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TO:	Community and Economic Development Committee
ATTN:	Ignacio de la Fuente, Chair
FROM:	Councilmember Nancy Nadel
DATE:	September 29, 2009
RE:	CED Committee Meeting – September 29, 2009
	Item #5: An Informational Report on the Proposed Design and Programming for the West Oakland Teen Center

Attached for your reference is the report prepared by the West Oakland Teen Center (WOTC) Coordinator and Teen Interns, collectively, the Lead Team, for the development of the WOTC. The Informational Report on the Proposed Design and Programming for the WOTC discusses the process utilized by the Lead Team to (1) assess the needs of youth in West Oakland, (2) involve the community in all steps of the planning process, and (3) create workgroups that integrated youth and adult voices in the areas of programming, architectural design, organizational design and safety.

The mission of the WOTC, as drafted by the Teen Interns, is, "... *to serve and protect the youth primarily in West Oakland and throughout Oakland, no matter an individual's ethnic or racial background, sex, gender, sexuality, religion, lifestyle, and health status. We believe in educating people to help them educate themselves. To change the safety issues within our community, we provide services not only to keep youth safe and learning, but also to have fun. The youth are the most important individuals to us, the reason for our being. We support all youth in any aspect of their lives.*"

This report paints a complete picture of the collaborative effort by the Lead Team, the community, and other interested parties to incorporate the identified goals and stated mission into the final proposal.

Respectfully submitted,

Nancy Nadel, Councilmember Dist. 3

Attachments
FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE

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Office of the City Administrator

**Informational Report on the Proposed Design and Programming
For the "West Oakland Teen Center"***

**Findings on the "West Oakland Teen Center" Survey and Planning Project
Submitted by Leadership Excellence
September 2009**

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* Name of Center may change

TABLE OF CONTENTS

ACKNOWLEDGMENTS

Advisory Committee Members	Workgroup Youth Members
Adrian Henderson	BJ Phillips
Africa Williams	Breanna Coleman
Anthony Hall	Carvonna Franklin
Bruce Cox	David McNeal
Calvin Flagherty	Gregory Ford II
David Philoxene	Hasani Shabazz
Evette Brandon	Iantha Castaneda
Jumoke Hinton-Hodge	Imani Pierce
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	Njeri Harambe
	Sean Searight
	Surraiyah Bolden
	Tiye Buchango

We are happy to share this Report with our fellow youth and community members in Oakland, California and also with others interested in improving their neighborhoods, communities, towns and cities in the United States.

REPORT SUMMARY

Teens in West Oakland face many challenges stemming from poverty, lack of jobs, educational opportunities, and access to resources and services. A teen center is needed and of the utmost importance to equip youth with the necessary tools and skills to overcome social detriments. A survey and planning project was convened by Councilmember Nancy Nadel to conduct initial planning for a West Oakland Teen Center (WOTC). This Informational Report (Report) on the Proposed Design and Programming for the WOTC details the results of the WOTC Survey and Planning Project conducted from September 2008 to August 2009. The project had several goals: (1) to accurately assess the needs of youth in West Oakland, (2) to involve the community in all steps of the planning (particularly by creating an advisory committee that represents the diversity of West Oakland), and (3) to create workgroups that integrate youth and adult voices in the areas of programming, architectural design, organizational design and safety.

This Report presents information about the lives and interests of West Oakland youth and their needs and wants for a teen center. The Report begins by presenting the history of the project, the structure of the project, and details about the methodology, which includes information on survey participants. In the Findings section, the needs and wants that youth have for the WOTC with relation to programming, architectural design, and organizational design are detailed. The fiscal implications are also outlined. The Report concludes with recommendations for future planning.

The project relied on the collaborative work of three entities: the lead team, the advisory committee, and the workgroups. The community was informed of the project and ways to get involved through these entities. The lead team of one coordinator and four interns led the overall project, including designing and administering the assessment tool, and analyzing data, while coordinating the other two entities. An 18-member advisory committee offered guidance and skills to the lead team, while also serving on the workgroups. The three workgroups (program, services and community mapping; architecture and art & design; and organizational design and safety) with an average number of 20 members utilized knowledge, experience, and expertise and used survey data to make foundational decisions about the teen center. The architectural and art & design workgroup worked with Gerson-Overstreet Architects to design a floor plan for the center.

A participatory research model designed and implemented by WOTC interns was used to survey West Oakland youth ages 13-24. Interns received support from a social justice research

organization, DataCenter, to design the 63-question survey tool. Over the course of one and one-half months, one hundred and eight (108) teens were surveyed about their lives and interests, and needs and wants for the WOTC.

Free activities and services, job training programs, and age-specific programming were found to be key needs for teens. More than 1/2 of respondents wanted job training in the computer, food, and entertainment industries. This is especially relevant as nearly 80% of respondents were unemployed. Program areas, summarized into a program matrix, should focus on personal development; career development and employment; education; recreation; arts; and referral services. Programs should be available after school hours and during weekends as a majority of teens would come during those times. In addition, programs should be offered in multiple languages. Specific languages that may best serve youth should be determined in future planning.

The architectural design of the building will accommodate program needs. The proposed design includes a computer lab, classroom, meeting and office spaces, a stage and entertainment area, and a kitchen with a dining area. In the coming months, it is recommended that the conceptual design be developed into final construction documents, incorporating new utilities, insulation and weatherproofing.

A proposed mission statement for the center was created. The mission statement emphasizes serving the needs of West Oakland youth regardless of their background, and encouraging them to educate themselves. It is recommended that the WOTC serve as a membership center. The aim is to create a stronger sense of community in the center, create easier methods to better orient youth to the variety of programs and services, and to maintain youth involvement. Any drop-in services that youth identify would be handled within the referral services program. Because more than half of participants felt most secure with staff, a security guard, and camera in the center, this is a key recommendation. The lead team met with the RYSE center in Richmond, California to discuss the benefits of having a youth security team. This is also a strong recommendation as a security measure. Based on the finding that nearly 2/3 of participants said they would be more likely to come to the center if there was free or low cost transportation, it is recommended that future planning research the practicality of this..

The design and bid/award phase will be completed in 15 months and the construction phase will take 16 months.

It is hoped that, (1) the WOTC will revitalize the neighborhood and help reduce the blight and social decline that Oakland is grappling with, (2) that it will comprehensively serve and educate youth of West Oakland, and (3) that it will enhance the youths' value of Oakland, of self, and of their future.

INTRODUCTION

West Oakland youth face many challenges. Poverty, unemployment rates and the teen pregnancy rates are higher for West Oakland than for the rest of the city and Alameda County. According to the 2000 census, approximately 33% of West Oakland's population is under 18 years of age. However, only approximately 19% of West Oakland students read at grade level. More than half the children in West Oakland are from families who receive assistance from federal Temporary Assistance for Needy Families, and nearly 80% of West Oakland middle school students are eligible for federally-subsidized free breakfast and lunch programs. Over 50% of West Oakland children live with someone other than their biological parents. Public services and community resource are scarce in West Oakland, where there are more than 40 liquor stores, but no full service grocery stores. Surveys indicate that a majority of youth interviewed after violent incidents attribute lack of productive activities as the number one cause for violence. West Oakland teens have requested a safe place to gather. They need and deserve a Teen Center.

The WOTC is a joint effort by Oakland City Councilmember Nancy Nadel and residents of the West Oakland community. In 2003, several community meetings were held where it was concluded that a teen center was needed for youth residing in an area plagued by violence, drug abuse, below average academic achievement, and other social detriments. The idea was presented at a City Council meeting on July 10, 2007, where West Oakland residents and community organizations advocated for the purchase of the former Olivet Institutional Baptist Church, located at 3233 Market Street in the Hoover-Foster area of West Oakland. The building was purchased on October 26, 2007. Councilmember Nadel swiftly moved into action to assemble the WOTC Survey and Planning Project that was directly led by committed youth and community members. This Informational Report (Report) on the Proposed Design and Programming for the WOTC reports the findings of the WOTC Survey and Planning Project conducted in 2008-2009.

The project had several goals: (1) to assess the needs of youth in West Oakland accurately, (2) to involve the community in all steps of the planning (particularly by creating an advisory committee that represents the diversity of West Oakland), and (3) to create workgroups that integrate youth and adult voices in the areas of programming, architectural design, organizational design and safety. In addition, this Report can be used as a guide for future planning for the WOTC.

This Report will present findings about the lives and interests of West Oakland youth, and their needs and wants for a teen center. This Report begins by presenting the history of the project, the structure of the project, and details about the methodology, which includes information on survey participants. In the Findings section, the needs and wants that youth have for the WOTC

by way of three workgroups are reported. The fiscal implications are also reported. The Report concludes with recommendations for future planning.

PROJECT STRUCTURE

The WOTC survey and planning project was structured into three major entities: The Lead Team, which was comprised of the coordinator and youth interns, the Advisory Committee and the three Workgroups: Program, Services and Community Mapping; Architectural and Art & Design; and Organizational Design. The Advisory Committee and the Workgroups were comprised of youth and adults. Each entity served distinct purposes and had specific roles, but collaborated throughout the planning process.

Lead Team

In 2008, Councilmember Nadel contracted Leadership Excellence, an Oakland-based non-profit organization with 20 years of experience in youth development and community action, to lead the initial planning for the WOTC. A coordinator and seven youth interns were hired between September and October 2008 to lead the project, which included surveying youth in West Oakland about their needs and wants for the center. At the time of submission of this Report, there were four interns who made up the WOTC Youth Organizer Intern Team (Interns). The Interns all had strong ties to West Oakland and had first-hand experience with social detriments. Interns were very eager to be active in their communities and be a part of positive change. They immediately began planning the timeline and necessary actions to make the project a success. One of their first important tasks was to bring others into the planning through the Advisory Committee and the Workgroups.

Advisory Committee

Interns wanted guidance and community support to pull off this ambitious project. Therefore, an Advisory Committee was created in December 2008. The purpose of the Advisory Committee was to work in alliance with the Interns offering guidance, skills, vision, a "new eye", resources, a commitment to building relationships in West Oakland, and a commitment to the WOTC. The interns also wanted Advisory Committee members who had a sense of humor.

Interns identified 25 potential members who had either taken part in the initial teen center meetings or had an interest in the WOTC's development, and youth and adults who were already actively involved in their West Oakland community. A total of 18 members served on the committee, which included seven youth (the four interns and three additional youth). Advisory Committee members came from all walks of life; they were teachers, elected officials, parents, artists, long-time residents, community workers, architects, inventors, and more.

The responsibilities of Advisory Committee members were to meet with the interns on a monthly basis (at least one meeting/month) in order to streamline all work that was happening. Each member was also to serve on one Workgroup, and attend meetings set by the Workgroup (at least one meeting/month). Additionally, they were responsible for identifying potential members for that Workgroup, assisting with preparation for the meetings, facilitating the meeting, and providing support to the Intern assigned to lead that Workgroup. They were also responsible for outreach in the community about the WOTC.

Although the Advisory Committee was scheduled to meet six times, they met five times between January-June 2009. This was due to scheduling difficulties of members.

