and workshops as well as 0-5 development programs.

**Angela Louie Howard, CEO, Lotus Bloom, SAFRC:** All the things that make the San Antonio neighborhood thrive—1) its diversity; 2) the intergenerational aspect of the communities; and 3) all the walkable resources that are there.

The effectiveness of the SAFRC comes from the three community-based organizations, which have worked together on various projects and events in Central/East Oakland since 2009. Each has strengths and experiences to balance the collaborative. Lotus Bloom specializes in early childhood programming, Trybe excels in outreach and engagement, and EBAYC is a leader in Oakland for school-based programming and partnerships. ALL IN provided the initial administrative and organizational backbone to bring the collaborative together with the founding First 5 Funding in 2018. The move of the collaborative's homebase from Garfield Elementary School to San Antonio Park, also known as "the Hub," has provided a central and accessible location for the community. The park has quickly gained a reputation as a space that offers support, resources, and a sense of community for the neighborhood. This relocation has allowed the collaborative to better serve and connect with the residents in a spacious environment.

**Lavell Jackson, Co-Director, Trybe, SAFRC:** San Antonio Family Resource Center financially supports families by helping them with things they don't have. We give weekly food distributions. We have relief funds for people who are struggling to pay bills. We try to help in all factors.

In 2024, the SAFRC will continue to support 0-5 families through mutual aid such as food, diapers, household supplies, and personal protective equipment. We also provide kindergarten-readiness playgroups, community-centered action research through the Parent Action Research Team, school linkages following natural enrollment patterns, collaboration with local early childhood care programs, and partnerships with neighborhood organizing entities such as churches, community safety coalitions, friends of parks groups, elected officials, and more.

**Angela Louie Howard, CEO, Lotus Bloom, SAFRC:** I think folks in the community know how to survive. But in terms of what it means to have a quality of life, what it means to actually thrive, those are experiences we try to expose our families to. The San Antonio Family Resource Center is a network of organizations that are working together to advance school readiness for children and families. And I think the larger context is to be a safety net for the community.





## Our Vision for Neighborhoods Ready for School

To transform the San Antonio neighborhood into a “school-ready neighborhood” by addressing community safety, livability and school-readiness based on **4 pillars:**

- 1) **Organizing and leadership development to build power for system level change.**
- 2) **Fostering a multicultural “beloved” community where people come together across race, language, ethnicity, and class.**
- 3) **Providing direct services and resources for children, youth, and families, especially in times of need.**
- 4) **Offering educational programming for children and their parents and caregivers.**

A “Hub and Spokes” strategy connects neighborhood early childhood programs, elementary schools, and middle schools to the activities and services provided in San Antonio Park. The end vision would realize a neighborhood where families and children have safe, accessible, and welcoming spaces to engage, exchange, learn, give, and grow. These safe spaces would be accompanied by safe streets (absent of human trafficking and drug/alcohol abuse or blight/trash), safe routes to school (absent traffic accidents), and resources readily available, such as a resilience center and library centrally located in San Antonio Park. Having all of these strength factors would provide for TK and kindergartners entering schools a readiness to learn and engage and, in turn, the schools would be pressured to be more ready for the neighborhood, reinforcing a cycle where the neighborhood does its part to get ready for school and the schools do their part to be ready for the neighborhood.

### Angela Louie Howard, CEO, Lotus Bloom, SAFRC:

One of the main challenges our immigrant families face is housing. Families that dream of coming to the United States and they land in Oakland and they realize they can’t afford to live here.

## Community-Driven Priorities

At the heart of our work is a deep respect for the rich history, culture, context, and struggles of our communities. We honor our community members through deep listening to their needs and concerns. Because they are the experts on the conditions of their neighborhoods, we hire community members, parents, and caregivers into vital positions such as community outreach workers, parent leaders, playgroup teachers, and ambassadors. Their experience and wealth of knowledge of the neighborhood inform organizational priorities. In turn, community members also grow their leadership skills, represent SAFRC in community meetings, reflect and sharpen our learning and analysis, build collective power, and design our work and priorities moving forward.

We move at the pace of community and endeavor to stay in sync with community needs. By putting community members in key representative and decision-making spaces, community priorities are always at the center of decision-making. The SAFRC Executive Committee, made up of executive directors of the collaborative, key staff members, parent leaders, and community members meet regularly to connect the work on the ground to decisions made.

We asked parents: what is the basic need that’s hardest to provide for your family? The overwhelming concern that was expressed is safety, food, and then housing. Those are such basic needs that nobody should have to struggle to provide for their families.

