City of Emeryville/Emery Unified School District Education and Youth Services Master Plan

Prepared by:
The Education and Youth Services Task Force

Adopted by:
The Emeryville City Council and
Emery Unified School District Advisory Board

Date:
August 12, 2002

TABLE OF CONTENTS

Attachments

EXECUTIVE SUMMARY

In November 2001, the City of Emeryville (City) and the Emery Unified School District (EUSD) jointly created the Education and Youth Services Task Force (EYSTF), a broad based group representing residents, businesses, parents of EUSD students, elected officials and City/EUSD staff members. This group was charged with articulating a community vision for Emeryville youth and identifying opportunities to coordinate education and youth services in the City of Emeryville and the Emery Unified School District in a manner that is consistent with this vision. One of the major goals of the EYSTF was to develop an Education and Youth Services Master Plan, which would establish the guiding vision for youth in Emeryville and identify recommended action steps for education and youth services.

Since its inception, the EYSTF has met several times. After the initial meeting, a community survey was conducted to gather input regarding existing and desired youth programs and facilities. At its second meeting, the EYSTF discussed its mission, goals and core values for cooperative programs, all of which provide the basis for a community vision for youth. The group then brainstormed a list of potential cooperative projects in the areas of facilities, administrative and programs. After considering preliminary cost and implementation information prepared by staff, the EYSTF developed a final list of high priority projects and programs, which is the recommended Action Plan for Education and Youth Services in Emeryville.

COMMUNITY VISION FOR YOUTH

Based upon its own task force mission statement, the stated goals of the Math, Science, Technology Initiative, and the agreed upon core values and interests for cooperative programming, the EYSTF coalesced around a common vision for youth in Emeryville, as stated below:

> **The Emeryville community is committed to fully developing the potential of all youth and to providing choices for students in order to cultivate each child's gifts and talents. Our community vision is to create and sustain a safe, nurturing and enriching environment in which youth can flourish and become contributing members of society. The foundation of this vision is a strong and active partnership among the City, EUSD and all segments of the community, so that powerful learning is a citywide experience and responsibility.**

ACTION PLAN FOR EDUCATION AND YOUTH SERVICES

Highest Priority Projects and Programs

1. Develop a City/EUSD Facilities Master Plan that addresses the need for a community center and for renovated or new elementary and middle school facilities. This Facilities Master Plan should consider the potential acquisition and development of a central location for youth and civic facilities in Emeryville, such as the AC Transit site. The Facilities Master Plan should also consider opportunities to more fully use existing facilities.

2. Pursue additional resources for youth services and programs and consistently assess these funding sources.

3. Analyze high priority program options to accomplish the following:
    *   design appropriate programs
    *   develop cost information
    *   evaluate feasibility of implementation
    *   include in efforts to obtain additional resources.

4. Provide incentives for attracting and retaining good teachers.

5. Support the continued implementation of the Math, Science, Technology Initiative (MSTI) at EUSD in partnership with the Bay Area Coalition for Equitable Schools (BayCES).

High Priority Ongoing Efforts

1. Achieve better coordination of City and EUSD youth services.

2. Institutionalize business community involvement in the schools.

3. Regularly assess and evaluate program effectiveness and refine current program offerings to meet identified needs and priorities.

4. Coordinate EUSD and ECDC staff for smooth transition from pre-school to kindergarten.

MEMBERS OF THE EDUCATION AND YOUTH SERVICES TASK FORCE

City of Emeryville

City Council
Nora Davis/Dick Kassis

City Manager
John Flores

Recreation Committee
Steve Bond

Friends of the Child Development Center
Carmen Santisteban

Community

Emeryville Chamber of Commerce
Bob Canter

Emeryville Education Foundation
Ron Mooney

45th Street Artists Cooperative
Sharon Wilchar

Community Member at Large
Joshua Simon

Business Member at Large
John Gooding

Bay Area Coalition for Equitable Schools
Tony Smith

Golden Gate Branch Library
Kathy Burns/Don Waters

Emery Unified School District

Advisory Board
Cheryl Webb

EUSD Administrator
Henry Der

Teacher Representative
Ingrid Eliasson

School Parent Representatives

Anna Yates Elementary School
Angela Baranco-Mason

Emery Middle School Academy
Renita Cummings

Emery High School
Michael Wallace

Student Representative
Jonathan Wallace

BACKGROUND

The City of Emeryville is a small urban city encompassing 1.2 square miles in the heart of San Francisco's East Bay Region. Growth and development during the past 20 years has transformed Emeryville from an industrial city to a modern center of commerce. In addition, the residential population has grown significantly, as the housing stock has increased and more families have chosen to make Emeryville their home. As of the 2000 census, there were nearly 6,900 residents in Emeryville, of which 893, or 13%, were under the age of 20. In addition, there are many youth from neighboring communities who attend Emery schools and participate in Emeryville programs. All of these youth members of the Emeryville community are the focus of this Education and Youth Services Master Plan.

Both the municipal government of the City of Emeryville (City) and the Emery Unified School District (EUSD) have consistently worked to provide excellent education, enrichment and recreation programs to the youth of Emeryville. EUSD is a K-12 public school district that operates three schools: Anna Yates Elementary School, Emery Middle School Academy and Emery High School. For the past several years, total enrollment at EUSD has been nearly 1,000 students per year.

The City operates a Child Development Center (ECDC), which provides early childhood education for ninety infants and toddlers each year. In addition, Head Start operates two programs in Emeryville, one at the ECDC and another on the Emery High School Campus. The City's Recreation Department provides a diverse range of recreation and educational enrichment programs to youth from ages 4 through 18 years. From its inception in the mid-1990s, the department has grown and dramatically increased the number and range of programs provided with a significant investment of City resources. The number of youth served annually has grown from 640 in 1995 to approximately 2,300 in 2001, an increase of more than 350% in six years. These numbers reflect participation by program series, so that individuals who participate in more than one program are counted more than once. Most of the programs are held at the City's Robert Savage Recreation Center, which is located within walking distance of both Anna Yates Elementary School and Emery High School.

History of Collaboration Between City and EUSD

In serving the youth of the Emeryville community, the City and EUSD have a history of collaboration and partnership. For example, the City provides before and after school programs for Anna Yates students, as well as after school arts and leadership programs for Emery Middle School students. During summer vacation, the City provides a day camp for youth ages 4.5 to 12 years, a leadership program for youth ages 12-14 years and leaders in training program for youth ages 13 to 17 years, as well as a community lunch program serving free lunches to youth ages 4 to 17 years. These programs, as well as many others provided through the Recreation Department, are designed with input and collaboration from EUSD to insure that identified student needs are being met.

EUSD has partnered with the City on this array of programs by providing many of the facilities in which the programs are held through a Joint Operating Use Agreement with the City. Emery High School is the location of the only large sports complex in the City, which includes an outdoor sports field, an indoor gymnasium and a 6-lane 25-yard swimming pool. The City uses this facility for the aquatics program, portions of the summer day camp program and a number of sports programs. In addition, some the City's recreation and enrichment programs are located on-site at Anna Yates Elementary School and Emery Middle School Academy.

Fiscal Crisis at Emery Unified School District

During the 2000-2001 school year, the community became aware of a fiscal crisis at the Emery Unified School District. The State's Fiscal Crisis Management Assistance Team (FCMAT) began working with EUSD in September 2000 and, after several months work, identified a negative fund balance of $2.3 million. To address this shortfall, EUSD took drastic steps to reduce expenditures and received an emergency loan from the State of California in the fall of 2001. As a part of this loan package, the State Superintendent of Public Instruction appointed an Administrator, who is responsible for operating EUSD until a number of conditions are met. During the tenure of the Administrator, the locally elected governing board is serving as an advisory board.