Workgroups

The three Workgroups were essential to the planning because of their role to make important, foundational decisions about the WOTC. On average, there were 20 youth and ten adults that participated in all of the Workgroups between April and June 2009. The role of the program, services and community mapping Workgroup was to design the overall programming. The role of the architecture and art & design Workgroup was to create the proposed floor plan for the WOTC. Lastly, the role of the organizational design and safety Workgroup was to design key components of the organizational structure, such as the mission and safety plan. The Workgroups kept community members informed of their steady progress through informational meetings.

In the event there was a vote taken on an issue related to the WOTC that was irresolvable in the Workgroup, the Interns' collective vote constituted 60% of the vote. The Advisory Committee collectively constituted 40% of the vote. This was to try and ensure that youth voice was central in the process and the deciding factor to all decisions.

Youth and Community Informational Meetings

Several community meetings were held to keep the community informed about the project. On February 19, 2009, the first meeting was held at St. Mary's Senior Center for the Resident Action Committee, a project of the Alameda County Public Health Department's City-County Neighborhood Initiative. There were approximately fifteen adults and five youth in attendance. The second was a large community meeting held on March 28, 2009 at the Leadership Excellence office. This was by far the largest meeting, hosting 48 people. In addition, Interns conducted a youth meeting on April 20, 2009 at the M. Robinson Baker YMCA. Two days prior, on April 18, 2009, Interns collaborated with the YMCA to table at their Healthy Kids Day. The fourth meeting was the Beat 6 Neighborhood Crime and Prevention Council meeting held on April 23, 2009 where approximately 20 residents were present. On April 29, 2009, two Interns

participated in a community forum hosted by Attitudinal Healing Connection, a supporting organization in West Oakland. During all of these community meetings, Interns informed the community about the project, invited them to take the survey or shared initial survey results, and welcomed new members to the Workgroups. An approximate 300-person database was generated with contact information from all survey respondents and outreach recipients. In addition, nearly 50 people were linked into the project through the social networking site, Facebook.

METHODOLOGY

To address the charge to assess youth needs, the lead team decided to use a participatory research model designed and implemented by the Interns. Interns formally partnered with and received extensive training from the DataCenter--a 32-year-old national social justice institution, which empowers grassroots groups advocating for positive change with strategic research support--to develop their survey (Appendix 1). The DataCenter also trained them on data input and data analysis. One hundred and eight (108) youth provided survey data. Of the 108, approximately eight had the survey administered to them by an intern, while the remaining 100 filled it out themselves.

In addition, the project was charged to design the programming and the floor plan for the WOTC. In order to comprehensively develop a plan for programming, the programs, services and community mapping Workgroup engaged in a process of community mapping. Community mapping was important to this process because it allowed the group to generally identify existing programs, activities, and services in West Oakland, or ones that served youth from West Oakland. This workgroup was adamant about *not* having the WOTC replicate similar programs, services, and activities. Rather, they wanted the WOTC to provide programs, services and activities that are missing. For the community mapping process, the Workgroup compiled the names of organizations and programs that survey respondents indicated they used, pulled on their own knowledge of programs/activities/services, and utilized a new program and resource directory created by the Oakland Youth Gang Collaborative[1]. It should be noted the directory included neighboring cities from San Francisco to Albany, which served as a good reference for comparison, and which allowed Workgroup members to gain a better idea of what could be possible in West Oakland.

The architecture and art & design Workgroup worked with architects from Gerson-Overstreet Architects (the Architects) to design the proposed floor plan for the WOTC. The Workgroup relied on a survey that the Architects completed to assess the physical space and utilities to build the center.

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[1] Oakland Youth Gang Collaborative Resource Directory (2008).

Survey Design

In order to carefully assess the needs and wants of youth from all over West Oakland, Interns developed a 63-question survey generally assessing which programs, activities and services youth would like to have in the WOTC; their general sense of safety in their neighborhoods and the safety measures they prefer in the WOTC; their assumed modes of transportation to the WOTC, about their self and family; their educational levels and goals; their employment status and interests and income level, and demographic information. The survey was comprised of 46 multiple-choice questions, 3 rated questions, and 14 open-ended questions.

The survey design period was approximately one and a half months throughout December and February 2009. In addition, the DataCenter reviewed the survey tool.

Survey Administration and Data Collection

The survey instrument was tested by twelve youth, who attested to its clarity, relevance, and lack of duplication, before it was administered. Survey distribution and data collection was accomplished over a seven-week period, beginning in February 2009. The project was able to offer 100 free, 10-ride Alameda County Transit youth bus passes as incentives to survey respondents. Offering incentives proved to be effective at attracting youth, and sped up the survey process substantially.

The survey was administered at various locations to youth from all over West Oakland (Table 1).

Table 1: Location of Survey Outreach

Table 1: Location of Survey Outreach	
Location	Number
McClymond's High School	58
Unspecified location	20
Bay Area African American Health Summit	13
Door-to-door and street outreach in Hoover-Foster and King-Cole areas	8
Oakland College Exposition	4
Leadership Excellence office	1
Source: WOTC Survey 2009	

Participants

In this Report "participants" and "respondents" are used interchangeably. Interns surveyed youth residents of West Oakland between the ages of 13-24, gathering critical information about their lives (Table 2).

Table 2: Demographics of WOTC Survey Respondents

Table 2: Demographics of WOTC Survey Respondents	
Ethnic or Racial Background	Percent %
Black or African American	83%
Mixed race	14%
Latino	10%
White	4%
Indigenous	2%
Asian and Pacific Islander	1%
Southwest Asian or North African/Arab	1%
Other	21%
Sex	
Female	51%
Male	49%
Transgender	0%
Intersex	0%
Sexuality	
Heterosexual	88%
Bisexual	3%
Lesbian	1%
Questioning	1%
Queer	1%
Gay	0%
Transgender/Transsexual	0%
Other	5%
Public Assistance Recipients	
Medi-Cal	80%
Welfare	50%
Free or reduced lunch	44%
Food Stamps	43%
WIC	13%
SDI/disability	7%
Foster Care benefits	3%
EDD/Unemployment	0%
Other	20%
Level of Education	
Middle/grade school graduation	13%
Some high school	52%

GED	1%
High school diploma	22%
Some college	8%
College graduation	2%
Post-college (Masters or PhD)	2%

The majority (83%) of the participants were Black or African American. Also included were Mixed race (14%), Latino (10%), White (4%), Indigenous (2%), Asian and Pacific Islander (1%), Southwest Asian or North African/Arab (1%), and Other (21%) participants. Of the respondents, 51% of identified as female, and almost half (49%) identified as male. Approximately 9 out of 10 respondents identified as heterosexual.

The survey measured participants who accessed public services. Nearly 1/2 of participants qualified for free or reduced lunch at school. Eighty percent of respondents who indicated they had health insurance were insured under Medi-Cal.

In order to obtain a full picture of family life, respondents were asked about their parents or guardians. More than 3/4 of respondents live with their mothers. Only 38% of respondents indicated their parent(s) or guardian(s) had a high school diploma.

In addition the survey measured the educational status and goals of participants. About 7 out of 10 participants had completed some high school, or had their high school diploma. More than 1/2 of participants saw themselves in college or graduate school in the next five years. Specific academic interests included business, art, education, technology, and law. When asked their ideal career, participants included answers such as, "owning a business", being a nurse, dancer, or an educator. The top two obstacles indicated by respondents to furthering their education or career goals were "family problems" and "don't have money", further underscoring the need for a safe place for youth to obtain educational and career development support.

FINDINGS

Interns determined the most effective method to include youth and community input and to create community support for the WOTC was to form ongoing Workgroups. The role of the Workgroups was to utilize and expand on the data collected from the surveys in order to make important decisions about the WOTC. Workgroup members used their creativity and imagination, along with their experience, to discuss and make decisions primarily in three main areas of planning: programming, organizational design (and safety), and architectural design. The following section will report on survey results and Workgroup findings and decisions.

Program, Services and Community Mapping Workgroup Findings and Decisions

The program, services and community mapping workgroup (PSCM) used survey data and engaged in a community mapping process to determine the proposed programming, summarized into a Program Matrix (discussed later in this Report). Many adults, and even several youth, of the PSCM had experience in designing programs at other community organizations and youth centers.

The first step of the PSCM was to compile and analyze survey results that related to programming. The PSCM first wanted to understand which programs youth were already participating in. When participants were asked if they use any programs, activities or services in their neighborhood, nearly 6 out of 10 respondents reported "no" or "sometimes" (Figure 1) The reasons given included, "I don't know," "We don't really have any," "Because it ain't safe," and "The reason is because I haven't found something." One respondent wrote, "I feel there should be more geared towards teens to prevent trouble."

Figure 1: Programs/Activities/Services Use in West Oakland
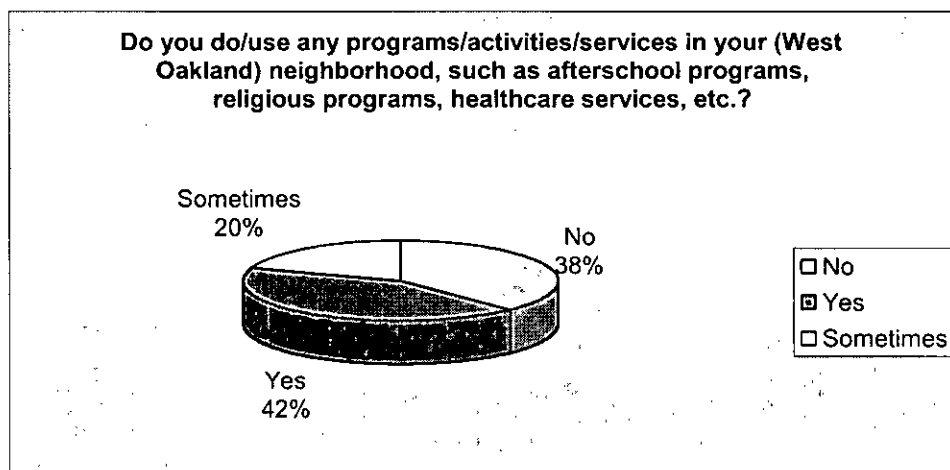
Eight out of ten respondents who do use programs/activities/services (indicated as a "yes" response), or "sometimes" use programs/activities/services, indicated the ones they use are free (Figure 2). A correlation can be assumed between program participation and fee for use. The WOTC hopes to provide free programs and services. This would be different than other centers and organizations in West Oakland.

