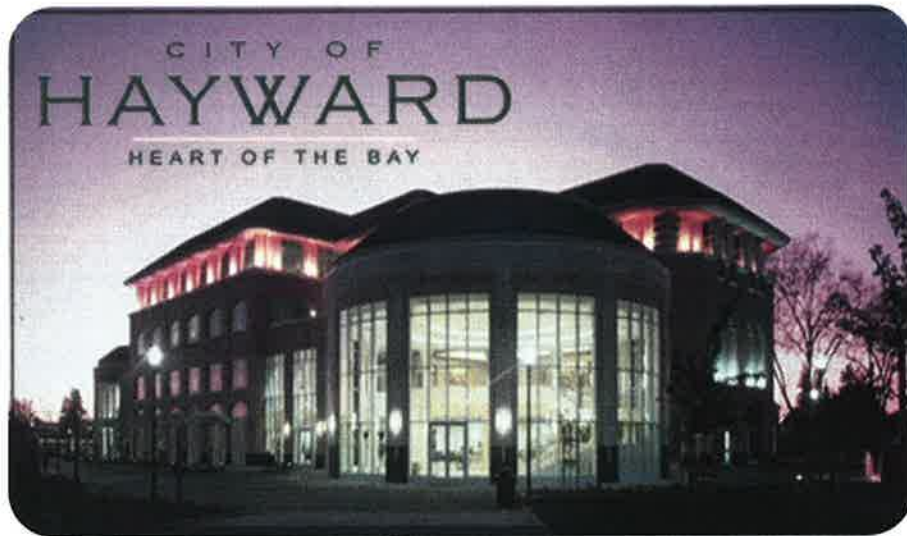


2016
All-America City
National Civic League
Award Application

Submitted by:



Hayward City Hall
777 B Street
Hayward, CA 94541

Contact:
Office of the City Manager
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Assistant to the City Manager
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Community Information

Community name and state: Hayward, California

Your community is applying as a:

Neighborhood Village Town Tribe City County Region

If applying as a region, name participating communities: _____

If applying as a neighborhood, name city: _____

Has your community applied before? Yes No If Yes, which years: _____

Has your community been a Finalist before? Yes No If Yes, which years: _____

Has your community been an All-America City before? Yes No If Yes, which years: _____

Contact Information

All-America City Award contact (primary contact person available throughout competition & follow-up):

Name: **David Korth** Title (if any): **Manager, Neighborhood Services**

Organization/Government/Other: **City of Hayward**

Address: **777 B Street** City, State, Zip **Hayward, CA 94541-5007**

Phone (business/day): **(510) 583-4227** Mobile Phone: **(510) 385-2947**

E-mail Address(es): **David.Korth@hayward-ca.gov**

The applying community will receive a complimentary membership (or membership renewal if an AAC application was submitted last year) to the National Civic League for one year. To whom should this membership be directed?

Name **City Manager Frances David**

Address **777 B Street**

City, State & Zip Code **Hayward, CA 94541-5007**

Phone Number **(510) 583-4300** Fax **(510) 583-3601**

Email **Fran.David@hayward-ca.gov**

We agree to follow NCL's rules regarding use of the All-America City Award logo, a registered trademark of the National Civic League. We allow NCL and the All-America City Award to share this application and the information enclosed in it with the NCL and AAC networks to promote the work of our community. If we are named an All-America City, we agree to conduct a post-AAC conference call or regional forum for the AAC network that features our projects. In a pay-it-forward spirit, if named a finalist or All-America City, we agree to consider supporting AAC through an NCL membership for a minimum of the next three years.

Signature: _____ Date: 3/8/2016

Name: FRANCES DAVID Title: City Manager



Community Statistics and Map

Note: Use the most up-to-date statistics possible for your neighborhood, town, city, county, or region (source suggestions: U.S. Census Bureau, State Department of Economic Security, State Department of Finance, Department of Public Health, and local school statistics).