–Liz Sullivan, PAR Leader, East Bay Asian Youth Center, SAFRC

Our Parent Action Research (PAR) Team, a multicultural and multilingual community of parent leaders, organizes to improve neighborhood conditions through family and small group listening sessions, research and analysis, and presentations and discussions at community meetings. The PAR listening sessions have consisted of hundreds of hours of listening with an attendance of more than 60 parents. Several priorities have surfaced: traffic safety, sex trafficking, and community safety. Our data is supported by crime statistics that showed that Oakland Police Department’s Beat 19X was the most violent beat for several quarters of 2021. In consideration of the Strengthening Families framework, there are more smoke shops than grocery stores in the neighborhoods. Lastly San Antonio Park ranks among the lowest in equity scores across California for green space per capita. Such data is the reason why the SAFRC centers community safety and strength factors along with focusing on kinder readiness. With such challenges in the neighborhood, huge negative factors such as violence, human trafficking, lack of safe public spaces, and homeless encampments must be a part, if not the center, of any place-based initiative.





## Four-Year Priority Goals

1. Solidify San Antonio Park as the hub for early childhood families to have a central place for programming and direct services five days a week for several hours a day. The goal is to eventually host a community resilience center and library in or adjacent to the park.
2. Strengthen school linkages to provide better access and engagement between local schools and families so that while the neighborhood gets ready for school, the school will also do its part to be ready for the neighborhood.
3. Continue to build power and deliver wins through Parent Action Research in the following areas: mitigate human trafficking; reduce encampments, and increase traffic safety around schools. Advocacy for the library and community resilience center is also a specific goal for the Parent Action Research team.

Parents have told us that when the San Antonio Family Resource Center is at the park, they feel safe. And they love going there for all the different programming and activities that are happening there now.

–Liz Sullivan, PAR Leader, East Bay Asian Youth Center, SAFRC

## Activities & Timeline

**Goal 1:** Building the HUB: San Antonio Park is Central Oakland’s Hub for Community Resources, Support, Engagement, and Joy

We aim to provide programming and direct services at the HUB (San Antonio Park) five days a week for several hours a day where people across their lifespan throughout Central Oakland are regularly visiting and spending time at the park. Community members will see the park as a central, welcoming, accessible, and reliable place to come to for connection, resources, support, relief, rest, and fun, including specific early childhood programming that uplifts and improves kindergarten readiness for local families.

Steps	Staff & Organizational Leads	Partners	Timeframe
Provide 0-5 programming two days a week with Tot-Time drop-in.	Trybe Tots Co-Directors		Spring 2024
Provide two days of resource navigation with open and supervised play for children. Families are able to receive support for basic needs through mutual aid, including food, diapers and wipes, household care items, PPE, Covid tests, and more. Resource navigation will focus on those who are not in some type of care.	Trybe: Trybe Tots Co-Directors Parent-Leaders in Medical/Calfresh redetermination, housing resources, WIC, and healthcare Headstart/CDC Directors & Daycare Owners	Local CDCs (San Antonio, Bella Vista, Manzanita, All Nations CDCs) Local Headstarts (San Antonio, Franklin, Fruitvale) Private Daycares Family Friend Neighbor (FFN) care networks OUSD Kindergarten Readiness Department	Fall 2024
Produce collaborative quarterly events inviting all early childhood partners to deepen local families' knowledge and engagement with local 0-5 partners who influence and enhance kindergarten readiness.  Event examples: OUSD Community School Managers meeting families to give orientations for their respective schools, kinder teachers to do walking visit with their students speaking to prospective parents, diaper/food distributions, Bananas/F5 resources.	Trybe Lotus Bloom  EBAYC: Community School Manager, Garfield Elementary School Managing Director, Manzanita Community School Managing Director, Franklin Elementary School	County Nutrition Services OUSD Community School Managers OUSD Kindergarten teachers Bananas First 5 Alameda County County Nutrition Services	Years 1-4
Ensure Ambassadors are at the park five days a week from 8:00 am-6:00 pm to provide the presence for families to feel welcome and safe. Ambassadors play a key role starting with presence, then daily beautification, onto deeper outreach and engagement.	Trybe: Tots Co-Director		Fall 2025

### Expected Outcomes:

The SAFRC holds a central vision for fostering connectivity and a change in perception about the neighborhood and the park among families and individuals in Central Oakland. We expect a shift in perception about the park with community members perceiving the park as a community sanctuary—safe, secure, accessible, and inviting for communal gatherings, play, and recreational activities. The hub will also catalyze community members’ interest and knowledge in health and well-being.