Figure 2: Cost of Programs/Activities/Services
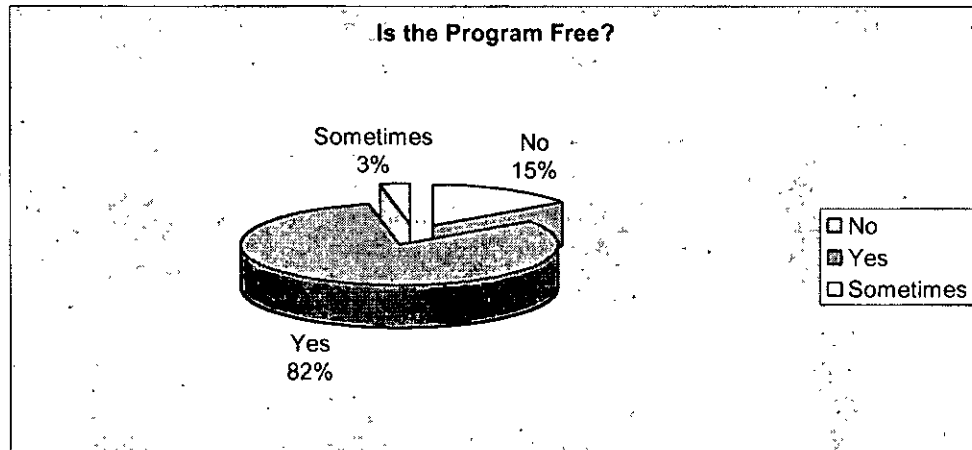
When youth were asked if they wanted a job-training program in the Center, an astounding 81% of respondents indicated, "yes" (Figure 3). This is especially relevant, as 76.8% of respondents were not currently employed at the time they filled out the survey (Figure 4). The top three jobs/industries that respondents were most interested receiving job training in were: computers (50.5%), food (47.5%), and entertainment (46.4%) (Figure 5).

Figure 3: Job Training Interest
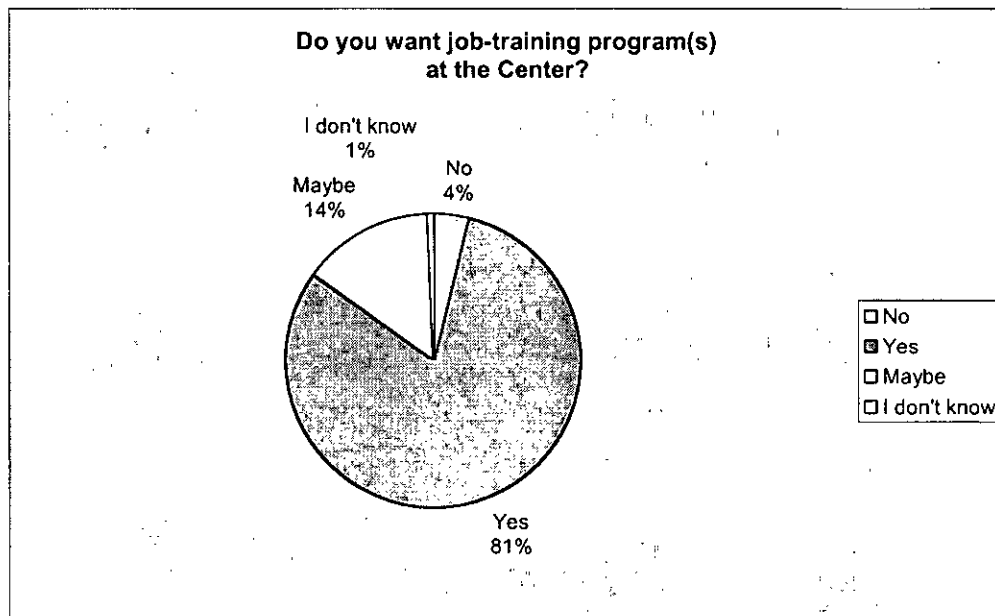
Figure 4: Current Employment

Are you currently employed?

Yes
23%

No
77%

No
Yes
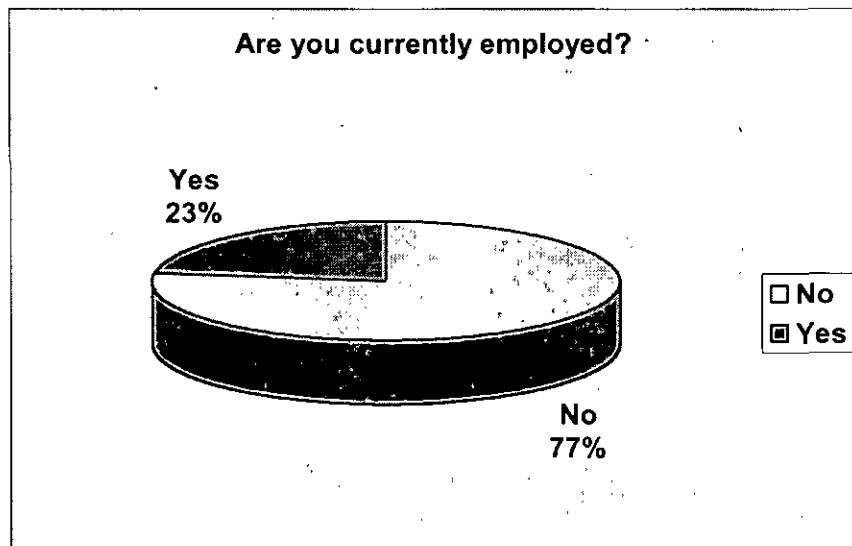
Figure 5: Top Three Jobs/Industries

Which jobs/industries are you interested in? Check all that apply.
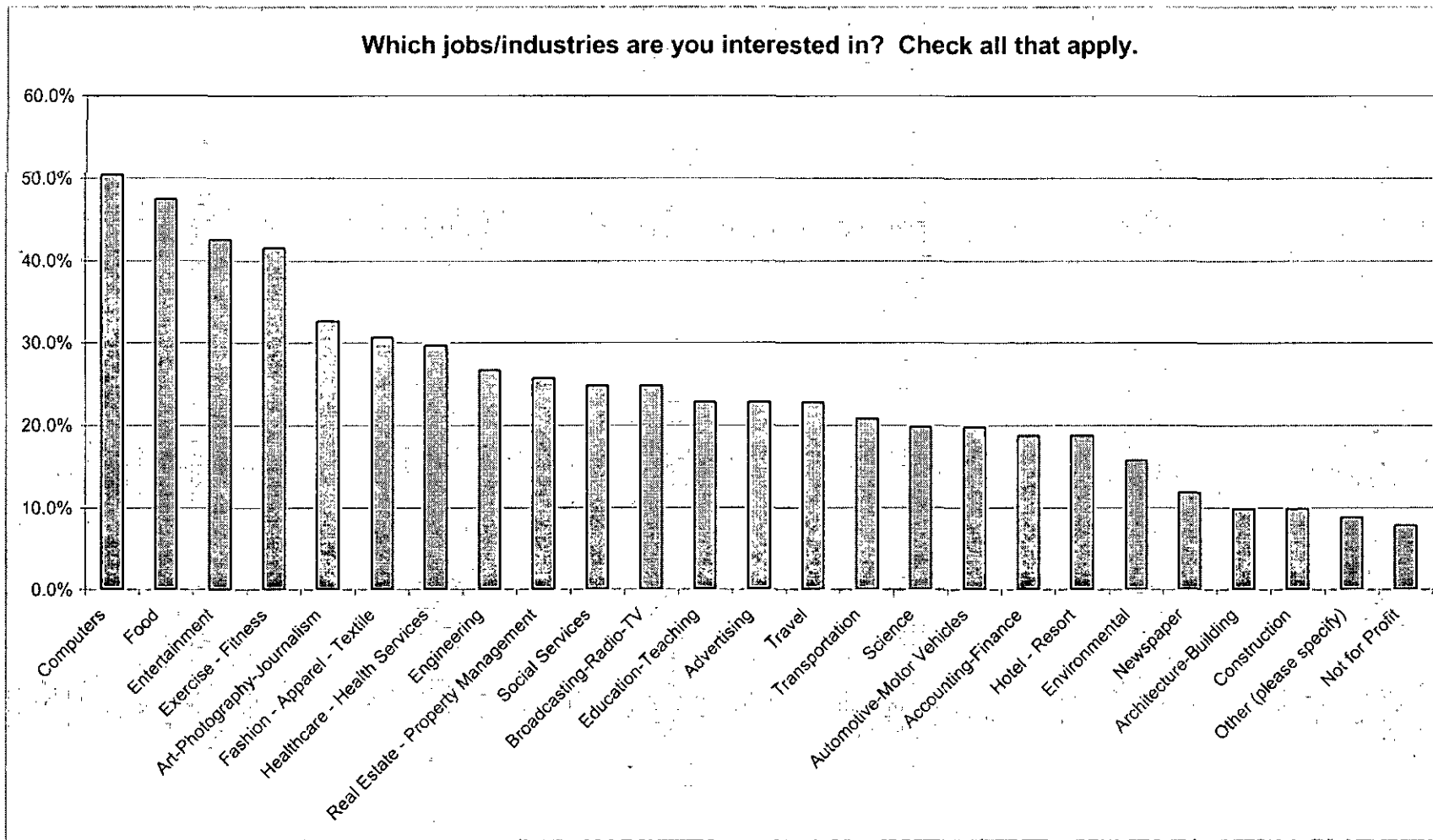
The survey asked respondents to check all the programs, activities and services they were most interested in having at the WOTC. Figure 6 displays these results. The top five choices in order were computer lab (77.1%), college prep/advising (67.6%), sports/recreation (65.7%), performing arts (62.9%), and media arts (60.0%).