POPULATION (in year 2010 or most recent): **_154,612**

Source/Date: **US Census (V2015)**

POPULATION PERCENTAGE CHANGE 2000-2010 (indicate + or -): 7.7 %

Source/Date: **U.S. Census, July 1 2015**

RACIAL/ETHNIC POPULATION BREAKDOWN:

White	18.8%
Hispanic or Latino (of any race)	40.7%
Asian	22.0%
American Indian and Alaska Native (AIAN)	1.0%
Mixed Race	7.1%
Other	11.4%

Source/Date: **U.S. Census 2010**

MEDIAN FAMILY INCOME: **\$62,691**

Source/Date: **U.S. Census (in 2014 dollars) 2010-2014**

PERCENTAGE OF FAMILIES BELOW POVERTY LEVEL: **14.5%**

Source/Date **U.S. Census 2014**

UNEMPLOYMENT RATE: **6.3%**

Source/Date: **Bureau of Labor Statistics, April 2015**

POPULATION BREAKDOWN BY AGE GROUP (percentages, if available):

Under 18	23.8% (Under 18, not 19 and under)
18-24	10.7% (18-24, not 20-24)
25-44	30.5%
45-64	24.4%
65 and over	10.6%

Source/Date: **U.S. Census 2014**

PERCENTAGE OF HOME OWNERSHIP: **52.5%**

Source/Date: **U.S. Census , Owner-occupied housing unit rate, 2010-2014**

WORKFORCE DISTRIBUTION -- Name the three largest employment sectors (include military services and/or installations, if any) in your community and provide the percentage of total employed in each:

Management, Business, Science and Arts Occupations	28%
Sales and Office	25%
Service Occupations	20%

Source/Date: **2010-2014 American Community Survey**

MAP --State map (8.5" x 11") with our community clearly marked (Attached)

Hayward, CA



The Story of Hayward, California:
Innovation and Civic Engagement

Tens of thousands of dollars were being spent annually to remove graffiti from throughout the city's landscape. The innovative solution: Murals. What started in 2009 as an anti-graffiti tool has blossomed into a citywide beautification effort producing a gradual transformation of utility boxes, sound walls, underpasses, school buildings and commercial properties from tagging targets into creative canvases that vividly share the story of the City of Hayward through public murals.

The Hayward Mural Project creates jobs for local artists, engages residents, and community groups, and cements partnerships amongst community stakeholders. Artists are commissioned to work with local schools and involve youth, teaching them about respect and pride in their communities, and ultimately learning from them what it is that they find important about community life.

Hayward has created 149 murals to-date, and reduced graffiti by over 50% with no graffiti on murals in over two years. Once rated a significant concern, less than 4% of respondents to Hayward's biannual Resident Satisfaction Survey now view graffiti as a problem. Additionally, city officials have provided guidance on starting a mural program to more than 50 other cities. Hayward's Mural Art Program has received the California Association of Code Enforcement Officers Innovate Program Award and California League of Cities Helen Putnam Award for Excellence.

This is Hayward, California.

Nestled in the San Francisco Bay Area of California, the City of Hayward is a community of 154,612 residents. It encompasses 61-square-miles, ranging from the shore of the Bay

eastward to the southern Oakland-Berkeley hills. Hayward is known as the “Heart of the Bay,” not only for its central location, but also for its accepting and caring environment; it is the second most diverse city in California and the 15th most diverse city in the nation.

Hayward maintains a balance between the needs of its diverse residents and a growing business community. Hayward’s Growth Management Strategy - designed with ongoing input from citizens - balances the demands of its growing population with the preservation of open space, the need for economic development, and the well being of residents.

Community and neighborhood revitalization need not result in gentrification; and the city’s focus on civic engagement has helped to ensure this objective. Hayward is creating a pedestrian-friendly downtown with a balanced mix of housing, retail shops, offices and restaurants. City Hall serves as the new civic center and the focal point for revitalization. The city is courting new businesses, expanding sales tax revenues, and creating a varied economy.

While Hayward is home to the valuable education assets of California State University - East Bay and Chabot Community College, many residents lack education attainment. Of residents 25 years or older, 6.1% hold a graduate degree, compared to 11% nationwide. Approximately 18% hold a Bachelor’s Degree, 7.2% a two-year Associates Degree, and only 26% have a high school diploma. One in five residents didn’t graduate from high school according to the U.S. Census; this almost identical to graduation rates for the Hayward Unified School District (HUSD), according to the California Department of Education, 2014.

With 48,367 housing units in Hayward, about half of residents are renters, compared to 43.9% statewide. Although Hayward is one of the most affordable cities in the San Francisco Bay Area [Bay Area], with the cost of an average single-family home at nearly \$40,000 below that of other nearby cities, many residents face significant cost of living challenges. The

Economic Policy Institute reports that the annual income needed for a family of four living in the Bay Area to afford housing, food, transportation, childcare, health care, taxes and other living necessities, is \$81,621. The median household annual income in Hayward is significantly less at \$62,691. According to the U.S. Census, the per capita income is \$25,208, compared to \$29,527 statewide. Over 6% of Hayward residents are unemployed and 14.5% live in poverty.