### Progress Tools:

- Program and event attendance sheets will allow us to measure increases in numbers of individuals attending programs.
- Pre and post survey for all Tots Program attendees with post survey being given to families who attend at least three times. Post survey will be administered again one year later to evaluate how sustainable the learning and knowledge gained has been for families with children ages 0-5. Surveys will cover child development and kindergarten readiness skills learned in the program and how often they have been applied at home, as well as the depth and quality of the families’ relationships with hub organizations and with the park as a safe space for the neighborhood.
- Administer a survey at park events to learn how safe and comfortable community members feel in the park, if they perceive a difference in the park over time, and if they have increased their visits to the park. Perception change can also be measured by aggregated differences in perception over time as we achieve steps towards our goals for the park.
- 1:1 conversations and focus groups annually to learn if community members are more able to meet their basic needs on a regular basis and what their thoughts are on our support for basic needs.



# Activities & Timeline

## Goal 2: Extending Spokes from the Hub: Establishing School and Neighborhood Linkages

SAFRC believes that developing and strengthening school connections with Central Oakland families will strengthen school linkages to provide better access and engagement between local schools and families so that while the neighborhood gets ready for school, the school will also do its part to be ready for the neighborhood. We will develop multiple strong school linkages including playgroups, basic needs distributions, and organizing families in partnership with Community School Managers (CSM) and FRCs at local schools: Franklin, Garfield, Manzanita, Bella Vista, Roosevelt, including CDCs, Headstarts, and private daycares.

Steps	Staff Leads	Partners	Timeframe
Offer a playgroup initiative tailored for families with children aged 0 to 5 years-old at Garfield twice a week.	Lotus Bloom: Teachers & Director	Garfield Elementary School	Fall 2023
Provide playgroup + Ages and Stages Questionnaire + parent workshops for families 0-5 years-old at Garfield three times a week.	Lotus Bloom: Teachers & Coordinator	Garfield Elementary School	July 2024
Provide 94606 (San Antonio) families with Family Navigation.  Coordinate with CSM and FRC to ensure activity alignment of schedules, use of space, community + schoolwide activities.	Lotus Bloom: Directors, CSM, etc  Family Navigator  EBAYC	Garfield Elementary School	July 2026

### Expected Outcomes:

Some of anticipated outcomes of Goal 2 are aligned with the outcomes for Goal 1, such as increasing connections and access to services for San Antonio community members. Our commitment extends beyond the aforementioned aims as it focuses on expanding our collaborations with schools, amplifying the breadth of programs offered within each campus, and fostering deeper alliances with our school partners. These strategic steps are geared towards empowering community organizations and governmental bodies to seamlessly assist families by ensuring unhindered access to essential resources. Beyond referrals, we aim to integrate ourselves within the community fabric as a trusted provider of shared resources. Most specifically, we believe that increasing linkages to schools will increase the number of children who are kindergarten ready among program participants in our partnering schools.

### Progress Tools:

- Program and event attendance sheets will allow us to measure increases in numbers of individuals attending programs.
- Pre and post surveys for all Tot Program attendees with post survey being given to families who attend at least three times. Post survey will be administered again one year later to evaluate how sustainable the learning and knowledge gained has been for families with children ages 0-5. Surveys will cover child development and kindergarten readiness skills learned in the program and how often they have been applied at home, as well as the depth and quality of the families' relationships with HUB organizations and with the park as a safe space for the neighborhood.
- Administer a survey at park events to learn how safe and comfortable community members feel in the park, if they perceive a difference in the park over time, and if they have increased their visits to the park. Perception change can also be measured by aggregated differences in perception over time as we achieve steps towards our goals for the park.
- 1:1 conversations and focus groups annually to learn if community members are more able to meet their basic needs on a regular basis and what their thoughts are on our support for basic needs.

# Activities & Timeline

## Goal 3: Power and Change: Bettering the Neighborhood Through the Parent Action Research Team

**YoLanda Monroe, Parent Leader, SAFRC:** Some of the main challenges that I face are homelessness and crime. Crime is very high. I was a victim myself. It makes it very hard for my children to go to the park.