Recognizing the importance and value of EUSD to the entire Emeryville community, the Emeryville City Council made a commitment to assist EUSD and to work even more closely with EUSD in the future to ensure that this type of crisis would never occur again. Beginning in July 2002, it is anticipated that the City will be leasing the sports facilities at Emery High School (swimming pool, gymnasium and athletic field) from EUSD during times when school is not in session and school sports programs are not using the facilities. For this 40-year lease, the City will pay $1.5 million to EUSD. In addition, the City will be assuming all maintenance costs for the swimming pool and pool locker rooms, as the City will have use of the pool at all times. The revenue that EUSD will receive from lease is an important element of the fiscal recovery plan prepared by the Administrator of EUSD.

Math, Science Technology Initiative

While working together to help resolve the fiscal crisis, EUSD and the City have also continued to strive to improve the educational opportunities available to Emery students. In February 2002, the City and EUSD formally joined together with the Bay Area Coalition for Equitable Schools (BayCES) to support the comprehensive restructuring of the existing K-12 school district through the Math, Science, Technology Initiative (MSTI). MSTI grew from the ideas and hard work of a group of community and business leaders who were able to begin the creation of a new vision for EUSD. With the support of the three partners (EUSD, City, BayCES), the Emery Education Foundation (EEF), the Alameda County Office of Education and the Emeryville community, MSTI will focus on redesigning the educational programs of EUSD, building strong partnerships across the community, and creating an exemplary program for educator training and professional development. MSTI is a long-term effort, which will take an anticipated 4-7 years to be fully

implemented. Its success will depend upon the continued commitment and support of all of the involved agencies and individuals.

Creation of the Education and Youth Services Task Force

The state-appointed EUSD Administrator began at EUSD in August 2001. Shortly after that time, the City and EUSD began to discuss the need to define a larger vision for youth in Emeryville that would not only be consistent with current collaborative efforts but would also lay the groundwork for future collaboration. There was also the desire to draw upon the wealth of resources available in Emeryville, from the business community and the arts community as well as the residents and non-resident participants in Emeryville programs. From this discussion, the concept of the Education and Youth Services Task Force was born.

In November 2001, the EYSTF was created with broad based membership. The task force includes members of the City Council and School Advisory Board, the City Manager, the EUSD Administrator, parent representatives from each school, a teacher representative, the program manager from BayCES, as well as business and community representatives. City staff members attend to provide support and input.

EDUCATION AND YOUTH SERVICES TASK FORCE PROCESS

Step 1. Agreement on Mission and Goals

The EYSTF first met on November 7, 2001. At this meeting, the task force members introduced themselves and shared their views regarding the most important issues facing youth in the Emeryville community. The group agreed upon the following EYSTF Mission, Goals and Desired Outcomes:

Mission

The mission of the EYSTF is to articulate a community vision for youth, from infancy through high school, and to identify opportunities to coordinate education and youth services in the City of Emeryville and the Emery Unified School District in a manner that is consistent with this vision. This mission requires an active partnership among the City, EUSD, Emeryville families, the Emeryville business community and the community at large to improve educational quality and enhance recreational and enrichment opportunities for all youth in the Emeryville community.

Goals

1. Review the education mission and programs of EUSD.
2. Review existing youth services and determine how effectively they are meeting the needs of Emeryville youth.
3. Identify options to change or supplement educational programs and youth services within the next three years.
4. Explore opportunities for youth services to enhance learning and increase youth civic participation.
5. Identify options for utilizing existing EUSD, City and community facilities to support youth services.
6. Strengthen ties with Emeryville businesses and encourage broad-based community involvement in and support for education and youth services programs.
7. Develop a Youth Master Plan that may include the following elements:
   - Research that characterizes and quantifies educational and youth services using such means as surveys, demographic and census data and focus groups.
   - Development of long-term goals for education and youth services.
   - Identification of long-term facility needs to support these goals.
   - Identification of options for implementing enhanced educational programs and youth services, including opportunities for collaboration between EUSD, the City and the Emeryville business community.

Desired Outcomes

The desired outcomes of the EYSTF process include discussion regarding education mission, development of proposals for new or revised educational and youth services programs, receipt of

input regarding use of EUSD, City and community facilities, and completion of a Youth Master Plan.

Step 2. Completion of Community Survey

At the November 7, 2001 meeting, the members of the EYSTF expressed a strong desire to receive input from the community regarding existing and desired youth programs and facilities. The task force members felt that this information was critical to their work and should be available before the group began to evaluate existing efforts or consider potential new options for youth in Emeryville.

To address this need, three community surveys were developed: one to be circulated to Emeryville youth, one to be circulated to City and EUSD staff, and one to be circulated to the Emeryville adult community. The surveys were structured to ascertain the following information:

1.   What types of programs are youth currently participating in?
2.   What types of youth programs are most needed in Emeryville?
3.   When are youth programs most needed in Emeryville?
4.   What are the most important aspects of youth programs?
5.   What are the barriers to participation in youth programs?
6.   What is the perceived quality of facilities operated by the City or EUSD?
7.   What facilities are most needed in Emeryville?

The community surveys were circulated in late December 2001 and early January 2002. The youth surveys were circulated to EUSD students in Grades 3-12. A total of 410 responses were received (estimated return of 43%). The staff surveys were circulated to approximately 275 EUSD and City staff members. A total of 91 responses were received (estimated return of 33%). The adult surveys were circulated to approximately 6,500 residents and interested non-residents. A total of 354 responses were received (estimated return of 5%).

The surveys revealed interesting information. Youth respondents generally felt that sports and swimming programs were most needed, while adult and staff respondents focused more on mentor programs, art programs, before and after school programs and job training programs. All categories of respondents seemed to agree that youth programs are most needed after school and during summer and holiday breaks.

When asked about the most important aspects of a community youth program, youth respondents across the board expressed that feeling safe was the most important factor. Staff echoed this sentiment and adult respondents also gave it a high priority. Youth also valued fun, while adults and staff placed higher emphasis on program quality and qualifications of staff. Adult and staff respondents agreed that lack of information about programs and program cost were significant barriers to participation. Adult respondents expressed that programs were too full to allow participation.

The facilities questions were only asked on the adult and staff surveys. Generally, respondents were most dissatisfied with the quality and maintenance of the sports facilities at Emery High School (pool and gymnasium). Respondents were most satisfied with the quality and maintenance of City Park facilities (Marina Park, Stanford Avenue Park) and the Senior Center and Child Development Center. When asked what facility types were most needed in Emeryville, there was consensus that indoor recreation facilities and outdoor sports facilities are most needed.

The detailed results of all three surveys, as well as a summary table identifying the top three choices by category for each group of respondents, is attached to this Youth Master Plan as Exhibit A.

Step 3. Review of Current City and EUSD Youth Programs

On February 9, 2002, the EYSTF held its second meeting, which was structured as an all-day retreat format. At the beginning of the day, the group reviewed the survey results as well as information provided by City and EUSD regarding existing youth programs.

The City's Recreation Director described the growth of the Recreation Department and its program offerings since its inception in the mid-1990s. She reviewed the range of programs currently provided to Emeryville youth from ages 4-18 years, including before and after school programs, sports and aquatics programs, teen leadership and social programs, summer and holiday day camps and specialty classes. As she described, these programs require ongoing collaboration between the City and EUSD, both in terms of facility use and program content. The EYSTF was also given information regarding the City's Child Development Center, which provides infant, toddler and preschool education. In addition, the EYSTF was provided with a summary of the community promotions grants that the City has funded for the past several years, many of which support youth programming in Emeryville.

The EUSD Administrator reviewed the range of youth programs provided by the District, including such programs as the Healthy Start after-school program at Anna Yates Elementary, the MaST Academy and the ObaDogon conflict resolution/crisis intervention program at Emery High, the Gear-Up college program for Emery Middle School students, and the academic mentor volunteer program for all EUSD students.

The program manager for the Math, Science, Technology (MSTI), who also represents the Bay Area Coalition of Equitable Schools (BayCES) on the task force, gave background information on BayCES. He also described the MSTI partnership effort between EUSD, the City and BayCES.