These statistics are most prevalent in the low-income areas of Hayward, such as an area known as South Hayward where many of the residents face a number of linguistic, cultural, and economic barriers to accessing needed education, healthcare, mental health, and other social services. While many South Hayward residents at one time indicated that they felt like a forgotten part of the City, today resident leaders with inter-agency support are changing that scenario. South Hayward neighborhood revitalization efforts are focused on enhancing residents' access to employment; supporting socioeconomic mobility; reducing crime; and achieving other quality of life improvements. Other neighborhood revitalization strategies include the development of new multimodal transportation; well lit and safe routes to school and other neighborhood destinations where residents feel comfortable walking and riding bikes day and night; encouraging fitness with linear park space adjacent to improved roadways that also include jogging paths and fitness par courses; and catalyzing investment in this distressed area that will activate vacant parcels and revitalize aging small business establishments.

Throughout Hayward, these transformations are occurring with residents who are increasingly active in the process. The Hayward Promise Neighborhood (HPN) initiative is a great example (www.haywardpromise.org). Modeled after the successful Harlem Children's Zone (www.promise.org), Hayward was one of the first five communities in the nation to receive a five-year, \$25 million grant from the U.S. Department of Education. The HPN initiative

represents a partnership between California State University- East Bay (as the primary grant recipient), the HUSD, Chabot Community College, the City and other local government agencies, businesses, faith and non-profit service organizations and local residents working together to provide long-lasting education reform and neighborhood improvement strategies and solutions.

A listing of some of the significant accomplishments achieved by the Hayward community includes:

- The creation of a Community Engagement Task Force charged with enhancing coordination amongst HPN community organization partners, increasing resident leadership opportunities, and better utilizing technology to connect with community stakeholders.
- The initiation of an Adult Technical Education Class where 20 residents received subsidies to attend medical assistant and welding certificate courses. This pilot program is being expanded based on the successes achieved.
- The focus on a two-generational approach to fighting poverty, where students *and* their parents are provided access to quality education, workforce development, and financial equity resources.
- The community health and education nonprofit, Story For All, Inc., has offered to lead an effort to train youth and adult community members who will conduct peer-to-peer conversations where residents who share personal stories to preserve valuable narratives of Hayward's rich history. These community engagement methods will collect authentic, useful ideas and solutions to community challenges, and deepen respect and connections among diverse community

members, as well as create a sense of ownership among residents and other stakeholders that creates and sustains engagement in their community.

- The establishment of the Hayward Neighborhood Partnership Program (NPP), where City Hall is brought to the neighborhood so public officials can listen to what residents and other neighborhood stakeholders say about the quality of life in their neighborhoods, and where partnerships with residents are developed to make community improvements. Over 36 Hayward neighborhoods have participated in over 130 meetings, each with 25 to 50 community participants on average. The largest meeting included over 100 community members
- The resident-run Keep Hayward Clean and Green (KHCG) Task Force established the Adopt-A-Block program. This program helps to form Neighborhood Clean Teams that organize events to remove trash, illegally dumped furniture and other neighborhood blight. This effort has increased neighborhood pride and reduced crime as criminal behavior is less likely in areas where residents are visible and actively taking care of one another, and their community.
- At the suggestion of residents, online and social media have been incorporated into the City's civic engagement strategies in order to expand resident voices and direct involvement to decisions that impact their lives.

As its murals depict, Hayward is a city of visionaries. It's leadership and residents have long worked together to improve safety, the environment, and economic well being of the community. Examples of Hayward's innovative spirit include:

