

<i>Participants and Participating Organizations</i>		
Council	Hayward City Council	Marvin Peixoto
Council	Hayward City Council	Francisco Zermeno
Council	Hayward City Council	Sara Lamnin
Council	City of Hayward Mayor	Barbara Halliday
Council	Hayward City Council	Al Mendall
Council	Hayward City Council	Elisa Marquez
Council	Hayward City Council	Mark Salinas
Advocacy	Hayward Collective:	Aisha Wahab
Advocacy	South Hayward Neighborhood Collaborative/ La Familia Counseling Center	Karen Norell
Legal	Centro Legal de la Raza	Eleni Wolfe Roubatis
Community Services	Hayward Area Recreation and Park District (HARD)	Paul McCreary
Advocacy	HUSD	Matt Wayne
Education	Moreau Catholic High School	Terry Lee
Business	Hayward Chambers, Hayward Non-profit Alliance & Latino Business Roundtable	Kim Huggett
Advocacy	La Familia Counseling Center	Aaron Ortiz
Healthcare	Tiburcio Vasquez Health Center	David Vliet
Faith Based Organization	South Hayward Parish- Food Pantry and Social Services	Ralph Morales
Faith Based Organization	Glad Tidings Church	Bishop Jerry Macklin
Faith Based Organization	Evangelistic Churches of Hayward Area (ECHA)	Pastor Chuck Horner
Community Services	Eden Youth Center	Karen Halfon
Faith Based Organization	New Bridges Church	Rev. Carmen Browne
Housing	Abode Services	Kara Carnahan
Housing	ECHO Fair Housing	Marjorie Rocha

Community Services	Eden Information and Referral	Alison DeJung
Advocacy	Ruby's Place	Vera Ciammetti
Legal	International Institute of the Bay Area	Eleonore Zwinger
Advocacy	Community Resources for Independent Living (CRIL)	Ron Halog
Faith Based Organization	The Salvation Army	Capt. John Kelley
Community Services	Spectrum Community Services	Lara Calvert
Healthcare	St. Rose Hospital Foundation	Michael Cobb
Advocacy	Downtown Streets Team	Julia Lang
Housing	Habitat for Humanity	Jen Gray
Housing	Rebuilding Together	Lisa Malul
Legal	Legal Assistance for Seniors	James Treggiari
Community Services	Eden Area YMCA	Kenny Altenburg
Advocacy	Community Child Care Council (4C's)	Rosemary Obeid
Advocacy	Horizon Services / Project Eden	Rochelle Collins
Housing	Hayward Mobile Country Club	Elaine Sunday
Healthcare	Tiburcio Vásquez Health Center, Inc.	Wil Lacro
Community Services	Community Services Commission	Antonio Isais
Community Services	Community Services Commission	Julie Roche
Community Services	Community Services Commission	Arzo Mehdavi
Education	City of Hayward	Lindsey Polanco
Emergency Services	City of Hayward Fire Department	Chief Garrett Contreras
Community Services	Community Services Commission	Michael Francisco
Community Services	Community Services Commission	Lisa Glover-Gardin

Community Services	Community Services Commission	Saira Guzman
Community Services	Community Services Commission	Janet Kassouf
Community Services	Community Services Commission	Arvindra Reddy
Community Services	Community Services Commission	Ernesto Sarmiento Jr.
Community Services	Community Services Commission	David Tsao
Community Services	Community Services Commission	Rachel Zargar

Appendix 3 - Qualitative Interview Guide

Stakeholder Interview Guide

Phase 1 Interviews and Community Groups

Objectives – To determine the human needs of low-income Hayward residents; Identify barriers and gaps that prevent Hayward residents from accessing services; Create validated data to ensure CSD programs address community needs; and Help develop the 2020 Consolidated Five-Year Plan

Identify Stakeholder group(s):

- Elected Officials, Mayor, Council Members
- Healthcare providers
- Social Service agencies
- Other (specify) _____

Interview Type:

- Telephone
- In person

Interview Questionnaire

Introduction

As you saw in the introductory note from [City Manager McAdoo; Dana Bailey] Crescendo Consulting Group will be assisting Hayward staff with the recently launched Community Needs Assessment (CNA).

The primary objectives of the Assessment are to determine the human needs of low-income Hayward residents and identify barriers and gaps that prevent Hayward residents from accessing services.

I have a few questions from some rather broad categories. The discussion will take less than 15 minutes. Shall we get started?

- 1. To start with, please tell me a little about ways that you (and your organization) interact with the community?**

Access, Availability, and Delivery of Services

The next series of questions involve needs, the current availability and adequacy of supports, services, and facilities to meet the human needs of area residents.