Step 4. Agreement on Core Values/Interests for Cooperative Programs

Following the review of the community survey results and the existing youth programs provided by the City and EUSD, the EYSTF began to discuss the core values and interests that should guide decision-making on cooperative activities. These core values and interests are a fundamental element of the community vision for youth.

The EYSTF reached consensus on the following core values and interests:

1.   Create and maintain a vibrant community.
2.   Serve all of the people who are a part of the Emeryville community.
3.   Insure the safety of citizens and community.
4.   Require that EUSD and City are fiscally responsible.
5.   Provide quality programs for education and enrichment.
6.   Provide effective quality service to the community. (effectiveness)
7.   Provide programs and services in a cost efficient manner. (efficiency)
8.   Establish and maintain a seamless continuum so City/School have same agenda and are constantly reinforcing same message.
9.   Through vigorous family, community and learning support, insure that all students are successful, proficient and engaged learners.
10.   Teach youth that there is a common good among people and look to help others.
11.   Prepare students to be successful contributing members of society.
12.   Give students an idea that they are part of a wider community, part of a larger society.
13.   Insure that EUSD is organizationally effective to provide maximum support to schools, principals, teachers and students.
14.   Listen to students, teachers and administrators.
15.   Remove labels and appreciate diversity.
16.   Support the individual development of each person regardless of background.
17.   Promote a clean environment.
18.   Keep Emeryville residents in our school system.
19.   Strengthen EUSD so that people working in Emeryville will want to bring their kids to Emeryville schools.
20.   Build from strengths.
21.   Establish and maintain the highest goals and standards for schools and youth programs.

Step 5. Identification of Potential Cooperative Projects and Programs for the City and EUSD to Pursue

The next step was to identify a list of potential cooperative youth projects and programs for the City and EUSD to pursue. Using all of the information and input received up to this point, the EYSTF developed an extensive list of options. These options generally fell into the categories of Facilities Projects, Administrative Projects and Programs. Within each category, the EYSTF agreed which options should be evaluated further as high priority efforts and which should be grouped as lower or no priority.

A.   Potential Facilities Projects

The potential Facilities Projects were consolidated into one high priority project, which is to develop a Facilities Master Plan for the City and EUSD. This Facilities Master Plan should explore the acquisition of a central location for youth and civic facilities in Emeryville, such as the AC Transit site. The plan should incorporate the following needs:

1. Expanded facility capacity for a City Community Center, to include the following uses:
   - Indoor recreation facilities, including activity rooms, kitchen facilities, meeting space and staff office space.
   - Outdoor recreation facilities, including playgrounds and sports fields/courts.
   - Family resource and education space.
   - Multi-purpose community space for a variety of cultural/arts uses.

2. Elementary and Middle School facilities require major renovations or reconstruction. These projects are needed address the administrative and classroom space needs of EUSD and to insure consistency with Math, Science, and Technology Initiative. In addition, these projects should include the following items:
   - Enhanced in-school libraries.
   - Outdoor play space, including playgrounds and sports fields.
   - Green space at school sites.

B.   Potential Administrative Projects

The potential Administrative Projects were grouped into high priority projects and low priority projects, as detailed below:

High Priority Administrative Projects
- Achieve better coordination of City and EUSD youth services.
- Pursue additional resources for youth services/programs and consistently assess these funding sources.
- Provide incentives for attracting and retaining good teachers, including higher pay.
- Institutionalize business community involvement in the schools.
- Coordinate EUSD and ECDC staff for smooth transition from pre-school to kindergarten.
- Investigate combining City and EUSD maintenance of facilities.

Low Priority Administrative Projects
- Create partnerships with organizations and entities outside of Emeryville (universities, park districts, corporations, foundations, etc.).
- Provide incentives to Emeryville residents and workers to place kids in Emeryville schools.
- Have EUSD become a City department.

C. Potential Programs

Within the category of potential youth programs, the EYSTF developed a long list of options. Based on ratings completed by each task force member, the following groupings of high priority programs and low priority programs were prepared. In addition, programs that were identified as high priority by the community survey but were not included in the original task force listing were added to these groupings, as detailed below:

High Priority Programs
- Youth Leadership/Development program
- Extended School Day through enrichment programs for students and teachers
- Mentor Program, including orientation and training
- Improve school communication to families via newsletter, phone tree, e-mail, etc.
- Enhance in-school libraries
- Hire Coordinator for volunteers and fundraising for youth programs
- Establish Health/Family Support Services at school sites
- Adopt-a-Class between businesses and schools
- Parenting Education

High Priority Programs Identified By Community Survey
- Sports and Swimming programs
- Art, Dance, Drama and Music programs
- Job Training/Work Experience programs

Low Priority Programs
- Governance Forums to educate community
- On-site day care classroom/lab to train high school students in child development
- Youth wing at annual Art Exhibition
- Sponsor more annual community events
- Adult literacy program
- Scouting and venture crew programs
- Expanded field trip program
- Create diverse language programs
- Bring "Learning for Life" into elementary and middle schools
- Computer in every home
- Computer access for every home
- Career Fair/Volunteer Fair
- Site-based classrooms at Emeryville businesses
- Expanded Sports programs
- Arts businesses and kids
- Parent support and resources for young parents
- Coordinate City Civic Arts facility with youth needs

Step 6. Preliminary Staff Review and Analysis of the Highest Priority Cooperative Projects and Programs

Following the EYSTF retreat of February 9, 2002, City and EUSD staff members prepared preliminary cost and implementation information regarding the high priority projects that had been identified. This information was discussed in detail with the EYSTF at their meeting of May 9, 2002.

A.   Review and Analysis of High Priority Cooperative Facilities Projects

Develop a City/EUSD Facilities Master Plan that addresses the need for a community center and for renovated or new elementary and middle school facilities. This Facilities Master Plan should consider the potential acquisition and development of a central location for youth and civic facilities in Emeryville, such as the AC Transit site. The Facilities Master Plan should also consider opportunities to more fully use existing facilities.

On May 9, 2002, the City Manager presented the EYSTF with a conceptual rendering of the AC Transit site as a central location for youth and civic facilities. This rendering is attached to this Master Plan as Exhibit B. The EYSTF was interested in the possibility of centrally locating such facilities as a recreation center, a new middle school, a new police station, a library or civic arts theatre, and outdoor sports facilities, including courts and playing fields, at the AC Transit site. In addition to its central location in the City, the group liked the proximity of this site to Emery High School and the existing swimming pool.   The EYSTF expressed the desire to proceed quickly with the Facilities Master Plan, as described below.

A City/EUSD Facilities Master Plan should include the following elements:

1.   Identification and evaluation of existing facilities, including use and condition.
2.   Identification of facilities needs for the City, EUSD, and the community.
3.   Prioritization of facilities needs (based on such criteria as community needs and desires, condition of existing facilities, programming issues, school population estimates, etc.)
4.   Development of options for addressing highest priority facilities needs, including opportunities for joint/cooperative facilities. This would include identification of potential sites where joint/cooperative facilities could be developed (including AC Transit site), as well as opportunities to more fully use existing facilities.
5.   Evaluation of options, including cost, ease of implementation, ability to meet identified needs.
6.   Review and development of financing options.
7.   Preparation of an estimated timeline (phasing plan) for funding and constructing proposed facilities.

Development of the City/EUSD Facilities Master Plan will require community input, site planning and development expertise, real estate analysis and financing analysis. The final plan will include a recommended funding strategy and phasing plan for youth facilities in Emeryville

Time frame to Complete: 1-2 years
Estimated Cost: $50,000 - $100,000 proposed to be funded by the City of Emeryville, plus significant allocation of staff time

B.   Review and Analysis of High Priority Cooperative Administrative Projects

1.   Achieve better coordination of City and EUSD youth services.

This is a broad goal that requires coordination on both the staff and City Council/School Board levels. On the staff level, coordination is accomplished through ongoing communication and regular meetings about program issues with the key players from both organizations (school principals, Recreation Department management staff). At the City Council/School Board level, coordination can be improved by refocusing the charge of the City-School Committee to address these issues at standing monthly meetings.