- In 1876, the City established one of the first municipal fire departments tasked with putting out fires for residents. A firehouse mural highlights this accomplishment.
- In 1981, the City installed its first 700-kilowatt cogeneration facility designed to use bio-fuel produced in the digestion process to generate energy for its water pollution control facility (WPCF). Five years ago, solar power was added to the on-site green power portfolio. Together the installations meet about 20% of total energy demand. Recognized last year with a prestigious EPA Green Power Partner Award, Hayward's WPCF is the first publicly-owned treatment works and largest generating account in the California Renewable Self-Generating Bill Credit Transfer Program.
- In 2009, Hayward was one of only four cities in California to adopt a Climate Action Plan.
- Hayward High School students are trained and paid to help fellow residents lower utility costs while also reducing their environmental footprint thanks to a partnership with International Council for Local Environmental Initiatives.
- In 2014 the City created 25-year Master Plan.
- This year, the City broke ground on building a new 21st Century Library & Community Learning Center.
- The largest capital improvement project in Hayward's history is its current \$134 million infrastructure project designed to alleviate traffic congestion through the City's main arteries. Traffic control strategies include the use of state-of-the-art traffic management technology, multi-modal infrastructure upgrades, improved accessibility, increased energy efficiency, and the use of eye catching street signs with phrases like "35 mph: It's a speed limit, not a suggestion."

- Plans for development of a Youth and Family Center in South Hayward serving as an anchor for other neighborhood revitalization development, coordinated services, and art and cultural activities.
- Hayward is a “Tree City USA” designated city.
- Hayward is home to one of the earliest and longest running gay proms in the country.

Hayward has achieved a robust and mature engagement framework and multi-organizational infrastructure to include local public and private organizations that leverage resources, coordinate services and empower a diverse representation of community stakeholders. Hayward believes that development must be locally informed, humanistic, and holistic as is shown by the projects that are influenced by and designed with the residents they are intended to serve.

With high trust and reliance on the fire department, Hayward responded to the community’s need by opening California’s first medical clinic at a neighborhood firehouse. Lacking a dedicated adult public health clinic in South Hayward, the City is utilizing its Firehouse Clinic to serve chronically underserved residents.

An essential partner in the Firehouse Clinic, the Tiburcio Vasquez Health Center, has deep roots in Hayward and is also committed to providing health services to youth in schools where they can most conveniently be served. The goal is for students to receive wrap around services that they need to be successful in school and to ultimately climb life’s ladders of opportunity. Community groups also work together to provide coordinated after-school, literacy and nutrition services to students and their families.

Hayward understands that some youth need expanded and specialized intervention services. This is where the award-winning Youth and Family Services Bureau (YFSB) fills the

gap. Police officers and professional counselors work together to reduce delinquencies and crime through services that are offered free to families. Last year YFSB increased collaboration with the HUSD, parents and more than a dozen partners to expand services and address a chronic absence/truancy challenge at targeted schools where upwards of 30% of students are already chronically absent in kindergarten.

By working together, the community has been able to fulfill needs and create ladders of opportunity for all of its citizens – from cradle to career. There are many “Faces of Hayward” as is showcased in a mural depicting 20 different portraits of people who live, work, attend school or were born in Hayward. Each is a valued part of the community and an important chapter of the story of Hayward, California.

The Firehouse Clinic:

Providing Healthcare Services to Underserved Residents with Coordinated Care

Linda Simpson's medical conditions are treated only sporadically. In cold winter months, she avoids leaving a tent pitched illegally in Hayward where she keeps warm with blankets and a gas heater. Her depression and degenerative arthritis make it painful to move so she forgoes necessary treatment for those conditions as well as her high blood pressure and cholesterol levels. She opts not to embark on long bus/van commutes that are often followed by long and unpredictable emergency room waiting times for treatment and medicine.

Fortunately, the situation has changed for Linda thanks to the opening of a new Firehouse Clinic that's just a short bus ride away, with appointments guaranteed within 72 hours and continuity of care. "Health-wise this means everything," Linda told a reporter for the California Health Care Foundation Blog. "I could feel myself going down, and I don't want to die this young. I don't want to die. I'm tired of living out there like this, and I know the only way to do it is to start taking care of myself and get back into health."

The Firehouse Clinic opened in early January in South Hayward at the site of Hayward's first new fire station in 20 years, and is designed to provide convenient medical care to Hayward's most needy patients while tapping into first responders' knowledge of each patient, concurrently reducing emergency room visits and the cost of healthcare.

The Firehouse Clinic is the brainchild of Alex Briscoe, director of the Alameda County Health Care Services Agency, who leads the design and development of health services countywide. It was during the 2009 protests after the shooting of Oscar Grant that Alex noticed that the enraged crowd only moved to the side, cooperated and cheered as a fire truck sped by. Later during the H1N1 epidemic, firefighters were utilized to deliver a significant number of

vaccinations to low-income residents. Residents waited in long lines that stretched for blocks to receive vaccines from Hayward firefighters instead of going elsewhere. This trust prompted Alex to explore the concept of using firefighters more broadly to capitalize on that trust and to improve access to quality neighborhood-based primary and preventive care.