The primary aim of the Parent Action Research (PAR) team is to improve neighborhood conditions by galvanizing the San Antonio community. Our concerted efforts will continue to grow and cultivate strength, power, and leadership within the community to achieve tangible victories through Action Research initiatives focused on pivotal areas that will help transform the neighborhood into a safe, healthy, and thriving environment that will uplift all community members. The following sub-goals will be the focus of the PAR Team in the coming four years:

- 1. Mitigate Human Trafficking:** Engage in efforts aimed at eradicating human trafficking on the streets where it is visible to families going to school.
- 2. Reduce Encampments:** Reduce the number of local encampments through increased numbers of outreach workers and case managers in the neighborhood and through collaborating closely with city and county authorities to secure both short-term and sustainable housing solutions.
- 3. Advocate for a New Library and Community Resilience Center:** Champion the establishment of a state-of-the-art library and community center facility within San Antonio Park, ensuring the community's access to vital resources and spaces for communal growth and development.

**YoLanda Monroe, Parent Leader, SAFRC:** Being involved in my community is important because I feel that it is gonna make a change in the community, make my neighborhood better, better for the future of my children. I appreciate the SAFRC. They have supported me with plenty of resources. It does help make you become a better parent. You look at things in different ways. It helped make my children ready for kindergarten, period.



**Goal 3:**

Steps	Staff Leads	Partners	Timeframe
<b>Sub-Goal 1: Eliminate Human Trafficking</b>			
PAR & Trybe will work with San Antonio Neighborhood Coalition (SANC) to engage the City and County to test three strategy community recommendations.	EBAYC: Executive Director		Spring 2024
PAR & Trybe will work with San Antonio Neighborhood Coalition (SANC) to engage the City and County to hold accountable the entities responsible for eliminating human trafficking.	EBAYC: Executive Director	Oakland Mayor's Office Oakland City Council Oakland Department of Violence Prevention Oakland Police Department Oakland Office of Public Works Alameda County Department of Violence Prevention	Fall 2024
<b>Sub-Goal 2: Reduce Encampments</b>			
PAR and Trybe will work with San Antonio Neighborhood Coalition (SANC) to engage the City and County on providing more outreach workers to encampments and providing short- and long-term housing to unhoused neighbors that meets their needs.	EBAYC: Executive Director Trybe: Executive Director	Oakland Mayor's Office Oakland City Council Oakland Department of Violence Prevention Oakland Police Department Oakland Office of Public Works Oakland Human Services Department Oakland Housing and Community Development Department Alameda County Department of Violence Prevention	Fall 2025
<b>Sub-Goal 3: Transform San Antonio Park</b>			
PAR and Trybe work with Friends of San Antonio Park (FoSAP), a community-led coalition that regularly gathers recommendations from community members, to work through mid-cycle infrastructure upgrades with the City, such as bleacher seating, ADA pathways, resurfacing courts, and creating multi-purpose play areas, enhancing the kitchen and electrical capacity, and an ADA entrance with new gates and bollards.	Trybe: Executive Director EBAYC: Community Organizer	Friends of San Antonio Park Oakland Office of Public Works Oakland Parks, Recreation & Youth Development Department	Fall 2024
PAR and Trybe work with FoSAP to work through San Antonio Park's Master Planning process with the City, representing the community in the feasibility study and the various capital projects: new playground, expanded community garden, new pathways, tree planting, etc.	Trybe: Executive Director EBAYC: Community Organizer	Friends of San Antonio Park Oakland Office of Public Works Oakland Parks, Recreation & Youth Development Department	Spring 2025
PAR and Trybe work with FoSAP to work with the City to obtain funding for the Library and Community Resilience Center at San Antonio Park.	Trybe: Executive Director EBAYC: Community Organizer	Friends of San Antonio Park Oakland Office of Public Works Oakland Parks, Recreation & Youth Development Department	Fall 2026
PAR and Trybe work with FoSAP to work with the City to break ground on the Library and Community Resilience Center.	Trybe: Executive Director EBAYC: Community Organizer	Friends of San Antonio Park Oakland Office of Public Works Oakland Parks, Recreation & Youth Development Department	Fall 2027

**Expected Outcomes:**

Anticipated outcomes encompass the specific sub-goals of Goal 3 to eliminate human trafficking in the neighborhood, reduce encampments, and build a library and community resilience center in San Antonio Park to serve the community. Beyond the sub-goals, the strategy entails furthering our capacity for movement building, establishing a solid foundation necessary to pursue the Promise Neighborhood Initiative. We expect a heightened engagement of community members, especially parents and caregivers, in civic engagement endeavors, positioning them at the forefront of economic and community development planning and decision-making processes.