Time frame: Ongoing
Cost: Staff resources from City and EUSD

2.   Pursue additional resources for youth services/programs and consistently assess these funding sources.

This requires identification of available resources and evaluation of the likelihood of obtaining these resources. Some potential resources include grants, fundraising efforts through the Emery Education Foundation, and voter-approved parcel taxes. Some work is occurring in this area with the help of BayCES through the Math, Science, Technology Initiative. Additional staff work will be required to identify, evaluate and pursue potential resources. Outside expertise may be required to assist staff.

Time frame: 1-3 years
Cost: In-kind support (City Council, School Board, Emery Education Foundation, Emeryville Chamber of Commerce, BayCES); additional funds may be necessary for outside assistance.

3.   **Provide incentives for attracting and retaining good teachers, including higher pay.**

Efforts to enhance opportunities and incentives available to EUSD teachers are underway through the Math, Science, Technology Initiative, which is a partnership between BayCES (the Bay Area Coalition of Equitable Schools), EUSD and the City. One of the cornerstones of this program is to provide support and training to teachers so that they can be successful in achieving the goals of the program. The program will give teachers the opportunity to upgrade their skills and to participate in exchanges or internships in the public and private sectors. In addition, an extended calendar may be considered, which would compensate teaches for time spent outside of the academic year in training and professional development activities.

The City also offers housing assistance to Emeryville teachers through the affordable housing program.

Time frame: 1-3 years
Cost: Included in Math, Science, Technology Initiative

4.   **Institutionalize business community involvement in the schools.**

Efforts are already underway to achieve this goal. Business leaders in the community created the Emery Education Foundation. The Chamber of Commerce has an active Business and Education Committee. The Mentor Program, which was active several years ago, is being restarted to connect business leaders with EUSD students and to provide students with the opportunity to look at career options in both the private and public sectors. The Groundhog Shadowing Day, which gives middle and high school students the opportunity to shadow a businessperson for one day, is another example of a successful effort in this area. The City and EUSD can continue to encourage and support these volunteer efforts by identifying and facilitating opportunities for the business community to participate in school and recreation/enrichment programs.

The Emery Education Foundation has plans to create a full-time position to coordination foundation volunteer and fundraising efforts for EUSD programs. The Emery Education Foundation will fund this position.

Time frame: Ongoing
Cost: $60,000 - $80,000 per year for a full-time position, to be funded by the Emery Education Foundation

5. **Coordinate EUSD and ECDC staff for smooth transition from pre-school to kindergarten.**

   This can be achieved through staff coordination between ECDC management/teachers and Anna Yates principal/teachers. Communication and coordination between the Friends of ECDC and the Anna Yates parents' organization should also be encouraged.

   Time frame: Ongoing
   Cost: No additional cost

6. **Investigate combining City and EUSD maintenance of facilities.**

   The City provides facility maintenance through a contract with a private company. EUSD provides facility maintenance through district employees and does not have the same flexibility to contract this function to a private entity. Due to these constraints and differences, it does not make sense to pursue this project at the current time. When there are opportunities to coordinate facility maintenance activities between the two agencies to achieve efficiencies, these opportunities will be explored by staff on a case-by-case basis.

C.   **Review and Analysis of High Priority Cooperative Programs**

The high priority cooperative programs generated by the EYSTF included a group of programs that are currently being implemented and a group of programs that would be entirely new to Emeryville youth. In order to either expand existing programs or implement new programs, it will be necessary to identify additional revenue sources, such as a parcel tax, to support these efforts (see Administrative Project 2).

The discussion below describes the programs that are already underway that fit within the high priority programs identified by the EYSTF. With regard to new programs, the discussion provides some very preliminary thinking about how these programs might be structured.

The EYSTF recognized that significant work must be completed to design specific programs that can be successfully funded and implemented. Accordingly, the EYSTF's Action Plan includes a recommendation to analyze the high priority program options to determine needs in each area and the intended outcomes of each program. From this basis, an appropriate program structure can be designed, a realistic cost estimate can be prepared, and an implementation timeframe can be identified. This information is needed to develop a mechanism for funding each specific program.

High Priority Programs Currently Being Provided

Within the following high priority program categories identified by the EYSTF, there are many programs that are currently being provided to Emeryville youth and their families. These programs were developed by each agency based on the needs and demands of the community. These programs are regularly evaluated and refined by the City and EUSD to meet the changing needs of Emeryville youth and families. Recognizing the importance of this process, the task force Action Plan includes a recommendation to continue the ongoing evaluation of current efforts. Evaluation results can be reviewed with the Education and Youth Services Advisory Committee and the City-School Committee.

1. **Enrichment programs before, during and after the school day for students and teachers.**

   The City currently provides before and after school care (elementary school), after school sports programs (elementary and middle school), and an after school artist's academy and a tutor lab (middle school). The City also funds Community Promotions grants to local non-profit agencies providing programs for youth.

   EUSD currently provides the Healthy Start after school program (grades 4-5), the ObaDogon Student Support Services (high school) the Early Academic Outreach Program (middle/high school), the Chess Club, the Debate Team, and teacher training and support through the Math, Science and Technology Initiative (MSTI).

2. **Youth Leadership/Development Programs**

   The City currently provides the Youth Volunteer Program (middle school), the Peer Mentoring Program (middle school/high school), and the Friday Night Live Leadership Program (high school). EUSD currently provides the Gear-Up program to promote college preparation (middle school) and the job-shadowing program (middle school/high school).

3. **Mentor Program, including orientation and training**

   EUSD currently sponsors the Odyssey Academic Mentor Volunteer Program for grades K-12 in cooperation with the Emeryville Chamber of Commerce. The City supports this program and provides the peer-counseling program.

4. **Improve school communication to families via newsletter, phone trees, etc.**

   The City televises school board meetings and provides free childcare during these meetings to encourage participation. The City's bimonthly newsletter includes updates and information about school programs and activities.

EUSD uses its website to post weekly homework assignments and meeting information. In addition, EUSD communicates to families via lightboards that update families on meetings/events, monthly school newsletters and Parents/Principals newsletter. The EdNet educational e-newsletter, which is a community resource, also provides information regarding current EUSD and community activities.

New Programs Identified As High Priority

Within the following high priority program categories identified by the EYSTF, there are currently no efforts underway by the City or EUSD. The discussion below is preliminary and just begins to outline some of the issues that will need to be considered when designing specific programs for consideration.

1. **Enhance in-school libraries**

   Enhanced school libraries will require capital improvements to the existing school buildings, which can be considered as a part of the recommended Facilities Master Plan. Operationally, dedicated library staff will be needed. Supply costs will include a one-time major investment in new books to bring the library collection up to an acceptable standard, as well as an ongoing annual investment to purchase new books and materials.

2. **Hire Coordinator for volunteers and fundraising for EUSD youth programs**

   This effort could require the addition of two dedicated staff members, one to coordinate volunteer activities and one to coordinate fundraising activities.

3. **Establish Health/Family support services at the school sites**

   This scope of this program would first need to be defined. The program might include counseling and social services at school sites, as well as medical support. The required staffing could range from one counselor/social worker for the district to one counselor/social worker at each school site. Medical personnel (school nurse) could also be included. Facilities and supply needs would also be dependent upon the program scope.

4. **Adopt-a-Class between businesses and schools**

   The Emeryville Chamber of Commerce and Emery Education Foundation have plans to initiate this program for the 2002-2003 school year. These efforts will provide information as to how this program might be effectively structured as a long-term effort and what resources might be needed.

5.   Parenting Education

A parenting education program would require staff or consultant time to design and hold classes. There would also be costs for materials and publicizing the program.