The idea has since been discussed for about six years and carefully studied before the current collaboration between public agencies, health care providers, the California Healthcare Foundation, architects, the Hayward Fire Department, labor groups and faith-based community organizations took shape. It took time to turn interest into activism. One group that got involved was The Organizing and Leadership Academy (TOLA). Established in 2010, TOLA's mission is to train the next generation of grassroots organizers and leaders. TOLA fellows and volunteers spent two months going door-to-door to over 11,000 households, connecting with about half the households and educating those residents about the Firehouse Clinic concept. They received feedback through a brief survey before collecting signatures from residents and businesses in support of the project. The organization gathered 1,916 letters of support from residents, in addition to another 122 from businesses, congregations, and community-based organizations. TOLA presented these letters when it testified before the Hayward City Council urging its support.

When Hayward officials, the Hayward Fire Department, and the Tiburcio Vasquez Health Center committed their space, staff and leadership, Alameda County jumped in to invest Measure A dollars. Passed by Alameda County voters in 2004, Measure A, the Essential Health Care Services Initiative, authorized a half-cent sales tax increase to provide and improve health services to indigent, low-income, and uninsured residents.

The Clinic was built on City land, but the County paid the \$1.2 million in construction

expenses, with Hayward covering another \$840,000 in infrastructure and technology costs.

Tiburcio Vasquez Health Center operates the Clinic, with the County committed to subsidizing operating costs for the first two years.

The 2,400 square-foot Firehouse Clinic, located at 28300 Huntwood Avenue, officially opened in early January and operates about 20 hours a week, but will soon be open from 8:00 a.m. to 8:00 p.m. weekdays, with eventual weekend hours. A full service primary and preventive care clinic, common medical visits to the Firehouse Clinic include:

Ear/nose/throat infections Urinary tract infections Asthma Bacterial pneumonia Hypertension Flus/colds Tuberculosis tests Blood pressure checks	Wound care Monitoring weight gain Immunizations Sports physicals Disease management Occupational health Prescription refills
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An on-site lab runs basic tests, such as for blood sugar and pregnancy. In addition to medical services and follow-up from emergency room visits, the Firehouse Clinic staff provides health navigation services to connect patients to the best insurance program available to them and to a medical home for chronic care, if necessary. Medical staff also provides referrals to specialty care as well as acute care discharge follow-up to ensure that patients are taking medicines and following medical advice. Mental health and dental will soon be part of the service menu.

The Firehouse Clinic is expected to treat 9,450 patient visits in the next two years, providing health services to about 2,400 new clients this year and 3,500 new clients next year.

With Medi-Cal and Medicare billing and public funding, the operational model should be scalable and sustainable in this and other communities. It is expected to pay for itself the third year of operation in Hayward.

The Affordable Care Act has brought changes to health insurance and opened the doors for everyone to get insurance. However, just because it is available does not mean that all will enroll nor guarantee access to timely, quality care in a convenient place. Like other areas, Hayward faces a shortage of primary and preventive health services. The Firehouse Clinic improves healthcare access to a vulnerable population regardless of coverage. Most importantly, it provides families and individuals with access to primary care, for single-issue and one-time medical needs without long waits, a first for many in the community.

Importantly, this model creates a nexus between the emergency first responders and the healthcare system by increasing communication, data sharing and coordination of services to better connect patients to the proper level of care and provide continuity of services. Tablets are utilized as opposed to bulky computers to cut down on patient waiting time and to ensure that records are accessible. In addition, exam rooms are equipped with wheeled carts loaded with supplies. The desired result is more effective, patient-centered healthcare that improves patient outcomes and reduces costly emergency room visits, while taking advantage of the trust and expertise of first responders.

Hayward Fire Chief Garrett Contreras maintains that firefighters are trained as first responders in an emergency. “We do trauma and emergency medicine really well, but when we have a patient that doesn’t have those significant issues we treat them the same way — we send them to the emergency room,” he explained. “There’s a better way to do it. There’s a better, more cost-effective way to help make this a more healthy, vibrant community.”

Upwards of 76% of the calls firefighters respond to are medical and not to distinguish fires. Similarly, research shows that a significant number of costly emergency room visits are not acute and that patients would be better served in a primary care setting, such as the Firehouse Clinic. This trend is even more prevalent in underserved communities.