Figure 6: Programs, Activities, and Service Youth Would Like To See

Check which programs, activities, or services youÕd like to see in the Teen Center
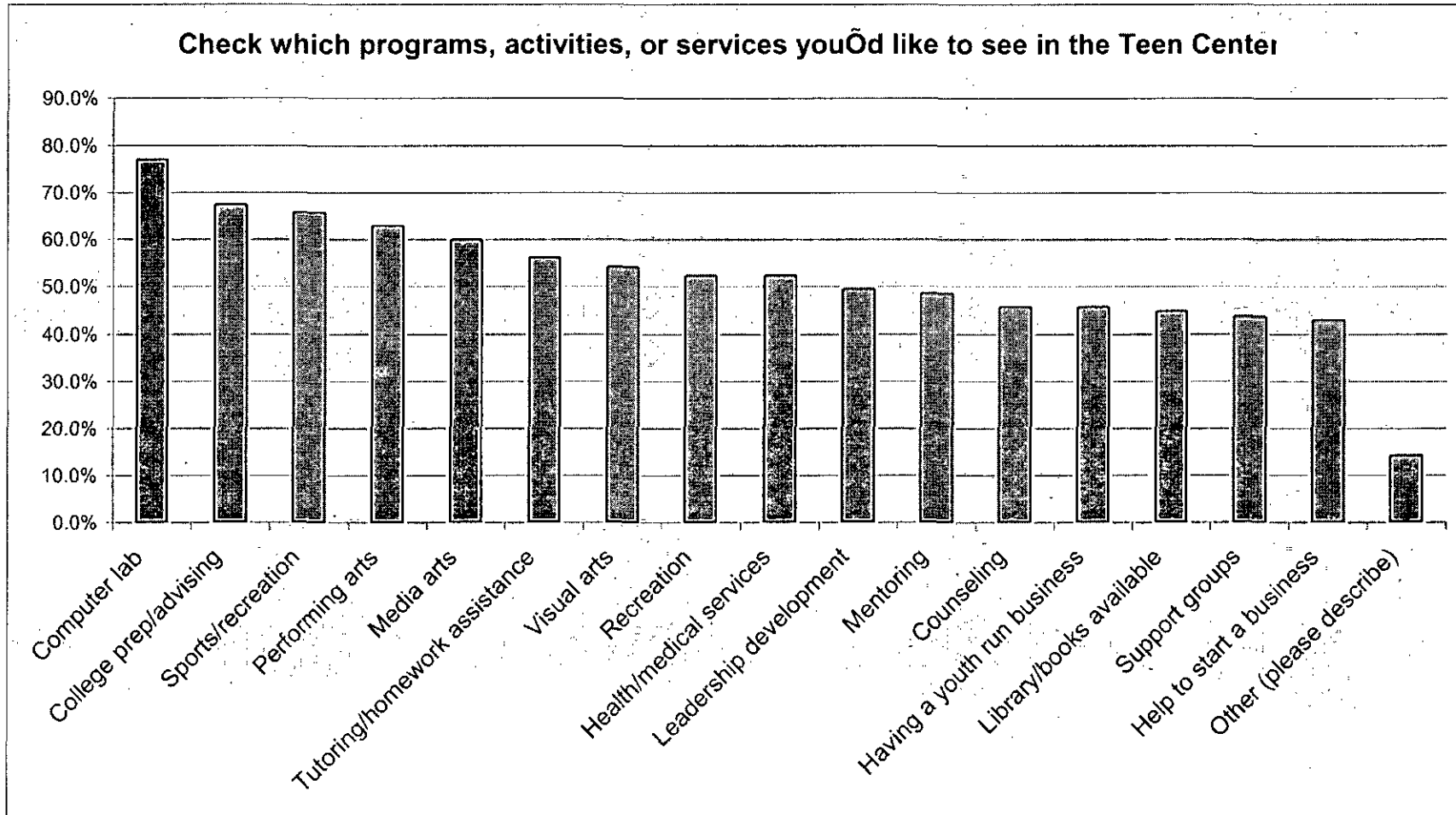
The PSCM recognized the need to have age appropriate programs geared towards teens and young adults, as a distinct characteristic of the WOTC. When asked to rate the age group they felt "comfortable with" on a scale of 1 (least comfortable) to 5 (most comfortable), on average respondents rated 20-24 year olds as the group they most felt comfortable with (average of 4.1), followed by 13-19 year olds (3.98) (Figure 7). Several questions and concerns relating to age-specific programming were raised in the Advisory Committee and the PSCM, as many of the parents involved were concerned about younger teenagers sharing space with older teenagers and young adults.

Figure 7: Age Specific Comfort
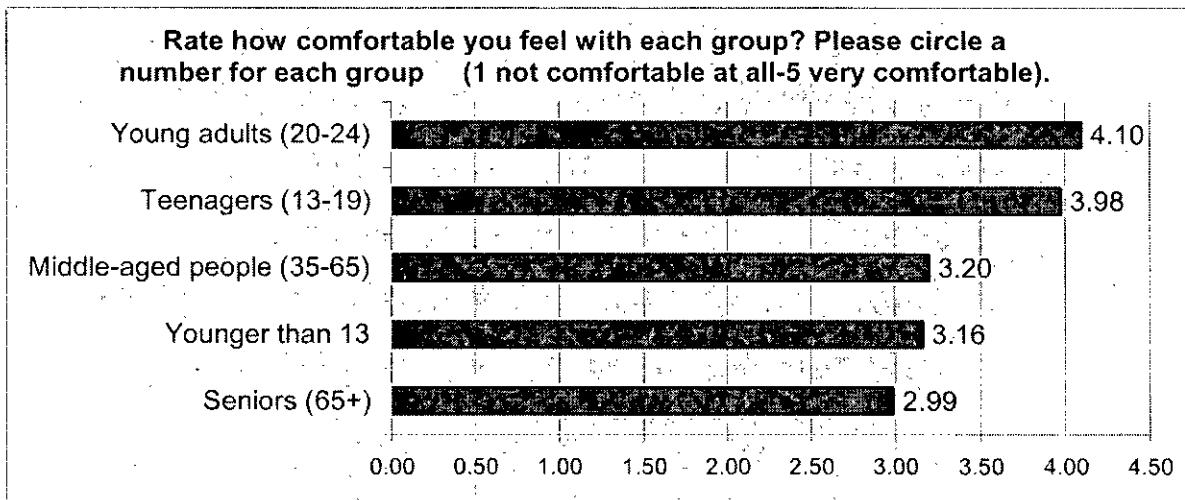
Additionally, the majority of respondents would like the WOTC to be a multilingual space (Figure 8). Respondents also noted that they would most likely come to the WOTC during after school hours (between 3:00pm and 6:00pm on weekdays), as well as Saturday and Sunday afternoon or evenings (between the hours of 5:00pm-12:00am) (Figure 9).

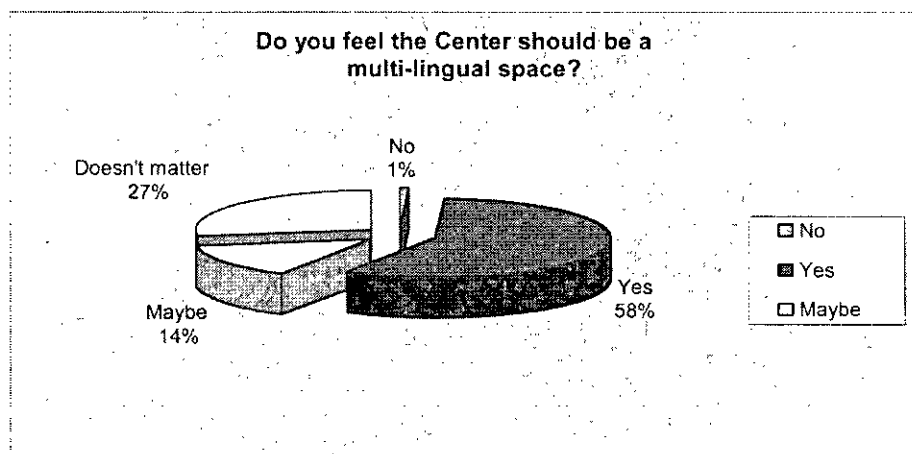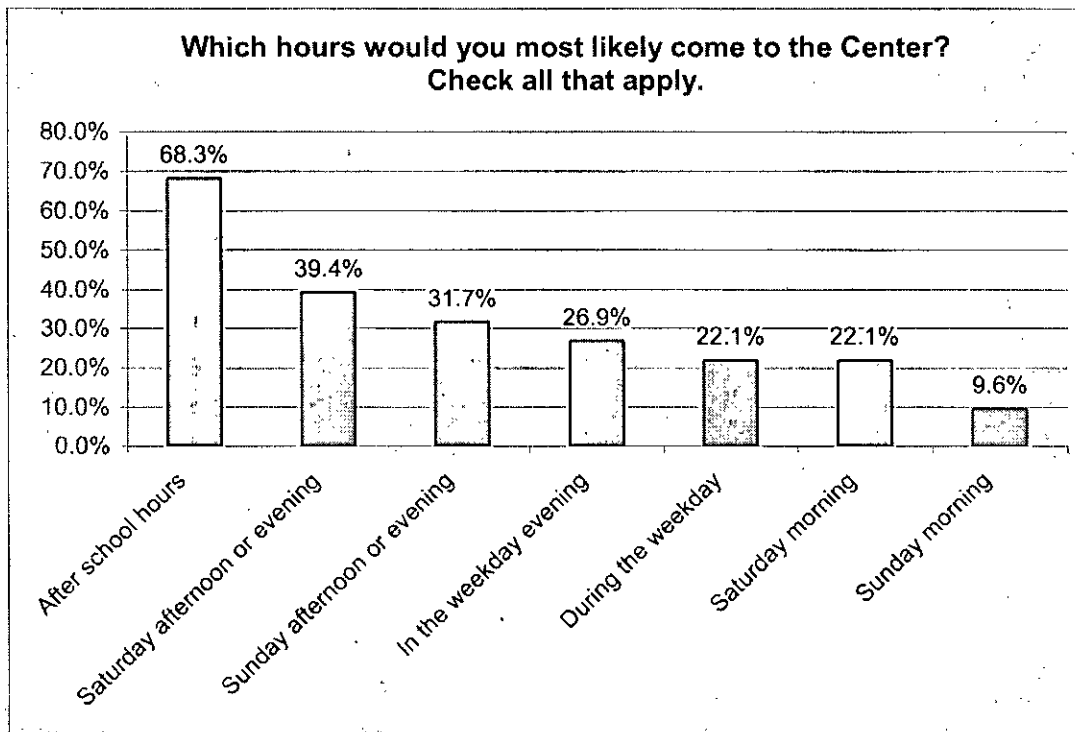Figure 8: Interest in Multi-Lingual Programs

Figure 9: Center Hours

Which hours would you most likely come to the Center?
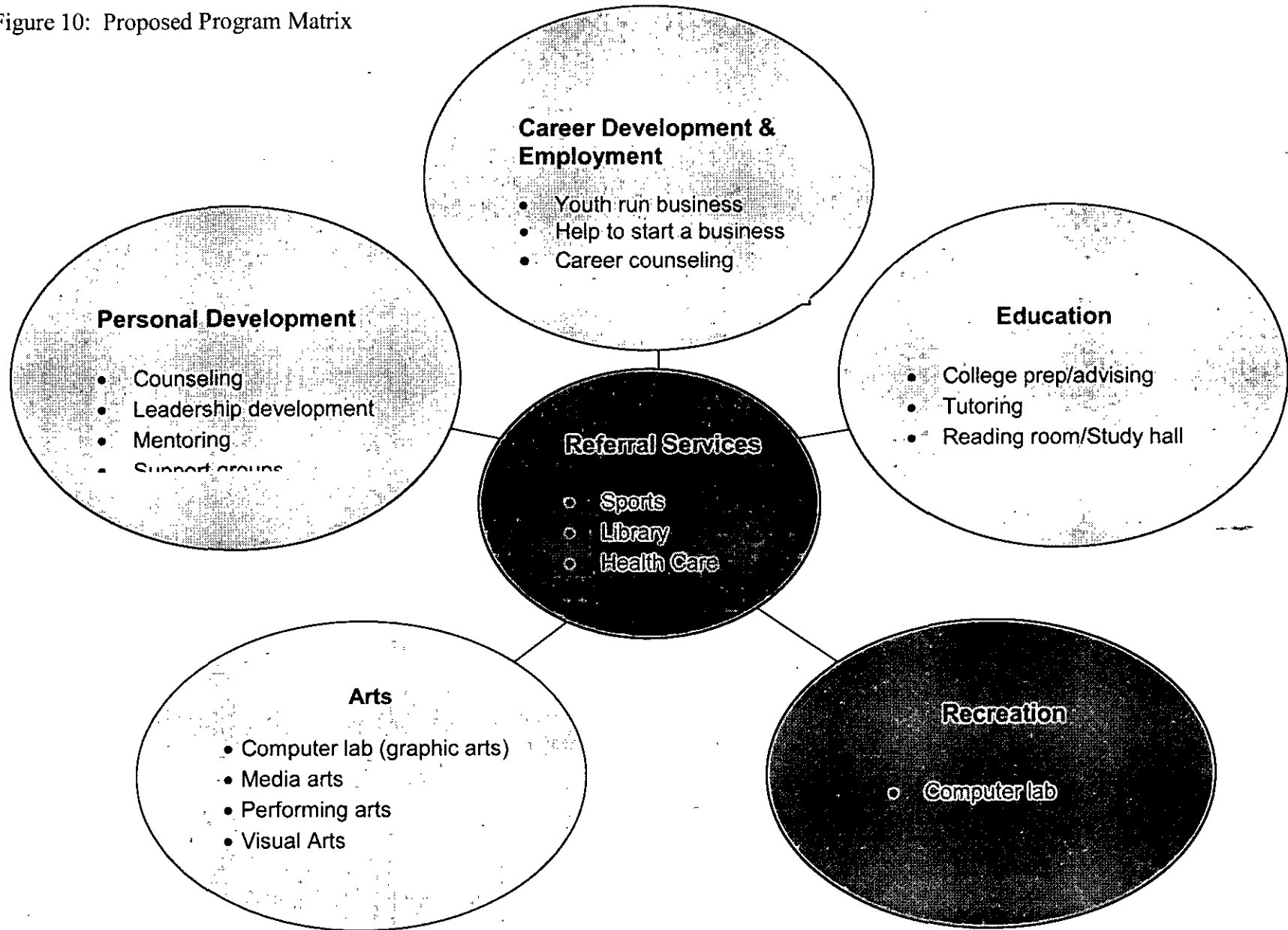**Check all that apply.**