- 2. Thinking broadly about the strengths and needs of people with low-incomes in Hayward, what is first thing that comes to mind?**

- 3. What do think are the top five key needs of low-income persons in the community?**

PROBE as needed and RECORD ON SERVICE TABLE on page 4:

Transportation, housing, employment, education, income management, housing, emergency assistance/services, nutrition, healthcare, helping persons to become self-sufficient, or coordination of services and connecting persons to services, community revitalization, or other needs.

- 4. What populations are especially vulnerable and/or underserved from your perspective?**

PROBE:

- In what ways do programs in the City reach out to these underserved populations?

5. Tell me about some of the [other] organizations that provide services to address the needs we're discussing?

PROBE: Capacity and access

What works well?

Where are there opportunities for change?

6. How can (or does) your agency [the city] partner with others to address the needs that you identified?

Enhancing Communications, Coordination and Information

Now I'd like to hear your opinions about assessing the adequacy of communications, service coordination, and information sharing across local and regional partners.

7. To what degree do you think that the community at large is aware of the breadth of available services in Hayward?

PROBE: What are the challenges to greater awareness and understanding of the availability of services and ways to access them? What might help overcome the challenges?

8. How do consumers generally learn about access to and availability of services in Hayward?

PROBE: Does this vary based on neighborhoods, community groups, ethnic or cultural issues, or other characteristic?

9. What mechanisms are currently in place to facilitate communications between the public, the City, and private services?

PROBE: What works well (and why)? What does not work so well.

Magic Wand Question

10. If there was one issue that you could personally change with the wave of a magic wand, what would it be?

Thank you very much again for your time and thoughtful responses to our questions.

Service Table for Reference

CATEGORY	NEEDS	Not Needed (1)	Rarely Needed (2)	Needed (3)	Very Needed (4)
<i>Assistance</i>	Help with applying for Social Security, SSDI, WIC, TANF, etc.	1	2	3	4
	Help finding resources in the community	1	2	3	4
	Finding Child Care	1	2	3	4
	Food	1	2	3	4
	Transportation	1	2	3	4
	Legal Services	1	2	3	4
<i>Case Management</i>	Assistance with goals and self-sufficiency	1	2	3	4
<i>Community</i>	Neighborhood clean-up projects	1	2	3	4
	Crime awareness or crime reduction	1	2	3	4
	Public parks and facilities	1	2	3	4
	Employment opportunities	1	2	3	4
	Digital/computer access				
<i>Education</i>	GED classes	1	2	3	4
	English as a Second Language Classes	1	2	3	4
	Adult Education or Night School	1	2	3	4
	Computer Skills Training	1	2	3	4
	Assistance to attend trade or technical school, or college	1	2	3	4
<i>Employment</i>	Help finding a job	1	2	3	4
	Help with job skills, training & job search	1	2	3	4
<i>Family Support</i>	Financial Education/Budgeting Classes/Credit Counseling	1	2	3	4
	Parenting Classes	1	2	3	4
	Nutrition Education/Healthy Eating Education workshops	1	2	3	4
	Classes on healthy relationships, resolving conflicts, etc.	1	2	3	4
	Counseling services	1	2	3	4
	Programs and Activities for Youth (ages 12-18)	1	2	3	4
	Programs and Activities for Seniors	1	2	3	4
<i>Healthcare</i>	Primary Care Services	1	2	3	4
	Specialty Services	1	2	3	4
	Long Term Care	1	2	3	4
<i>Housing</i>	Affordable Housing	1	2	3	4
	Help paying rent	1	2	3	4
	Help with utility bills	1	2	3	4
	Help to make my home more energy efficient (weatherization)	1	2	3	4
<i>Medical</i>	Health Insurance	1	2	3	4
	Affordable Medical Care	1	2	3	4
	Prescription Assistance	1	2	3	4

Appendix 4 - Qualitative Focus Group Details

Qualitative Focus Group Details

A total of eight discussion groups were conducted in Hayward with a combination of residents, community leaders, youth, and seniors to gain detailed insight regarding strengths, needs, barriers to success, outreach strategies, and possible improvement activities. The group discussions lasted from 1 hour to 1.5 hours based on group attendance, participation, and general discussion quality.

The groups were conducted at the following locations:

- Community Child Care Council of Alameda County (2 Groups at 4Cs)
- St. Rose Hospital (2 Groups)
- Downtown Streets Team Hayward Meeting
- South Hayward Parish
- Summer Youth Sports and Mentorship Program (at Chabot College)
- Community Resources for Independent Living

An overview of each group follows:

Community Child Care Council, Group 1

The first discussion group at 4Cs centered around childcare providers. Participants of this group work closely with at-risk families and children, placing them in childcare services and advising them on how to navigate the services available for low-income residents. The discussion that emerged centered often around frustration in making sure families were efficiently utilizing the range of community services available to them in the high cost Bay Area community.