During 2015, 13,109 transports were performed within Hayward, a minimum of 30% of which most likely did not require an ambulance or an emergency department (please note that transports do not result from most first responder calls). That equates to at least 3,933 ambulance transports to an emergency department that could have been handled differently.

In addition, there are patients returning to the hospital following discharge due to lack of compliance with discharge instructions, which has created a readmission rate that is unacceptable. To that end, Medicare is no longer covering facility or professional fees for patients readmitted within 30 days. With 6,349 discharges from Hayward's St. Rose Hospital, there is a significant probability of readmission for patients diagnosed with chronic diseases.

In the past decade, rates of chronic disease in Alameda County's underserved communities have risen. People turn to the emergency room because they are not able to see a primary care provider, or they do not have health insurance. What they need is better access to healthcare as is being offered at the Firehouse Clinic. The Clinic is close to home, convenient and affordable – both from a community and a public funding perspective. There is also the added benefit of health navigation services, which are essential to help new patients into the preventive system secure insurance and gain access to the medical services they need to stay active and able to care for their families.

Data shows that children are more likely to have seen a healthcare provider and to receive well-child health visits when parents are also receiving healthcare. The Firehouse Clinic's

operator, Tiburcio Vasquez, has been expanding healthcare services to youth by establishing clinics in schools; however, school officials knew that more parents needed care to in order to really impact outcomes. A study by the Institute of Medicine found that the health of parents can play an important role in the well-being of their children, noting that a parent's poor physical or mental health can create a stressful family environment that may impair the health or well-being of a child. The study suggested that better treatment for parents may ultimately improve the family environment in which children grow up and may contribute to better child health and personal outcomes.

Community Project Lead Contact Information

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Healthy Families:

Literacy, After-School Support, and Access to Healthy Meals

Gabriela Delgado is a senior at Tennyson High School. No one in her family has pursued higher education, but she intends to be the first in her family to go to college. For year's, Gabriela has taken full advantage of "many" tutors from Cal State University - East Bay who come to her school as part of a Service Learning Program designed as a feeder model for students who want to be teachers. The tutors "were an inspiration to me and wanted me to go to college. They helped me through it," Gabriela said, adding that like her tutors, she will be the first person in her family going to college.

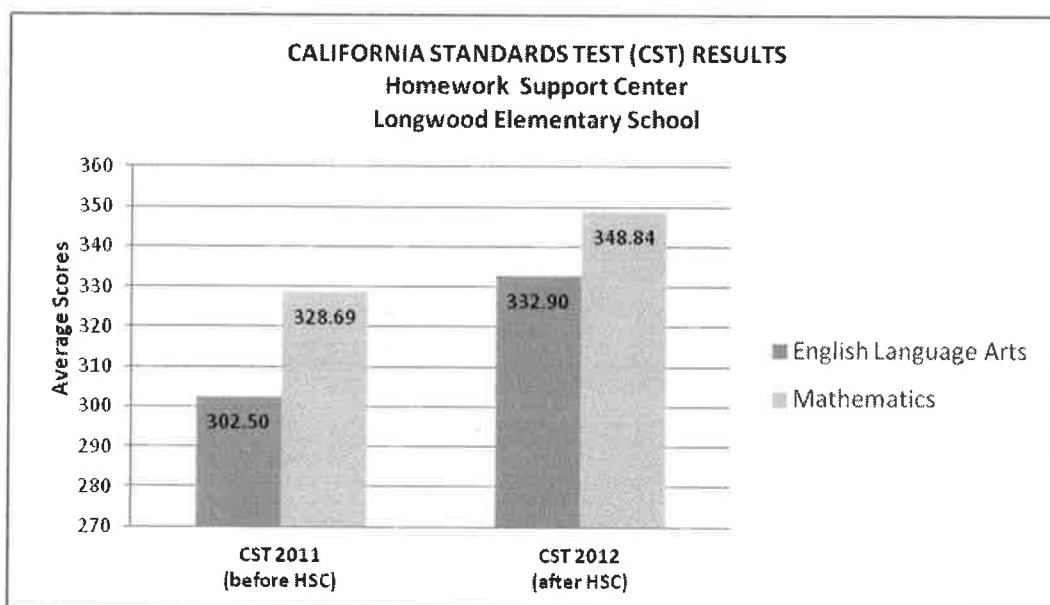
Cal State East Bay student Dylan Garcia is one of the tutors. He especially appreciates the opportunities that he has to work with many different students one-on-one from elementary through high school. Harper Elementary School student Logan Napoles explained, "I learn a lot of stuff. When school ends I *get* to go to After-School and do my work."