High Priority Programs Identified By The Community Survey

The list of high priority programs generated by the EYSTF included many of the programs that were identified by the community survey as important. However, a number of programs that youth felt should be expanded did not make it specifically on to the task force list. These include expanded sports and swim programs, job training/work experience programs and art, drama, dance and music programs. All of these programs will be included when researching and designing new programs for consideration.

ACTION PLAN FOR EDUCATION AND YOUTH SERVICES

On May 9, 2002, the EYSTF reconvened to consider the review and analysis prepared by staff on the high priority cooperative projects and programs that had been identified. This discussion resulted in two groupings of recommendations: 1.) Highest priority recommendations, which should be pursued immediately; and 2.) High priority ongoing efforts, which should be pursued on an ongoing basis.

As a part of the Action Plan, the EYSTF added a new recommendation to their list, which is to support the continued implementation of the Math, Science, Technology Initiative (MSTI) at EUSD in partnership with the Bay Area Coalition for Equitable Schools (BayCES). The task force members agreed that this effort is critically important to the students attending EUSD. They also recognized that the long-term success of MSTI is dependent upon receiving ongoing support and commitment from the entire Emeryville community.

The Action Plan is detailed below. In addition, Table I (attached) includes a summary of the Action Plan recommendations together with the proposed implementation timeline and estimated cost.

Highest Priority Projects and Programs

1.   Develop a City/EUSD Facilities Master Plan that addresses the need for a community center and for renovated or new elementary and middle school facilities. This Facilities Master Plan should consider the potential acquisition and development of a central location for youth and civic facilities in Emeryville, such as the AC Transit site. The Facilities Master Plan should also consider opportunities to more fully use existing facilities.

2.   Pursue additional resources for youth services and programs and consistently assess these funding sources.

3.   Analyze high priority program options to accomplish the following:
   - design appropriate programs
   - develop cost information
   - evaluate feasibility of implementation
   - include in efforts to obtain additional resources.

4.   Provide incentives for attracting and retaining good teachers.

5.   Support the continued implementation of the Math, Science, Technology Initiative (MSTI) at EUSD in partnership with the Bay Area Coalition for Equitable Schools (BayCES).

High Priority Ongoing Efforts

1.   Achieve better coordination of City and EUSD youth services.

2.   Institutionalize business community involvement in the schools.

3.   Regularly assess and evaluate program effectiveness and refine current program offerings to meet identified needs and priorities.

4.   Coordinate EUSD and ECDC staff for smooth transition from pre-school to kindergarten.

IMPLEMENTATION OF ACTION PLAN FOR EDUCATION AND YOUTH SERVICES

Implementation of the Youth Master Plan recommendations will require joint oversight from the City and EUSD. This should occur at the City-School Committee, as this group includes representation from both the City Council and the EUSD Advisory Board and meets monthly. In addition, it will be vitally important to receive broad based community input and support for facilities options, program options and fundraising opportunities. The members of the Education and Youth Services Task Force have expressed their desire to continue as a key group responsible for working on the implementation of the recommendations of the Education and Youth Services Master Plan. This group should be transitioned from a temporary task force to an advisory committee. This advisory committee would formally advise the City Council and EUSD Advisory Board, but, as a practical matter, would regularly report to the City-School Committee. The membership of the advisory committee should include the active members of the task force as well as additional members representing a broader group of Emeryville residents and business leaders.

Accordingly, a recommended structure for implementation of the Action Plan for Education and Youth Services is described below:

- The City Council and EUSD Advisory Board formally adopts the Education and Youth Services Master Plan.

- The City Council and EUSD Advisory Board delegates the responsibility for ongoing oversight of the implementation of Action Plan for Education and Youth Services recommendations to the City-School Committee.

- The Education and Youth Services Task Force transitions to the Education and Youth Services Advisory Committee with existing active members and expanded membership to provide input and support in implementing Action Plan recommendations.

- The Education and Youth Services Advisory Committee formally advises the City Council and EUSD Advisory Board, but, as a practical matter, reports regularly to the City-School Committee.

- The City-School Committee and Education and Youth Services Advisory Committee periodically reports to joint meetings of the City Council and EUSD Advisory Board.

CONCLUSION

Now is a time of great opportunity and promise for Emeryville's youth. The recovery of the Emery Unified School District is well underway, the City's recreation and enrichment programs are strong, and the Math, Science, Technology Initiative is working toward a positive restructuring of the academic programs of EUSD. Against this backdrop, the Education and Youth Services Task Force came together and has articulated the following community vision for youth that connects all of these efforts:

> **The Emeryville community is committed to fully developing the potential of all youth and to providing choices for students in order to cultivate each child's gifts and talents. Our community vision is to create and sustain a safe, nurturing and enriching environment in which youth can flourish and become contributing members of society. The foundation of this vision is a strong and active partnership among the City, EUSD and all segments of the community, so that powerful learning is a citywide experience and responsibility.**

This vision reflects the strong support that exists for excellent youth services from all elements of the Emeryville community. It also challenges the community to strengthen and support education and youth programming and facilities.

To achieve this vision for youth, the EYSTF has developed an ambitious Action Plan for Education and Youth Services. This Action Plan identifies recommended action steps to be taken during the next 4-5 years. Its success will require long-term commitment from the City of Emeryville and the Emery Unified School District, as well as Emeryville residents, businesses and the EUSD parent community. Both the City and EUSD have shown their commitment by their strong support of the Math, Science and Technology Initiative and by their collaborative efforts to develop this Master Plan. The broader community has indicated strong support through the work of the EYSTF and the expressed desire of this group to continue working on the implementation of the proposed Action Plan.

Now is a time of great opportunity and promise for Emeryville's youth. The Education and Youth Services Master Plan provides a unifying vision for the community and an achievable Action Plan to guide the community in its efforts to truly support Emeryville youth.

Emeryville Education and Youth Services Master Plan
Table I - Action Plan

Highest Priority Projects and Programs

Project/Program	Time Frame	Estimated Cost
Develop a City/EUSD Facilities Master Plan.	1-3 years	$50,000 - $100,000 (City) plus staff time.
Pursue additional resources for youth services/programs and consistently assess these funding sources.	1-3 years	In-kind support from City, EUSD, EEF, Chamber, BayCES; additional funds for outside assistance may be necessary.
Analyze high priority program options to accomplish the following: • design appropriate programs • develop cost information • evaluate feasibility of implementation • include in efforts to obtain additional resources.	1-3 years	Staff time and resources; additional funds for outside assistance may be necessary.
Provide incentives for attracting and retaining good teachers.	1-3 years	Included in Math, Science, Technology Initiative.
Support the continued implementation of the Math, Science, Technology Initiative (MSTI) at EUSD in partnership with the Bay Area Coalition for Equitable Schools (BayCES).	1-4 years	Currently, funds for MSTI are provided by the City, EUSD, BayCES and a grant from the Gates Foundation. Additional resources are being pursued. MSTI also requires a significant commitment of staff time and resources.

High Priority Ongoing Efforts

Project/Program	Time Frame	Estimated Cost
Achieve better coordination of City and EUSD youth services.	Ongoing	Staff time and resources. No additional cost.
Institutionalize business community involvement in the schools.	Ongoing	$60,000 - $80,000 per year for full-time position to be funded and employed by Emery Education Foundation
City and EUSD regularly assess and evaluate program effectiveness and refine current program offerings to meet identified needs and priorities.	Ongoing	Staff time and resources. No additional cost.
Coordinate EUSD and ECDC staff for smooth transition from pre-school to kindergarten.	Ongoing	Staff time and resources. No additional cost.