**Progress Tools:**

- Tracking the number of local human trafficking cases with Oakland Police Department annually.
- Tracking the number of individuals who are homeless through the annual homeless count in the neighborhood.
- Obtaining the funding and public agency support for the library and community resilience center within our time frame.
- Tracking the number of PAR participants annually and the consistency of individuals engaged from year to year.
- Baseline survey and annual surveys measuring and tracking PAR participants' development of leadership, self-confidence, and advocacy skills over time.
- Tracking neighborhood indicators such as an increase in local business ventures, children and families visiting the park, and attending SAFRC programs in the park to measure overall success in increasing safety and comfort for families living in the neighborhood.

# Plan Investment

The investment plan below reflects the needed resources to sustainably and responsibly do the work of the SAFRC throughout the upcoming decade. The current investment, while significant, is being split between three agencies. A greater investment will only increase the collective impact through funding the areas of the collaborative which have been highly effective while not neglecting the capacity and administrative support areas that are needed to grow such work.

Below are the different elements of the investment plan. Specifically for Trybe, after the '24-'25 fiscal year, the greater investment reflected in the table below will be in the areas of Parent Coordinators (increasing their role from 0.5 to full FTEs and further professionalizing their roles), cost-of-living adjustments for Parent Leaders, increasing the ambassador work of presence and engagement, and finally multiplying funding for basic needs to anticipate and meet the widening income inequality divide in urban metro areas.

The work is, in large part, carried out by meeting basic needs, which helps maintain a baseline of survival and hope when other conditions such as crime, violence, and lack of services and education may not be improving in the neighborhood. For EBAYC/PAR, the main investment is in providing inflationary increases for consultant and translation costs. The visionary budget includes increasing the community organizer role to a more full time position, rather than the current very part time position. For Lotus Bloom, the increased funding will increase support for resource navigation, which is sorely needed as public programs get streamlined and consolidated. With technology, new generations, and immigrant groups entering into the demographic, there is a strong need for such navigation for the San Antonio neighborhood.

Budget Tiers			
Budget Line Items	FY 24-25	FY 25-27	Visionary Budget
<b>Trybe</b>			
Parent Coordinator	\$57,600	\$100,000	\$200,000
Parent Leaders	\$103,950	\$120,000	\$200,000
Ambassadors	\$38,064	\$180,000	\$360,000
Basic Needs	\$31,848	\$200,000	\$800,000
Convening	\$32,800	\$50,000	\$100,000
<b>Subtotal</b>	<b>\$264,262</b>	<b>\$650,000</b>	<b>\$1,660,000</b>
<b>Funded</b>	<b>\$260,000</b>	<b>\$_____</b>	<b>\$_____</b>
<b>EBAYC/PAR</b>			
Organizing Consultant	\$36,000	\$48,000	\$96,000
Translation	\$12,000	\$15,000	\$30,000
Parent Stipends	\$18,000	\$24,000	\$48,000
Overhead	\$9,900	\$13,050	\$26,100
<b>Subtotal</b>	<b>\$75,900</b>	<b>\$100,050</b>	<b>\$200,100</b>
<b>Funded</b>	<b>\$75,000</b>	<b>\$_____</b>	<b>\$_____</b>
<b>Lotus Bloom</b>			
Teacher I			\$40,000
Teacher II			\$40,000
Site Director/Coordinator			\$68,000
Admin		\$34,630	\$72,800
Family Navigator I	\$34,630	\$34,630	\$62,400
Family Navigator II	\$34,630	\$72,800	\$52,000
Response Fund	\$72,800	\$62,400	\$50,000
<b>Subtotal</b>	<b>\$142,060</b>	<b>\$204,460</b>	<b>\$385,200</b>



# Acknowledgments

Staff at EBAYC, Trybe, Lotus Bloom and All-In Alameda County

First 5 Alameda County

Cities & People Advisors

Friends of San Antonio Park

San Antonio Neighborhood Coalition

Oakland Unified School District

Department of Violence Prevention, City of Oakland

Oakland Parks and Recreation





**FIRST 5**



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**[oaklandtrybe.org](http://oaklandtrybe.org)**  
**[lotusbloomfamily.org](http://lotusbloomfamily.org)**  
**[ebayc.org](http://ebayc.org)**  
**[allin.acgov.org](http://allin.acgov.org)**  
**[first5alameda.org](http://first5alameda.org)**

Cities & People Advisors provided coordination and guidance for the Neighborhoods Ready for School work plan development process.



Cities & People