This is the story of Hayward, California.

There is a significant need for extra academic assistance for students in Hayward schools due to tremendous linguistic and economic barriers. Poor academic performance in the primary years of school frequently leads to more serious challenges in the secondary years. To address this critical community issue and help youth and families to reverse the downward trend in academic performance, Hayward expanded its successful educational service models in an innovative partnership with Hayward Unified School District (HUSD) and local institutions of higher education, California State University East Bay (CSUEB) and Chabot College. Visiting a Hayward school one will find the City operating programs and community partners on site. There's a heightened focus on alignment of services. Hayward understands that it takes a

collective impact to ensure that Hayward’s children – families – community – succeed from cradle, through school and life.

For youth, Hayward offers after-school Homework Support Centers (HSC) at 10 local school sites (elementary, middle, and high school locations) as well as at two city libraries, to nearly 2,000 non-duplicated students. HSCs deliver free, quality, small group bilingual tutoring services to students on-site, provides learning manipulatives and supplies to support academic needs, four days a week, two hours each day. HSC tutors are recruited from CSUEB and Chabot College MESA, STEM, and English programs. Tutors complete literacy training necessary to support K-12th grade students with their academic needs and often become more engaged in the community. To ensure that students get help when they need it, both students and staff have access to the HPL’s real-time tutoring program, Tutor.com, seven days a week, from 1-10 pm. In partnership with HUSD’s Food Services, every participant receives a free, well-balanced meal. Students, and families, also have free access to 21st century learning tools, including free Wifi and Netbooks in the HSCs and 18 Chromebooks are available for extended checkouts. Bilingual classes are offered to educate parents on computer use.



The HSCs proved remarkably successful in helping students improve standardized test scores. Before-and-after standardized testing of students who attended the HSC at Longwood Elementary School (one of the lowest performing schools in Hayward and recipients of SIG funding) shows that participating students significantly improved their scores on the California Standards Test (CST).

Tutors, current college students studying in specialized programs, receive stipends for involvement; thus providing a college going culture within the HSCs and the support mechanisms that both college and HUSD students need to succeed. It is a reciprocal relationship where all participants learn together, develop community, and create a positive school climate. It also increases the quality of life for youth and families. College participants come from diverse backgrounds and from various majors. They gain real-world experiences that help them to further develop their communication, writing, interpersonal skills and social/civic responsibility. Their experience in the schools as a tutor allows them to reflect and discuss the challenges affecting underfunded and low performing schools, educational equity and access, and social issues associated with urban schools in a working class community while earning money necessary to pay for college expenses.

Hayward's collaborative is closing the gap for adults as well as youth through Literacy Plus. Offered at the Hayward Public Library, Literacy Plus has helped over 3,500 adult learners to read and write or improve literacy. Participants receive free one-to-one tutoring in reading, writing, spelling and basic math, small group classes, computer-assisted learning, regular student reassessments, and Spanish Literacy/ESL programming and tutoring skills workshops. The program also offers a Families for Literacy component, providing monthly story times and free books and magazines to children of adult learners. Working in conjunction with the Hayward

Support Centers, Hayward Day Labor Center, Literacy Plus offers the English Support Center with computer classes, conversation circles, citizenship preparation, and job readiness classes.

Over 1,200 personal goals were met by 91% of the 310 learners served for 2013. Resume writing, interview preparation, finding a job, writing a resume, obtaining a license or certificate, passing the citizenship test, getting a driver's license, voting, becoming a volunteer, attending school/or college, sharing a book with a friend or family member, and helping a child with homework were among the many accomplishments. The Literacy program also provided 403 computer classes to 898 students who logged in for 2,572 hours.