Emeryville Education and Youth Services Task Force
Youth Survey Data

Question 1. How old are you?		
Age	*Number*	*Percent*
5 years to 10 years	84	20%
11 years to 13 years	232	57%
14 years to 17 years	94	23%
Total	410	100%
*Note: Surveys were administered to students at Emery Unified School District from Grade 3 through Grade 12		

Emeryville Education and Youth Services Task Force
Youth Survey Data

Question 2. What programs are you currently participating in ?								
Program	*5-10 years*		*11-13 years*		*14-17 years*		*Total*	
	84 respondents		*232 respondents*		*94 respondents*		*410 respondents*	
	#	*%*	*#*	*%*	*#*	*%*	*#*	*%*
Before or after school program	24	29%	52	22%	15	16%	91	22%
Safe School program	55	65%	23	10%	3	3%	81	20%
Youth leadership, conflict resolution	10	12%	14	6%	5	5%	29	7%
Mentor program	7	8%	11	5%	5	5%	23	6%
Science program	7	8%	29	13%	3	3%	39	10%
Debate program	0	0%	5	2%	4	4%	9	2%
Sports program	20	24%	43	19%	20	21%	83	20%
Martial Arts program	6	7%	16	7%	3	3%	25	6%
Excursion/field trip program	5	6%	23	10%	2	2%	30	7%
Weekend/after school use of playground	9	11%	21	9%	3	3%	33	8%
Art, drama, dance, music program	11	13%	53	23%	18	19%	82	20%
Health information/health services program	2	2%	5	2%	2	2%	9	2%
Teen drop-in center	0	0%	22	9%	5	5%	27	7%
Job training or work experience program	1	1%	15	6%	10	11%	26	6%
Volunteer or community service program	0	0%	12	5%	7	7%	19	5%
Tutoring or homework center	12	14%	29	13%	5	5%	46	11%
Chess program	1	1%	27	12%	3	3%	31	8%
Library program	10	12%	17	7%	2	2%	29	7%
Swim program	12	14%	25	11%	6	6%	43	10%
Summer camp program	21	25%	29	13%	8	9%	58	14%
Holiday events/holiday camp program	15	18%	11	5%	3	3%	29	7%
Outdoor education/camping program	8	10%	22	9%	4	4%	34	8%
Intergenerational/Adopt-a-grandparent	1	1%	4	2%	4	4%	9	2%
Other	6	7%	17	7%	3	3%	26	6%

Emeryville Education and Youth Services Task Force
Youth Survey Data

Question 3. What programs do you think there should be more of?								
Program	*5-10 years*		*11-13 years*		*14-17 years*		*Total*	
	84 respondents		*232 respondents*		*94 respondents*		*410 respondents*	
	#	*%*	*#*	*%*	*#*	*%*	*#*	*%*
Before or after school program	45	54%	70	30%	20	21%	135	33%
Safe School program	48	57%	51	22%	10	11%	109	27%
Youth leadership, conflict resolution	40	48%	24	10%	11	12%	75	18%
Mentor program	30	36%	35	15%	17	18%	82	20%
Science program	52	62%	86	37%	12	13%	150	37%
Debate program	13	15%	35	15%	10	11%	58	14%
Sports program	62	74%	120	52%	33	35%	215	52%
Martial Arts program	46	55%	74	32%	13	14%	133	32%
Excursion/field trip program	52	62%	93	40%	21	22%	166	40%
Weekend/after school use of playground	51	61%	57	25%	10	11%	118	29%
Art, drama, dance, music program	47	56%	113	49%	33	35%	193	47%
Health information/health services program	47	56%	36	16%	18	19%	101	25%
Teen drop-in center	31	37%	58	25%	20	21%	109	27%
Job training or work experience program	26	31%	79	34%	36	38%	141	34%
Volunteer or community service program	34	40%	38	16%	16	17%	88	21%
Tutoring or homework center	45	54%	65	28%	21	22%	131	32%
Chess program	25	30%	56	24%	10	11%	91	22%
Library program	36	43%	44	19%	8	9%	88	21%
Swim program	64	76%	113	49%	33	35%	210	51%
Summer camp program	50	60%	95	41%	16	17%	161	39%
Holiday events/holiday camp program	48	57%	67	29%	16	17%	131	32%
Outdoor education/camping program	54	64%	91	39%	18	19%	163	40%
Intergenerational/Adopt-a-grandparent	10	12%	16	7%	7	7%	33	8%
Other	6	7%	16	7%	7	7%	29	7%

Emeryville Education and Youth Services Task Force
Youth Survey Data

Question 4. When do you most need or want to participate in a program? (5-10 years old)

Time Period	Least Needed		Neutral		Most Needed		Total	
	#	%	#	%	#	%	#	%
Before school	39	51%	24	31%	14	18%	77	100%
After school	15	27%	9	16%	31	56%	55	100%
Summer or holiday break	22	31%	9	13%	41	57%	72	100%
Other school days off	27	39%	13	19%	30	43%	70	100%
Evenings	35	55%	11	17%	18	28%	64	100%
Weekends	27	42%	14	22%	24	37%	65	100%
During school hours	14	25%	14	25%	27	49%	55	100%

Question 4. When do you most need or want to participate in a program? (11-13 years old)

Time Period	Least Needed		Neutral		Most Needed		Total	
	#	%	#	%	#	%	#	%
Before school	150	74%	21	10%	31	15%	202	100%
After school	49	24%	39	19%	114	56%	202	100%
Summer or holiday break	54	28%	34	18%	103	54%	191	100%
Other school days off	67	36%	37	20%	84	45%	188	100%
Evenings	83	44%	38	20%	68	36%	189	100%
Weekends	81	44%	34	19%	68	37%	183	100%
During school hours	67	34%	26	13%	105	53%	198	100%

Question 4. When do you most need or want to participate in a program? (14-17 years old)

Time Period	Least Needed		Neutral		Most Needed		Total	
	#	%	#	%	#	%	#	%
Before school	58	72%	16	20%	7	9%	81	100%
After school	24	26%	16	18%	51	56%	91	100%
Summer or holiday break	33	41%	20	25%	28	35%	81	100%
Other school days off	43	54%	13	16%	24	30%	80	100%
Evenings	25	30%	26	31%	32	39%	83	100%
Weekends	38	50%	15	20%	23	30%	76	100%
During school hours	21	26%	9	11%	52	63%	82	100%

Emeryville Education and Youth Services Task Force
Youth Survey Data

Question 5. Which three things are most important to you in a program?								
Facility	*5-10 years*		*11-13 years*		*14-17 years*		*Total*	
	84 respondents		*232 respondents*		*94 respondents*		*410 respondents*	
	#	*%*	*#*	*%*	*#*	*%*	*#*	*%*
I feel safe there.	41	49%	117	50%	47	50%	205	50%
I like the other kids or teens I meet.	16	19%	73	31%	32	34%	121	30%
I like the staff.	11	13%	49	21%	21	22%	81	20%
I'm learning something interesting or new skills.	24	29%	64	28%	27	29%	115	28%
It doesn't cost too much.	12	14%	50	22%	23	24%	85	21%
It doesn't have a lot of planned activities -- more hang out time.	6	7%	35	15%	15	16%	56	14%
It's easy to get to.	4	5%	37	16%	19	20%	60	15%
It's fun -- I like it.	31	37%	98	42%	33	35%	162	40%
It's scheduled at the times I want.	6	7%	26	11%	17	18%	49	12%
My friends are in it.	24	29%	73	31%	34	36%	131	32%
My parents want me to take part in it.	5	6%	17	7%	12	13%	34	8%
The kids help decide on and lead the activities.	5	6%	32	14%	7	7%	44	11%
The staff speak the same language I do.	4	5%	15	6%	11	12%	30	7%
The staff share my culture.	4	5%	15	6%	7	7%	26	6%
I get help with my homework.	23	27%	65	28%	20	21%	108	26%
There are adults I can talk to when I need help.	14	17%	34	15%	18	19%	66	16%
Staff members listen to and respect me.	34	40%	51	22%	28	30%	113	28%
Other	5	6%	14	6%	0	0%	19	5%