Based on these results, it is clear that programs and services must be free and that job training is high priority. There are many jobs/careers within the broad categories of computers, food, and arts. Thus, planning is needed for specific and individual program planning that will fall under these categories. The five key program areas identified were: Personal Development, Arts, Education, Career Development and Employment, and Referral Services. Figure 10 displays the program matrix. Within the personal development program area, programs should include counseling, leadership development, mentoring, and support groups. The multi-arts program area should host relevant programs that focus on media arts, visual arts, performing arts, and graphic arts. The education program area should host programs that focus on college preparation, academic advising, and tutoring. A study hall was requested in the center as part of this program area. The career development and employment program area should focus programming on career counseling, job training, and entrepreneurship. Lastly, the referral services program area will not host any specific programs. Rather this area will refer youth to existing health services, and sports and recreation programs in (West) Oakland. Based on data and after much discussion, it is the recommendation of the PSCM that age-specific programming be available for 13-15 year olds, 15-19 year olds, and 20-24 year olds.

Programs should be offered in multiple languages. Future planning should ascertain which languages may best serve program participants. Having the WOTC open after school hours, as well as weekend hours is a key recommendation. Having the WOTC open during these hours

may be a deterrent to youth crime, as most reported crime committed by adolescents happens after school hours.

Once the program matrix was complete, the PSCM collaborated with the architecture and art & design Workgroup to determine how many youth could be served in the proposed programs. This allowed that Workgroup to create floor plans that accurately divided the square foot usage per participant to ensure maximum utilization of space.

Figure 10: Proposed Program Matrix

Career Development & Employment
- Youth run business
- Help to start a business
- Career counseling

Personal Development
- Counseling
- Leadership development
- Mentoring
- Support groups

Education
- College prep/advising
- Tutoring
- Reading room/Study hall

Referral Services
- Sports
- Library
- Health Care

Arts
- Computer lab (graphic arts)
- Media arts
- Performing arts
- Visual Arts
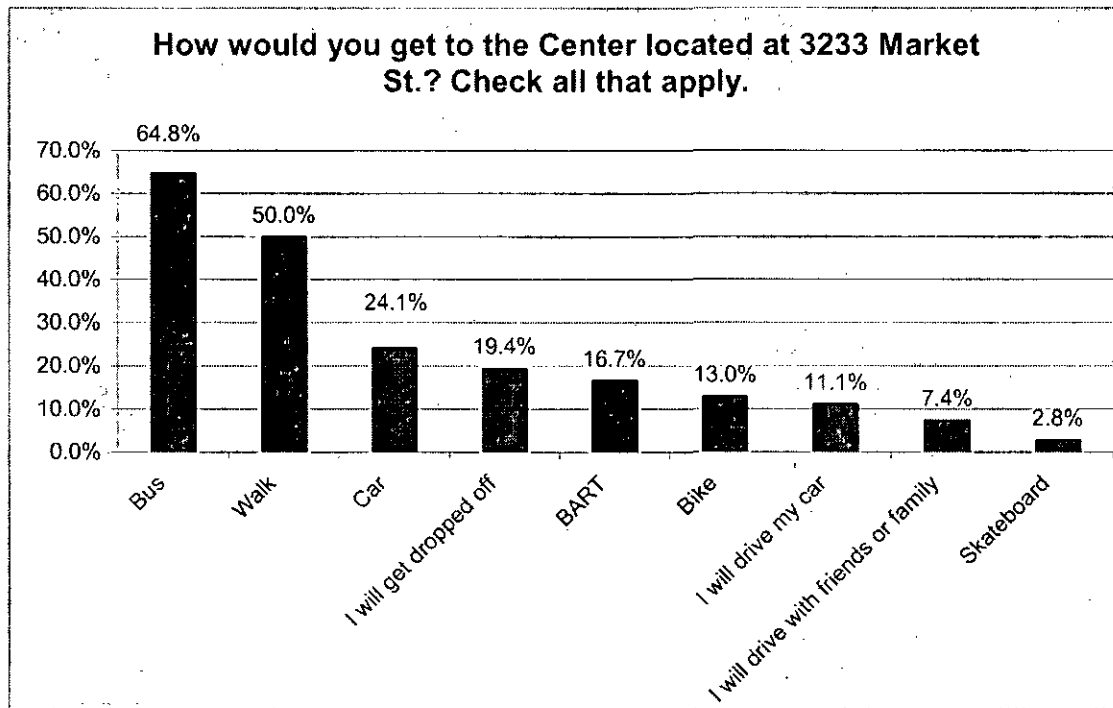
Recreation
- Computer lab

Architecture, and Art & Design Workgroup Findings and Decisions

The architecture and art & design workgroup (AAD) worked with the Architects to design the proposed floor plan for the WOTC based on the program matrix. There were a total of eight AAD Workgroup meetings between February and July 2009. The AAD included two adult participants who were trained in architecture, design and construction, and offered their expertise at meetings. Finally, AAD designed a logo for the WOTC, which was printed on t-shirts and all outreach material that was distributed, and helped to paint a banner, which now hangs outside the center.

Although the floor plan was revised many times, the youth were consistently adamant about several points related to the design: that the entrance change to face the eastern side of the center, on Market Street (currently the building's main entrance is on Brockhurst Street); that a large space is created for a stage and dance area; that a window, also facing the Market Street side, is built to sell food/snacks; and that the current parking area of the building be converted to a covered seated area to serve as a lounge/dining area. This last point was determined because more than half of respondents indicated they would take the bus and/or walk to the WOTC, rendering the parking lot in that area not necessary (Figure 11).

Figure 11: Travel Methods to the Center

How would you get to the Center located at 3233 Market St.? Check all that apply.

Method	Percentage
Bus	64.8%
Walk	50.0%
Car	24.1%
I will get dropped off	19.4%
BART	16.7%
Bike	13.0%
I will drive my car	11.1%
I will drive with friends or family	7.4%
Skateboard	2.8%

The architects conducted a survey of the physical space and utilities available to meet the program needs of the youth. The priorities and options of the design were discussed and distilled

into a mutually acceptable final conceptual drawing. The final drawing was analyzed for practicality and cost considerations. According to the architects, the approved conceptual design, for a single floor structure, has the following salient space-volume distribution:

1. One main controlled entry from Market Street;
2. A revamped and re-equipped kitchen;
3. Additional storage spaces for the kitchen;
4. Newly built restrooms to meet accessibility;
5. An enlarged main hall with folding partitions for multiple uses;
6. New raised stage for chair storage;
7. A ramp and easy emergency egress to exits;
8. Computer lab, offices, and classroom/meeting rooms along Market Street;
9. Folding partitions in the dining hall to create counseling offices;
10. Imaginative uses of external open space for career oriented classes after demolition of the existing stage, baptismal, and pastor offices; and
11. Wide passages for easy transition and emergency exit.

Based on survey results and the AAD work, it is important that the WOTC is built to best meet the needs of the programs, and that the space is configured for maximum utilization. The proposed floor plan for the WOTC appears in Appendix 2. It is recommended that the kitchen and dining area be used for job training in the food industry, and as a way to generate revenue in the WOTC. The computer lab should be used for college prep/advising, homework assistance, as well as media and graphic arts. In addition many of the personal development programs should be held in the classroom spaces directly adjacent to the stage area. Lastly, the stage area should host visual and performing arts programs, and host events/performances as an additional way to generate revenue in the WOTC.

In the coming months it is recommended that the conceptual design be developed into final construction documents, incorporating new utilities, insulation and weatherproofing. The construction of the WOTC is *targeted* to begin in the summer of 2010, and complete by the end of 2011. It is the hope that the WOTC will revitalize the neighborhood and help to reduce the blight and social decline that Oakland is grappling with.

The organizational design and safety workgroup (ODS) created the WOTC's proposed mission statement, as well as engaged in initial discussions relating to safety in the WOTC.

The ODS began by creating the mission statement. In order to create it, the ODS discussed various topics such as how the WOTC will be different from neighboring organizations and centers, the kind of environment that youth wanted the WOTC to have, how the WOTC could help to curb violence, and how the WOTC could contribute to the success of West Oakland youth. As a response to these questions a proposed mission statement was created.

The workgroup moved on to discuss if the WOTC would serve as a membership center (a membership center may mean that youth who came, would have to sign up to be a member (free), and for services and programs) or a drop-in center (a drop-in center may mean that youth would not have to be a member, and could drop in whenever needed or wanted). When asked this question on the survey, there was very little statistical difference between responses, a margin of less than 3% (Figure 12).