Top needs ranked by mention are:

- Communication Between Service Centers
- Childcare
- Housing
- Sense of Community

Community Child Care Council, Group 2

This group's participants included parents and childcare consumers. The emerging themes and needs were about formulating a Hayward that worked for all neighborhoods, not just middle class and downtown residents. The downtown Hayward scenic beauty, restaurants and activities were praised, but it was lamented that more of those things aren't available elsewhere in the city.

Top needs ranked by mention are:

- Childcare
- Education
- Housing
- Sense of Community

St. Rose Hospital, Group 1

This group saw the most turnout by community activists. Folks were proud of their city, and not always in lockstep agreement on how to best improve community issues. An emerging theme was a lack of coordination between service centers, and the Spanish speaking participants gave voice to the language barrier issues that many non-English speaking residents face.

Top needs ranked by mention are:

- Communication Between Service Centers
- Housing
- Language Barrier
- Sense of Community
- Individuals Experiencing Homelessness

St. Rose Hospital, Group 2

The central theme of this group was overwhelmingly communication between service centers in the city. There was a lot of back and forth about what programs are available, what the city seems to be doing to promote those services, and ways the process could be improved.

Top needs ranked by mention are:

- Communication Between Service Centers
- Sense of Community
- Housing
- Individuals Experiencing Homelessness

Summer Youth Sports and Mentorship Program

Originally convened by Eden Youth and Family Services, this group surveyed 147 Hayward youths between the ages of 10-13. Rather than lead a formal discussion with a group so young, participants were polled on things they enjoyed about the city, what they'd like to see more of, and what would make life easier for them and their communities.

Top needs ranked by response are:

- Language Translation Services (Language Barriers)
- Mental Health Services (Healthcare)
- Employment or job training
- Transportation

People Experiencing Homelessness in South Hayward

At the group convened at South Hayward Parish, Crescendo had a frank conversation with homeless and at-risk folks about their needs. They had a long list of things that needed improvement to help them just get through the day, let alone put them on a path to prosperity. Participants spoke often about the frustration of feeling run around town to multiple service agencies, only to be given inconsistent information about where to obtain services.

Top needs ranked by mention are:

- Communication Between Service Centers
- Individuals Experiencing Homelessness
- Housing
- Transportation
- Other

Downtown Streets Team

The Downtown Streets team Focus Group allowed Crescendo to get a look at some of the most positive changes happening within the city from the perspective of its own most at-risk residents. While the serious needs of housing, employment, and case management emerged, many inspiring stories and strategies for change were shared. It should be noted that “Individuals Experiencing Homelessness” did not tally as a top need, but almost every issue was discussed through the lens of Homelessness.

Top needs ranked by mention are:

- Employment
- Case Management
- Housing
- Sense of Community
- Laundry/Showers

Community Resources for Independent Living

This group was specifically recruited to engage seniors and people with disabilities who could speak to housing and transportation issues in detail. The participants’ personal challenges which make independent living difficult included, but were not limited to blindness, physical frailties, developmental disabilities, and mobility issues.

The detailed nature of this group was especially helpful in identifying specific actions to address “areas requiring additional focus” from the City and its partner agencies. These details also helped form the list that was ultimately rated by the community in the quantitative survey.

There were a number of concerns among the group including social isolation of seniors, mental health and personal safety. The **top needs** and associated comments are listed below with specificity regarding solutions.

Communications and Service Access

- Provide more centralized services for people with disabilities and those experiencing homelessness.
- Use a “no wrong door” to help people, especially those with disabilities; an approach like some ADRCs (<https://www.aging.ca.gov/ProgramsProviders/ADRC/Consumer/>)
- Think of a model less like HACA (<http://www.haca.net/>) or Eden Youth and Family (<http://www.eyfconline.org/>) and more like the Fremont Family Resource Center (<https://www.fremont.gov/228/Family-Resource-Center>) that co-locates State, County, City, and non-profit agencies under one roof to provide social services to families and children.
- The Build on the strengths of the 211 system but update the agency files; set expectations of users “you could be on the phone all day getting information.”
- Take a closer look at Eden I & R (<http://edenir.org/>) data entry systems.

Housing

- Make sure HUD inspections are being conducted for accessibility.
- Make rent control policies based on affordability; a percentage of income not a dollar amount. [This comment found unanimous support.]
- Re-establish trust; trust has been broken [between tenants and landlords.]

Transportation

- Fares have increased and it makes it expensive to go to multiple appointments on public transportation.
- Haywards two BART stations are a real benefit; but they have problems.
- Improve security at BART; maintain elevators and escalators so they function
- Paratransit is difficult. There are three programs. You never know what you are going to get [in terms of drivers and/or vehicle functioning.] There are poor lifts; long wait times for rides.
- Bus routes have changed and there are fewer busses - they are less convenient.
- There are poor traffic lanes, especially on Jackson.
- There are crosswalks without signals and/or audible signals [D & Jackson; D & Atherton; Mission & Hotel Avenue]