Emeryville Education and Youth Services Task Force
Adult Survey Data

Question 1. How old is your child/children?		
Age Group	*Number*	*Percent*
0 years to 5 years	39	11%
5 years to 10 years	83	23%
11 years to 13 years	69	19%
14 years to 17 years	44	12%
18 years to 21 years	19	5%
N/A	100	28%
Total Respondents = 354		

Question 4. When do you think that youth programs are needed most?		
Time	*Number*	*Percent*
Before school	120	34%
After school	289	82%
Summer or holiday break	196	55%
Other school days off	91	26%
Evenings	182	51%
Weekends	195	55%
During school hours	48	14%
Total Respondents = 354		
*Note: Respondents could check all answers that apply		

Emeryville Education and Youth Services Task Force
Adult Survey Data

Questions 2 and 3. What programs is your child/children currently participating in? What programs do you think the Emeryville community needs more of?				
Program	*Currently participating*		*Need More of*	
	#	%	#	%
Before or after school program	115	32%	205	58%
Safe School program	21	6%	152	43%
Youth leadership, conflict resolution	34	10%	111	31%
Mentor program	17	5%	145	41%
Science program	45	13%	171	48%
Debate program	4	1%	34	10%
Sports program	85	24%	185	52%
Martial Arts program	39	11%	76	21%
Excursion/field trip program	29	8%	86	24%
Weekend/after school use of playground	21	6%	122	34%
Art, drama, dance, music program	31	9%	228	64%
Health information/health services program	5	1%	139	39%
Teen drop-in center	40	11%	150	42%
Job training or work experience program	5	1%	173	49%
Volunteer or community service program	19	5%	131	37%
Tutoring or homework center	26	7%	171	48%
Chess program	8	2%	56	16%
Library program	37	10%	135	38%
Swim program	64	18%	124	35%
Summer camp program	84	24%	175	49%
Holiday events/holiday camp program	43	12%	120	34%
Outdoor education/camping program	9	3%	81	23%
Intergenerational/Adopt-a-grandparent	1	0%	53	15%
Licensed Childcare	26	7%	79	22%
Other	14	4%	19	5%
Total Respondents = 354				

Emeryville Education and Youth Services Task Force
Adult Survey Data

Question 5. Which three things are most important to you in a community program?		
Factor	*Number*	*Percent*
Cost.	154	44%
Language spoken by staff.	17	5%
Location of program.	60	17%
Program is culturally sensitive.	49	14%
Program facility.	102	29%
Program quality.	217	61%
Qualifications of staff.	188	53%
Safety of children in the program.	124	35%
That it provides licensed childcare.	21	6%
That children want to participate.	83	23%
Time of day or day of week offered.	51	14%
Other	8	2%
Total Respondents = 354		
* Note: Some respondents selected more than three choices, all answers were included.		

Question 6. If you have not enrolled an eligible child in a community program, what are the reasons?		
Reason	*Number*	*Percent*
Could not find program with things my child needs.	33	9%
Did not find out how to enroll in program.	50	14%
Found out about program too late to enroll.	65	18%
Program was full.	74	21%
Program cost too much.	68	19%
My child wasn't eligible.	7	2%
Program hours weren't right.	49	14%
Program was too far away.	6	2%
Program facility was poor.	46	13%
Program quality was poor.	21	6%
Program staff was inadequately trained/prepared	11	3%
Other	30	8%
Not applicable	153	43%
Total Respondents = 354		

Emeryville Education and Youth Services Task Force
Adult Survey Data

Question 7. Do you use the City/School Facilities listed below?.						
Facility	Yes		No		Total	
	#	%	#	%	#	%
Emery High Pool	80	29%	197	71%	277	100%
Emery High Track/Field	49	17%	241	83%	290	100%
Emery High Gymnasium	56	19%	235	81%	291	100%
Anna Yates Playground	29	15%	167	85%	196	100%
Middle School Playground	24	10%	213	90%	237	100%
61st Street Park	36	14%	214	86%	250	100%
Christie Avenue Park	28	10%	266	90%	294	100%
Davenport Mini-Park	19	7%	235	93%	254	100%
Eastshore State Park	58	19%	244	81%	302	100%
Marina Park	159	55%	131	45%	290	100%
Point Emery	91	31%	198	69%	289	100%
Shorebird Park	48	18%	217	82%	265	100%
Stanford Avenue Park	108	39%	166	61%	274	100%
Temescal Creek Park	95	38%	155	62%	250	100%
Community Garden	13	5%	249	95%	262	100%
Child Development Center	21	8%	243	92%	264	100%
Robert Savage Recreation Center	60	23%	201	77%	261	100%
Senior Center	65	23%	212	77%	277	100%

Emeryville Education and Youth Services Task Force
Adult Survey Data

Question 8. Rate the overall quality and maintenance of the City/School Facilities listed below.								
Facility	Dissatisfied		Neutral		Satisfied		Total	
	#	%	#	%	#	%	#	%
Emery High Pool	43	46%	35	38%	15	16%	93	100%
Emery High Track/Field	6	10%	40	65%	16	26%	62	100%
Emery High Gymnasium	29	38%	33	43%	14	18%	76	100%
Anna Yates Playground	10	27%	14	38%	13	35%	37	100%
Middle School Playground	9	27%	14	42%	10	30%	33	100%
61st Street Park	10	22%	17	37%	19	41%	46	100%
Christie Avenue Park	3	9%	14	41%	17	50%	34	100%
Davenport Mini-Park	4	13%	13	43%	13	43%	30	100%
Eastshore State Park	4	5%	20	26%	52	68%	76	100%
Marina Park	6	4%	62	37%	98	59%	166	100%
Point Emery	4	5%	22	28%	52	67%	78	100%
Shorebird Park	3	6%	14	27%	35	67%	52	100%
Stanford Avenue Park	10	9%	45	39%	60	52%	115	100%
Temescal Creek Park	17	17%	34	35%	47	48%	98	100%
Community Garden	5	20%	7	28%	13	52%	25	100%
Child Development Center	2	7%	11	38%	16	55%	29	100%
Robert Savage Recreation Center	16	22%	36	50%	20	28%	72	100%
Senior Center	4	6%	28	42%	34	52%	66	100%

Emeryville Education and Youth Services Task Force
Adult Survey Data

Question 9. How satisfied are you with the Quantity of the following facility types in Emeryville?								
Facility Type	Dissatisfied		Neutral		Satisfied		Total	
	#	%	#	%	#	%	#	%
Indoor recreation facilities	187	65%	65	23%	34	12%	286	100%
Outdoor sports facilities	156	48%	69	21%	101	31%	326	100%
Parks and playgrounds	137	46%	76	25%	88	29%	301	100%
Open space	194	62%	49	16%	70	22%	313	100%
Support facilities	149	51%	85	29%	61	21%	295	100%

Question 10. Which facility type is most needed in Emeryville?		
Facility Type	Number	Percent
Indoor recreation facilities	202	57%
Outdoor sports facilities	189	53%
Parks and playgrounds	97	27%
Open space	146	41%
Support facilities	36	10%
Total Respondents = 354		
Note: Respondents were asked to select one. Many selected more than one, and all answers were tabulated.		

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 1. Which Agency do you work for?		
Agency	*Number*	*Percent*
City of Emeryville	59	65%
Emery Unified School District	31	34%
Both	1	1%
Total	91	100%

Question 2. Which age group do you CURRENTLY work with most frequently?		
Age Group	*Number*	*Percent*
0 years to 1 year	8	9%
2 years to 4 years	11	12%
5 years to 7 years	17	19%
8 years to 10 years	12	13%
11 years to 13 years	16	18%
14 years to 17 years	18	20%
18 years to 21 years	5	5%
N/A, do not directly work with youth	30	33%
Total Respondents = 91		
* Note: Many staff members work with more than one age group.		