Figure 12: Membership or Drop In Center
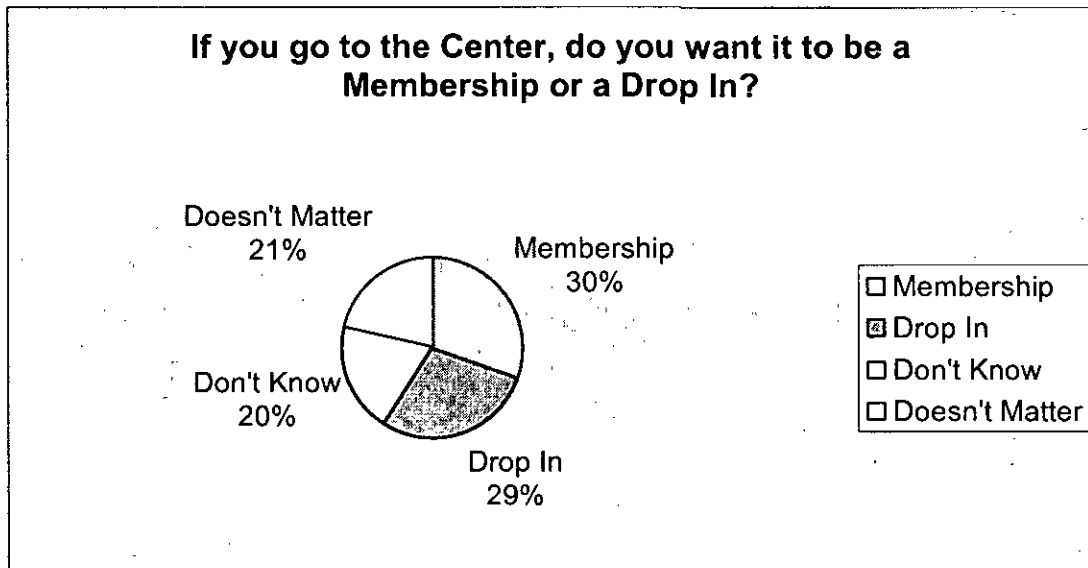
Safety was a great concern for workgroup members, as well as respondents. When asked to rate the safety of their neighborhood, the majority of respondents, across gender, on average reported their neighborhood as "not safe" (Figure 13). Sixty-four of the 108 respondents feared that safety would or may be a concern (indicted as "yes" or "I don't know" while traveling to the WOTC (Figure 14).

The top two methods of security measures that more than half of respondents preferred are staff (57%), a camera (45%), and a security guard (45%) (Figure 15).

Figure 13: Safety of Your Neighborhood

Rate the Safety of your neighborhood by choosing below (1 not safe at all-5 most safe)

Choose one — 2.61

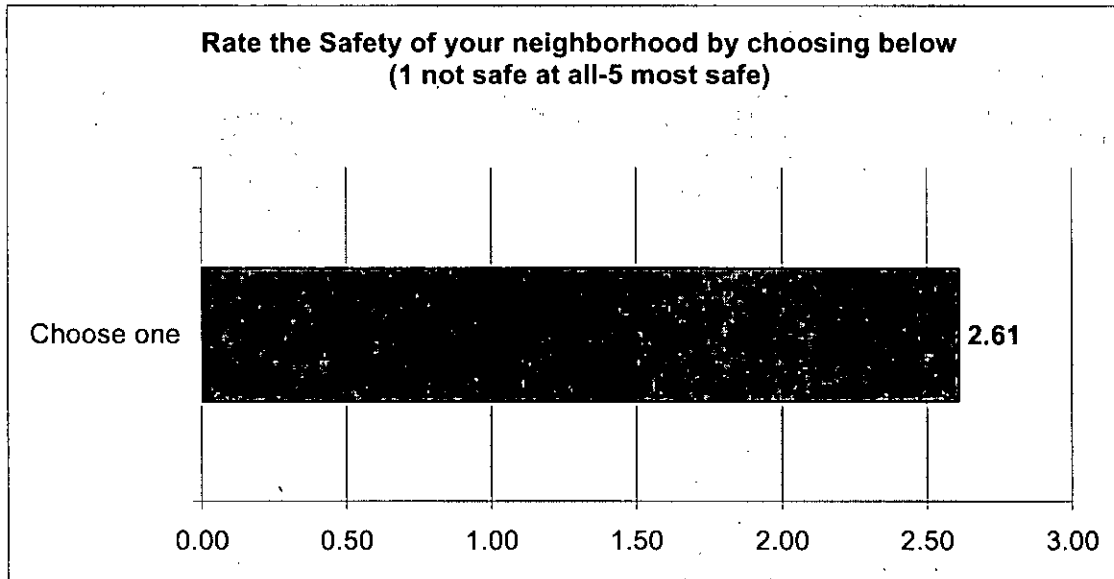| 0.00 | 0.50 | 1.00 | 1.50 | 2.00 | 2.50 | 3.00 |

Figure 14: Concern About Safety While Traveling to the Center

Would safety be a concern while traveling to the Center?

Yes, please explain 14%

No 40%

Don't know 46%

- □ No
- ▥ Don't know
- □ Yes, please explain
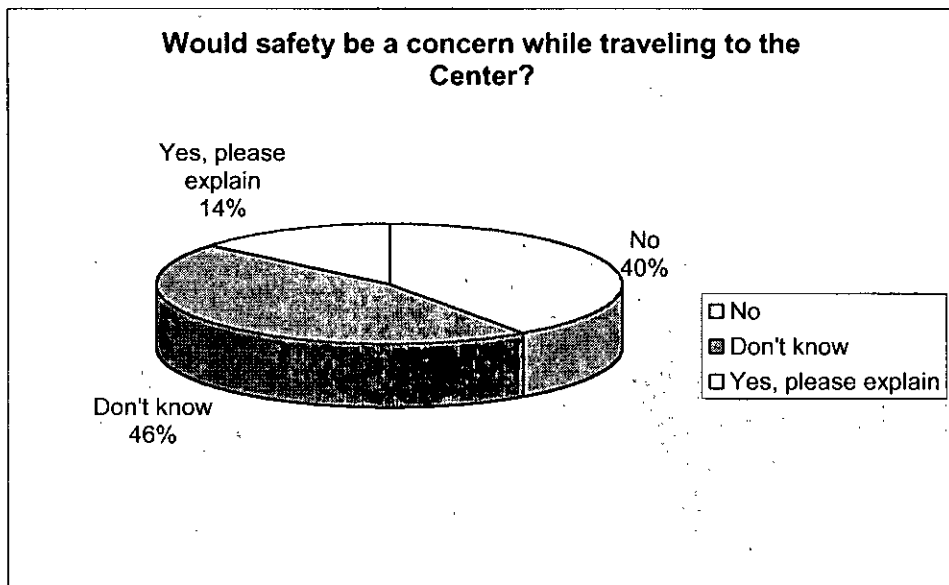
Figure 15: Security Measures Inside the Center

What would make you feel the most comfortable in terms of safety and security in the center? Circle all that apply.

Staff: 57.4%
Camera: 45.5%
Security guard: 45.5%
Youth security team: 38.6%
Police officer: 28.7%
Involvement of parents or guard...: 20.8%
Neighborhood watch: 17.8%
Other (please specify): 5.9%
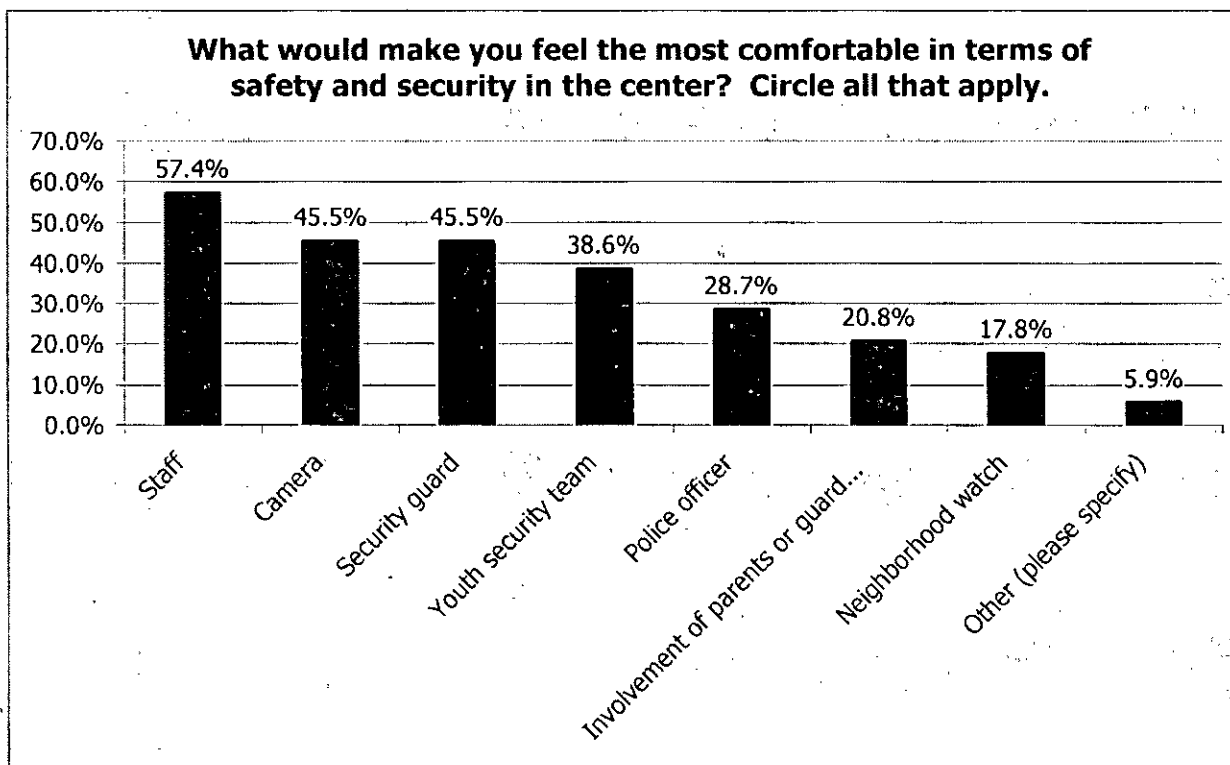
Additionally, although nearly half of participants stated that transportation would not be an issue for them to come to the WOTC, 2/3 of youth stated if there was a free or low cost way of transportation to the WOTC, they would be more likely to come (Figure 16).

Figure 16: Transportation Cost to WOTC

Would you be more likely to come to the Center if there were free or low cost transportation?

Don't know 13%
No 7%
Maybe 19%
Yes 61%

☐ No
☒ Yes
☐ Maybe
☐ Don't know
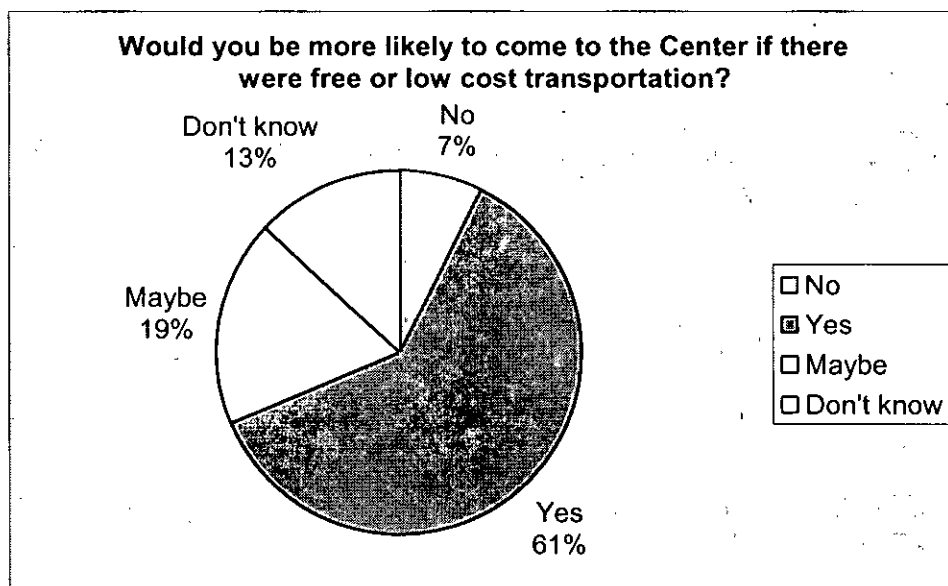
Based on the data and workgroup findings, the following is a proposed mission statement (it should be noted that this statement was written entirely by youth after two meetings of this Workgroup):

> *"The West Oakland Teen Center mission is to serve and protect the youth primarily in West Oakland and throughout Oakland, no matter an individual's ethnic or racial background, sex, gender, sexuality, religion, lifestyle, and health status. We believe in educating people to help them educate themselves. To change the safety issues within our community, we provide services not only to keep youth safe and learning, but also to have fun. The youth are the most important individuals to us, the reason for our being. We support all youth in any aspect of their lives."*

Additionally, it is recommended that the WOTC serve as a membership center. This aims to create a stronger sense of community in the WOTC, create easier methods to better orient youth to the variety of programs and services, and also retain youth. Any drop-in services that youth identify would be handled with the referral services program area. It is also recommended that staff, security guard(s) and a youth security team serve as the main security measures for the WOTC. On a visit to the RYSE Center in Richmond, CA the lead team learned about how RYSE utilizes a youth security team whom they call "Culture Keepers". The Culture Keepers are youth employed to monitor the different areas of the RYSE, such as the computer lab, providing security and simultaneously building relationships with the youth who come to RYSE. In addition to staff and a camera, this may be an efficient, reproducible model for the WOTC that could employ youth, could provide an answer to safety concerns, and foster relationships with youth across neighborhoods or "turfs" in West Oakland. Lastly, it is recommended that the WOTC offer low cost or free methods of transportation to accommodate the youth traveling to the WOTC.

FISCAL IMPLICATIONS

The estimated total project budget for a single floor building is $4,500,000, and $ 6,900,000 for a double story. Funding currently available is as follows:

1. $478,172, the balance of the redevelopment funds budgeted by Council in FY 07-09;
2. $100,300 in CDBG funds for capital improvements granted for FY 09-11; and
3. $75,000 in CDBG funds for programming granted for FY 10-11.

Additional funding will need to be secured for staffing and operational needs for the WOTC. We have identified and are cultivating several funding sources for this project, including local, state, and federal grants. We are also pursuing corporate and community support.

Everyone involved with planning for the WOTC believe that an investment in the WOTC will be an investment in the youth of West Oakland, possibly curbing violence, increasing rates of academic achievement, increasing employment, and engaging more youth of Oakland in economic and community development.

RECOMMENDATIONS FOR FUTURE PLANNING

Based on the work on all involved in the project, the following are recommendations for future planning divided into workgroups (although these workgroups may not exist in the same structure). For all future planning, it is highly recommended that youth be involved in every step as decision makers and active participants.

Programs, Services, and Community Mapping

Additional planning is recommended to fully determine programming aspects, such as the specific programs, program parameters, program partners, and program schedule. This will help to determine staffing, and will help the center in outreach efforts to West Oakland youth. Future planning should ascertain if programs will be available in multiple languages, and which languages may best serve program participants.

Architectural and Art & Design

In order to strengthen youth and community buy-in into the WOTC, it is recommended that youth continue to be involved in the art, design and the construction of the WOTC. For instance, a team of youth artists could work to paint, create murals or lead the interior design of the WOTC. Or, youth that are involved in construction apprenticeship programs, could help with construction.

Organizational Design and Safety

Additional planning should focus on building the infrastructure of the WOTC. This should include workforce planning which will include adult and youth staffing, decision-making procedures, safety policies, staff and youth accountability measures such as agreements, developing a collective theory of change, and a shared understanding of the outcomes of the WOTC among youth, staff and key stakeholders.

CONCLUSION

The WOTC Surveying and Planning Project sought to hear from youth in West Oakland about their lives, concerns, needs and wants for a new center. This Report was an attempt to share what we learned from youth, what we make of the findings, and important foundational decisions. The WOTC stands to serve and positively impact West Oakland youth, particularly those who have been negatively affected by their environment. The hope that the youth have for the WOTC can be summarized in the following statement from the interns:

> *"The center will create a space where youth can be engaged, will support youth in developing their talents and life skills, will create a space that youth feel welcomed and safe, will empower youth so that they can renovate their view of who they are and the value of their community, and will create a space that is open-minded, respectful, and accepting of others."*

APPENDIX 1: West Oakland Teen Center Survey

Hello. My name is _____ and I am a Youth Intern with the new "West Oakland Teen Center" located at Brockhurst Ave. and Market St. The center hasn't opened yet, and we are surveying youth from West Oakland to see programs and services they'd like the Center to have available. The survey will take 15 minutes, and you will receive a 10-ride youth bus-pass for <u>fully completing</u> the survey. Would you be able to complete our survey?

If they say YES, then ask "Do you live in West Oakland?"

If they DON'T live in West Oakland, say "Thank you for your time, but we are only surveying youth that live in West Oakland."

If YES, continue and ask "How old are you?" _____

If they are NOT between the ages of 13-24, say "Thank you for your time, but we are only surveying West Oakland youth ages 13-24."

Your answers are strictly confidential. Your participation is voluntary and your name will not be identified with your answers.

1.) Which neighborhood do you live in (what is the intersection/cross streets)?

_____

_____

      1a.) Rate the safety of your neighborhood by circling below (1 not safe at all-5 most safe).

Not Safe At All   Very Safe

    1   2   3   4   5

Section 1 - Programs, Activities and Services

2.) Do you do/use any programs/activities/services in your (West Oakland) neighborhood, such as afterschool programs, religious programs, healthcare services, etc.?

   ○   No   ○   Yes   ○   Sometimes

    2a.) If no, why not? _____
    2b.) How do you find out about the youth programs and services in the area?

_____

_____

_____

2c.) If yes, please complete the chart for the **2 programs/activities/services you use MOST**:

Program	Is the program free?	Are you satisfied with it?	How do you travel there?
	○ No ○ Yes ○ Sometimes	○ No ○ Yes ○ Sometimes Please explain: _____ _____ _____	○ Bus ○ BART ○ Walk ○ Skateboard ○ Bike ○ Car (check below) _____ I drive my car _____ I drive with friends or family _____ I get dropped off
	○ No ○ Yes ○ Sometimes	○ No ○ Yes ○ Sometimes Please explain: _____ _____ _____	○ Bus ○ BART ○ Walk ○ Skateboard ○ Bike ○ Car (check below) _____ I drive my car _____ I drive with friends or family _____ I get dropped off

3.) How do you want the environment (the vibe) to be when you come to the Center?

_____

_____

4.) Check which programs, activities, or services you'd like to see in the Teen Center.

- ○ College prep/advising
- ○ Computer lab
- ○ Counseling
- ○ Having a youth run business
- ○ Health/medical services
- ○ Help to start a business
- ○ Leadership development
- ○ Library/books available
- ○ Media arts (djing, music/film, web desig production)

- ○ Mentoring
- ○ Performing arts (dancing, theatre, singing, instrument, spoken word)
- ○ Recreation (e.g .cooking, woodworking, sewing, bike repair)
- ○ Sports/recreation
- ○ Support groups
- ○ Tutoring/homework assistance
- ○ Visual arts (drawing, graffiti art, photography, painting)
- ○ Other (please describe) _____

5.) Do you feel the Center should be a multi-lingual space?

○ No   ○ Yes   ○ Maybe   ○ Don't know

6.) Do you want job-training program(s) at the Center?

○ No   ○ Yes   ○ Maybe   ○ Don't know

6a.) Which jobs/industries are you interested in? Check all that apply.

- ○ Accounting-Finance
- ○ Advertising
- ○ Architecture-Building
- ○ Art-Photography-Journalism
- ○ Automotive-Motor Vehicles
- ○ Broadcasting-Radio-TV
- ○ Construction
- ○ Computers
- ○ Education-Teaching
- ○ Engineering
- ○ Entertainment
- ○ Environmental

- ○ Exercise - Fitness
- ○ Fashion - Apparel - Textile
- ○ Food
- ○ Healthcare - Health Services
- ○ Hotel - Resort
- ○ Newspaper
- ○ Not for Profit
- ○ Real Estate - Property Management
- ○ Science
- ○ Social Services
- ○ Transportation
- ○ Travel
- ○ Other _____

7.) If you go to the Center, do you want it to be a Membership or Drop In? A Membership center might mean that you would have to sign up to be a member (free), and for services and programs. A Drop In center might mean that you wouldn't have to be a member, and could drop in whenever needed or wanted. Circle one.

Membership   Drop In   Don't know   Doesn't matter

7a.) If you chose membership or drop in, please explain

_____

_____

--

Section 2 – Safety

8. What would make you feel the most comfortable in terms of safety and security in the center? Circle all that apply.

Security guard(s)
Police   officer(s)
Staff
Camera(s)

Neighborhood watch
Youth security team
Involvement of parents or guardians
Other (please write in) _____

8a.) Please explain your answer

_____

_____

9.) Rate how comfortable you feel with each group? Please circle a number for each group (1 not comfortable at all-5 very comfortable).

	Not comfortable at all			Very Comfortable	
Seniors (65+)	1	2	3	4	5
Middle-aged people (35-65)	1	2	3	4	5
Young adults (20-24)	1	2	3	4	5
Teenagers (13-19)	1	2	3	4	5
Younger than 13	1	2	3	4	5

--

Section 3- Transportation

10.)   How would you get to the Center located at 3233 Market St.? Check all that apply.

○   Bus   ○   Walk   ○   Bike

○   BART   ○   Skateboard   ○   Car (check below)
_____ I will drive my car
_____ I will drive with friends or family
_____ I will get dropped off

11.) Where would you most likely travel from to get to the Center? Check all that apply.

    ○ School   ○ Home   ○ Work   ○ Other

12.) Would safety be a concern while traveling to the Center?

    ○ No   ○ Don't know   ○ Yes, please explain _____

                                                                   _____

                                                                    _____

13.) Would you be prevented from coming to the Center because of travel costs?

    ○ No   ○ Yes   ○ Maybe   ○ Don't know

14.) Would you be more likely to come to the Center if there were free or low cost transportation?