Question 3. When do you think that youth programs are needed most?		
Time	*Number*	*Percent*
Before school	38	42%
After school	82	90%
Summer or holiday break	65	71%
Other school days off	40	44%
Evenings	27	30%
Weekends	36	40%
During school hours	9	10%
Total Respondents = 91		
*Note: Respondents could check all answers that apply		

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 4. Should the Emeryville community be providing More, the Same, or Less of the following programs?								
Program	More		Same		Less		Total	
	#	%	#	%	#	%	#	%
Before or after school program	64	83%	13	17%	0	0%	77	100%
Safe School program	54	72%	21	28%	0	0%	75	100%
Youth leadership, conflict resolution	53	72%	20	27%	1	1%	74	100%
Mentor program	65	88%	8	11%	1	1%	74	100%
Science program	50	74%	18	26%	0	0%	68	100%
Debate program	32	49%	26	40%	7	11%	65	100%
Sports program	41	62%	24	36%	1	2%	66	100%
Martial Arts program	28	45%	26	42%	8	13%	62	100%
Excursion/field trip program	50	68%	17	23%	6	8%	73	100%
Weekend/after school use of playground	46	61%	24	32%	6	8%	76	100%
Art, drama, dance, music program	53	75%	17	24%	1	1%	71	100%
Health information/health services program	51	71%	19	26%	2	3%	72	100%
Teen drop-in center	40	69%	17	29%	1	2%	58	100%
Job training or work experience program	64	84%	12	16%	0	0%	76	100%
Volunteer or community service program	48	64%	25	33%	2	3%	75	100%
Tutoring or homework center	63	83%	11	14%	2	3%	76	100%
Chess program	24	36%	25	38%	17	26%	66	100%
Library program	48	68%	21	30%	2	3%	71	100%
Swim program	40	57%	27	39%	3	4%	70	100%
Summer camp program	46	61%	30	39%	0	0%	76	100%
Holiday events/holiday camp program	33	45%	35	47%	6	8%	74	100%
Outdoor education/camping program	48	67%	23	32%	1	1%	72	100%
Intergenerational/Adopt-a-grandparent	33	54%	26	43%	2	3%	61	100%
Licensed Childcare	32	48%	24	36%	11	16%	67	100%

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 6. How effectively are current programs/services meeting the needs of each of the following age groups?								
Age Group	Not meeting needs		Neutral		Meeting Needs		Total	
	#	%	#	%	#	%	#	%
0 years to 1 year	17	37%	15	33%	14	30%	46	100%
2 years to 4 years	12	24%	15	31%	22	45%	49	100%
5 years to 7 years	8	17%	14	30%	24	52%	46	100%
8 years to 10 years	11	22%	13	26%	26	52%	50	100%
11 years to 13 years	16	30%	16	30%	21	40%	53	100%
14 years to 17 years	27	51%	12	23%	14	26%	53	100%
18 years to 21 years	25	61%	9	22%	7	17%	41	100%

Question 7. Which three things are most important to you in a community program?		
Factor	Number	Percent
Cost	26	29%
Language spoken by staff	11	12%
Location of program	14	15%
Program is culturally sensitive	18	20%
Program facility	15	16%
Program quality	47	52%
Qualifications of staff	41	45%
Safety of children in the program	51	56%
That it provides licensed childcare	8	9%
That children want to participate	28	31%
Time of day or day of week offered	14	15%
Other	2	2%
Total Respondents = 91		
* Note: Some respondents selected more than three choices, all answers were included.		
**Note: Other included Enjoyment and Program is open and available.		

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 8. What are the most significant barriers that youth/parents face in using community programs?		
Barrier	*Number*	*Percent*
Lack of information about programs	50	55%
Lack of information about how to enroll in program	29	32%
Eligibility	27	30%
Programs don't have enough space	25	27%
Programs cost too much	42	46%
Program days or hours aren't right	21	23%
Program location is not convenient	15	16%
Program facility is poor	24	26%
Program quality is poor	24	26%
Program staff are inadequately trained/prepared	30	33%
Parents or youth believe program is unsafe	7	8%
Youth aren't interested in participating	32	35%
Programs aren't culturally sensitive	15	16%
Program staff does not speak family's language	12	13%
Other	2	2%
Total Respondents = 91		
*Note: Respondents could check all answers that apply		
**Note: Other included Transportation and Doesn't meet youth needs.		

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 9. Do you use the City/School Facilities listed below?.						
Facility	Yes		No		Total	
	#	%	#	%	#	%
Emery High Pool	15	19%	62	81%	77	100%
Emery High Track/Field	10	13%	68	87%	78	100%
Emery High Gymnasium	10	13%	65	87%	75	100%
Anna Yates Playground	21	27%	56	73%	77	100%
Middle School Playground	8	11%	68	89%	76	100%
61st Street Park	9	12%	66	88%	75	100%
Christie Avenue Park	12	16%	65	84%	77	100%
Davenport Mini-Park	3	4%	71	96%	74	100%
Eastshore State Park	8	11%	67	89%	75	100%
Marina Park	29	38%	48	62%	77	100%
Point Emery	17	23%	58	77%	75	100%
Shorebird Park	13	17%	62	83%	75	100%
Stanford Avenue Park	23	30%	54	70%	77	100%
Temescal Creek Park	33	42%	45	58%	78	100%
Community Garden	2	3%	72	97%	74	100%
Child Development Center	20	25%	59	75%	79	100%
Robert Savage Recreation Center	22	29%	55	71%	77	100%
Senior Center	25	31%	55	69%	80	100%

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 10. Rate the overall quality and maintenance of the City/School Facilities listed below.								
Facility	*Dissatisfied*		*Neutral*		*Satisfied*		*Total*	
	#	*%*	*#*	*%*	*#*	*%*	*#*	*%*
Emery High Pool	11	27%	15	37%	15	37%	41	100%
Emery High Track/Field	7	19%	13	36%	16	44%	36	100%
Emery High Gymnasium	10	31%	14	44%	8	25%	32	100%
Anna Yates Playground	11	25%	24	55%	9	20%	44	100%
Middle School Playground	7	23%	18	58%	6	19%	31	100%
61st Street Park	7	22%	18	56%	7	22%	32	100%
Christie Avenue Park	4	13%	17	53%	11	34%	32	100%
Davenport Mini-Park	4	17%	15	65%	4	17%	23	100%
Eastshore State Park	6	21%	16	57%	6	21%	28	100%
Marina Park	4	9%	17	39%	23	52%	44	100%
Point Emery	7	21%	18	53%	9	26%	34	100%
Shorebird Park	2	7%	18	60%	10	33%	30	100%
Stanford Avenue Park	2	6%	18	50%	16	44%	36	100%
Temescal Creek Park	8	17%	24	51%	15	32%	47	100%
Community Garden	3	13%	17	71%	4	17%	24	100%
Child Development Center	1	3%	16	42%	21	55%	38	100%
Robert Savage Recreation Center	1	3%	19	50%	18	47%	38	100%
Senior Center	2	5%	15	34%	27	61%	44	100%

Emeryville Education and Youth Services Task Force
Staff Survey Data

Question 11. How satisfied are you with the Quantity of the following facility types in Emeryville?								
Facility Type	Dissatisfied		Neutral		Satisfied		Total	
	#	%	#	%	#	%	#	%
Indoor recreation facilities	34	47%	24	33%	15	21%	73	100%
Outdoor sports facilities	35	49%	22	31%	15	21%	72	100%
Parks and playgrounds	24	32%	30	39%	22	29%	76	100%
Open space	21	30%	27	38%	23	32%	71	100%
Support facilities	28	39%	29	40%	15	21%	72	100%

Question 12. Which facility type is most needed in Emeryville?		
Facility Type	Number	Percent
Indoor recreation facilities	44	48%
Outdoor sports facilities	25	27%
Parks and playgrounds	24	26%
Open space	15	16%
Support facilities	24	26%
Total Respondents = 91		
Note: Respondents were asked to select one. Many selected more than one, and all answers were tabulated.		