    ○ No   ○ Yes   ○ Maybe   ○ Don't know

15.) Which hours would you most likely come to the Center? Check all that apply.
- ○ During the weekday (8:00-3:00pm)
- ○ After school hours (3:00-6:00pm)
- ○ In the weekday evening (6:00pm-12:00am)
- ○ Saturday morning (8:00am-12:00pm)
- ○ Saturday afternoon or evening (12:00-5:00pm, 5:00-9:00pm, 9:00pm-12:00am)
- ○ Sunday morning (8:00am-12:00pm)
- ○ Sunday afternoon or evening(12:00-5:00pm, 5:00-9:00pm, 9:00pm-12:00am)

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Section 4- Self and Family

16.) Do you have any talent(s)? (A talent is something you're really good at doing.)

    ○ No   ○ Don't know   ○ Yes, please explain _____

                                                                    _____

17.) Do you have a hobby(ies)? (A hobby is some

    ○ No   ○ Don't know   ○ Yes, please explain _____

                                                                    _____

18.) Rate your skills in the following areas (1 lowest-5 highest).

	Lowest				Highest
Reading	1	2	3	4	5
Writing	1	2	3	4	5
Math	1	2	3	4	5
Being on time	1	2	3	4	5
Public Speaking	1	2	3	4	5
Computer/typing	1	2	3	4	5
Office skills	1	2	3	4	5
Art, dance, music, photography, poetry	1	2	3	4	5
Other _____	1	2	3	4	5

19.) Who do you live with? Circle all that apply.

Mother	Father	Husband/wife
Grandparent(s)	Sibling(s)	On my own
My children	Foster parent(s) (un-related)	Boyfriend/Girlfriend
Group home	Other (please specify) _____	

20.) Which language(s) are spoken at home? Circle all that apply.

English	Spanish	French/Creole	Amharic
Tigrinya	Arabic	Swahili	Cantonese
Mien	Hmong	Vietnamese	Other_____
Sign	Mandarin		

21.) Do you have any brothers and sisters?

- No
- Yes

21a.) If yes, how many of each and how old are they?
Number of Brothers _____ Ages _____
Numbers of Sisters _____ Ages _____

22.) Do you have any children?

- No
- Yes

22a.) If yes, how many and hold are they?
Number of children _____ Ages _____

23.) Do they live with you?

- No
- Yes

23a.) If no, who do they live with? _____

Section 5 – Education

24.) What was your parent(s)/guardian(s) highest level of education? Check for both parents (if both).

Middle/grade school graduation	High school diploma	Post-college (Master's or PhD)
Some high school	Some college	
GED	College graduation	

25.) What is currently your highest level of education? Circle one.

Middle/grade school graduation	High school diploma	Post-college (Master's or PhD)
Some high school	Some college	
GED	College graduation	

26.) Are you currently enrolled in school?

○ No   ○ Yes. Which school? _____

27.) Are you able to study/do homework at home?

○ No   ○ Sometimes   ○ Yes

27a.) If no or sometimes, please explain

_____

_____

_____

28.) Are there any significant issues at home that affect you?

○ No   ○ Sometimes   ○ Yes

28a.) If sometimes or yes, please explain

_____

_____

_____

29.) Where do you see yourself in 5 years?

_____

_____

29a.) If you see yourself in college/would like to go to college, what would you want to study/major in? _____

30.) What is your ideal job or career?

_____

31.) Have you experienced any of the following obstacles to furthering your education or career goals? Check all that apply.

- ○ Have a child(ren)
- ○ Have family problems
- ○ Have a police record
- ○ (Previous) trouble in school
- ○ Don't have money
- ○ Don't know what I want to do

- ○ Don't feel like I have support
- ○ Don't like school
- ○ Don't feel like I fit in or I'm made fun of
- ○ Don't have transportation
- ○ Other please describe _____

_____

--

Section 6- Employment and Income

32.) Are you currently employed?

- ○ No
- ○ Yes

32a.) Where is your job located? Circle one.

West Oakland	East Oakland	San Leandro
Downtown Oakland	North Oakland	San Francisco
Berkeley	Alameda	Other _____

33.) What is your approximate family income? Circle one.

Below $ 13,000	$ 61,000-81,000
$ 13,000-21,000	$ 81,000-100,000
$ 21,000-41,000	$ 100,000 +
$ 41,000-60,000	Don't know

34.) If you are in school, do you receive or do you qualify for: Circle one.

Reduced lunch   No

Free lunch   Don't know

35.) Do you receive public assistance?

○   No   ○   Don't know   ○   Yes

35a.) If yes, which kind do you receive? Circle all that apply.

WIC   Welfare   SDI/disability

Food stamps   EDD/unemployment   Foster Care benefits

Other _____

36.) Do you have health insurance?

○   No   ○   Don't know   ○   Yes

36a.) If no, how do you receive health care? Circle one.

Free clinics   Emergency room   Don't receive health care

36b.) If yes, how are you insured? Circle one.

Private insurance (through parents or guardians e.g. Kaiser)   Medi-Cal

--

Section 7 – Demographics

37.) What is your racial/ethnic background? Circle all that apply.

Black/African American   White
Latino   Mixed race
Asian or Pacific Islander   Indigenous/Native American
Southwest Asian or North African/Arab Other

38.) What is your sex? Circle all that apply.

Female   Male   Transgender/Transexual   Intersex   Other

39.) What is your sexuality? Circle all that apply.

Hetereosexual (Straight)   Questioning   Gay   Other

Lesbian   Queer   Bisexual

Section 8 – Personal Information (Voluntary)

40.) Would you like to get involved or keep updated with the planning of the Teen Center?

   ○   No   ○   Yes

If no, thank you, and here is your bus pass!

   40a.) If yes, please give us your contact information so that we can plug you in! Your personal information will be kept separate from your survey answers so that it remains confidential.

   Name_____

   Address_____
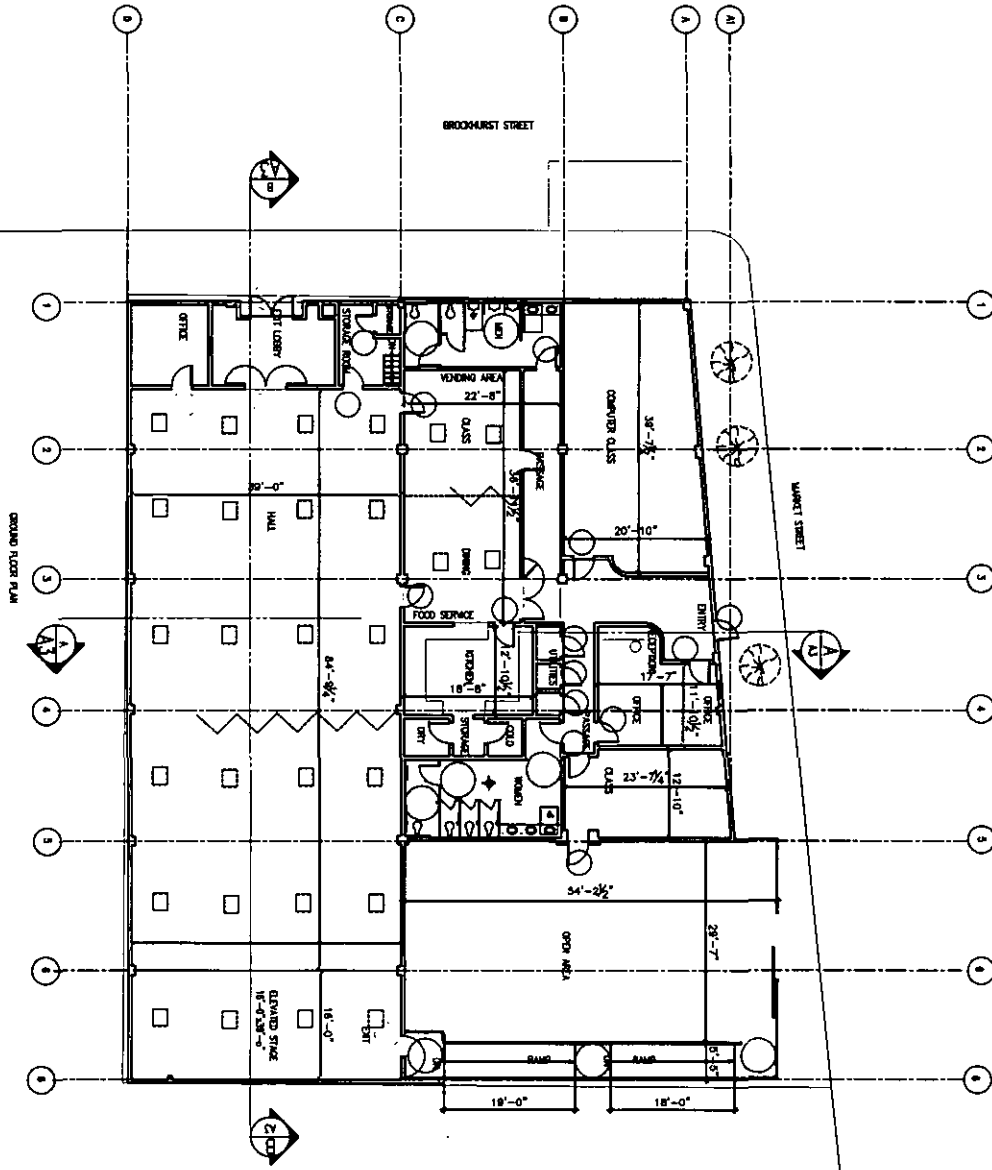
   Phone_____

   Email _____

   40b.) We will have different workgroups that people can get involved with. Which would you like to do? Check all that apply.

   ❑ Architecture and Design Committee (designs the inside and outside of the teen center)
   ❑ Art and Design Committee (designs the logo and other needs)
   ❑ Program Committee (designs, the programs, activities, and services for the Center)
   ❑ Organizational Design Committee (designs, the mission, values, goals)
   ❑ Outreach and Media Committee (designs the outreach and media plan for the Center)
   ❑ Safety Committee (designs a safety plan for the Center)
   ❑ Community Mapping Committee (creates a map of already existing, activities, programs, services, etc. in the neighborhood)

Thank you! Here is your bus pass.

APPENDIX 2a

BROCKHURST STREET

MARKET STREET

GROUND FLOOR PLAN

OFFICE

GUEST LOBBY

STORAGE ROOM

VENDING AREA
22'-8"

CONFER. CLASS

HALL
39'-0"

DINING

FOOD SERVICE

KITCHEN
18'-8"

STORAGE

UTILITY

CLASSROOM
11'-7"

OFFICE
11'-10 1/2"

OFFICE
12'-10"

23'-11 1/4"

ENTRY

STAGE

ELEVATED STAGE
18'-0"X36'-0"

MAIN ROAD

29'-7"

RAMP

RAMP

54'-2 1/2"

19'-0"

18'-0"

A-11

PROPOSED WEST OAKLAND YOUTH CENTER
3233 MARKET STREET, OAKLAND 94608-4306

GERSON/OVERSTREET
architects

APPENDIX 2b

GERSON/OVERSTREET
architects

PROPOSED WEST OAKLAND YOUTH CENTER
3233 MARKET STREET, OAKLAND 94608-4306

A-10