Another program, Words for Lunch, was created to bridge the summer gap in reading and access to healthy foods. With 83% of students qualifying for free and reduced lunch, students lack access to healthy foods over the summer hiatus. Hayward stepped up to address this critical community need. Words for Lunch is a collaboration between Let's Do Lunch Hayward...And Breakfast Too, the Kids Breakfast Club, HUSD, Hayward Area Park and Recreation, and the City of Hayward Public Library. Every Tuesday and Thursday, from mid-June to early August, children aged to 18 can receive a free nourishing lunch at local parks while enjoying a summer reading experience lead by trained volunteer readers. Each child leaves with a free age appropriate book, providing students access to books at home. Additionally, these summer readers are automatically enrolled in a Reading Challenge where they earn prizes for meeting their reading goals, thereby encouraging a life-long love of reading.

For summer 2015, the Words for Lunch Program provided services to 605 unduplicated participants in grades baby/Pre-K through 12th for 1,434 individual sessions. More than 1,265 nutritious meals were distributed. There were 47 volunteers who donated 777.5 hours, providing 57,360 minutes of reading. Although the program was created for Hayward residents, students

from 72 schools benefited from enrichment services. Kids attended from California cities of Union City, San Lorenzo, San Mateo, El Cerrito, Castro Valley, Oakland, Cupertino, Antioch, Richmond, San Leandro, San Francisco, Daley City and Windsor.

A focus on healthy eating is necessary in creating a positive school climate that is conducive to learning. As mentioned, over 80% of HUSD students qualify for free or reduced lunches. Early in this process, Hayward learned that less than 30% of student's district-wide eat five servings of fruits/vegetables daily and began incorporating healthy eating as part of educational enrichment. One program integrated in is Project EAT (Educate, Act, and Thrive). This initiative of the Alameda County Office of Education works with youth and community groups to develop the Hayward Urban Agriculture Strategic Plan to support a local cottage food industry. It's helping to grow the Tennyson High School urban farm where youth mentors are trained to educate peers and their families about farming and nutrition. Additionally, the Alameda County Food Bank last year began partnering with 35 Hayward-based organizations to give residents access to fresh and affordable nutritious food through its Mobile Pantry program, as well as provide free food safety training and nutrition education. Participating families, similar to a farmers market, can select free nutritious foods suitable to their cultural needs. Consumers can also participate in cooking demonstrations, health screenings and CalFresh (food stamp) application preparation. A Faces for the Future obesity education program is also being utilized and local high school students led an effort to change city zoning to increase the number of community gardens.

Hayward's Cradle to College to Career model has taken root in our close-knit community. Promotoras, mostly Latina moms, who were once silent, now participate in advisory groups, helping to create programs that serve their children and community. There's a mural

room at Tennyson High School. The vibrant mural depicts youth walking along a path to college before crossing a bridge to come back. Because the goal is to provide each individual the assistance that each needs to succeed in school, and life, but also to instill the desire to return to lead the youth that follow them.

Volunteers provide the majority of staffing community programming (with an army of hundreds of volunteers), making programs affordable but also increasing empathy and activism communitywide. Hayward is referred to as “The Heart of the Bay,” and the City of Hayward’s volunteers are the “Heart of the City.” Hayward recruits and trains hundreds of volunteers from diverse backgrounds to serve fellow residents as well as tapping into bright and blossoming college students. Hayward’s volunteers gain real-world experiences that help them to further develop their own communication, writing, interpersonal skills, social/civic responsibility, and in many cases, enhance career choices. Residents work together, develop community, and create a positive climate of lifelong learning and community engagement with special attention to the city’s most vulnerable residents.

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The Youth and Family Services Bureau:
Diversion, Support and the Hayward Attendance Project

A mother and her three children were referred to the Youth and Family Services Bureau (YFSB) for services by a police officer after the oldest daughter reported that her stepfather, the father of her two younger siblings, had been sexually abusing her for years. As law enforcement worked on investigating and charging the stepfather, family counseling was initiated to support the oldest daughter, 14, who had been the victim, as well as for the rest of the family to help them cope.

The YFSB counselor helped the family with issues of trauma and grief, and provided case management to connect them to critical resources to help them during this difficult time. The family was invited to receive holiday gifts through the Hayward Police Department's (HPD) toy drive and assisted in scholarship opportunities. Additionally, the Bureau helped the mother return to school. The two younger siblings were invited and participated in the Junior Giants Program.

The primary client struggled with self-esteem and school; however, with ongoing counseling, she resolved these issues. Bureau representatives are currently helping her apply to college to pursue a career path that will help others who have been through similar situations. Despite the severe trauma that this family endured, they are thriving.

Through research and ongoing engagement with community members and organizations, Hayward has learned that wrapping the family in services promptly, and supporting the entire family is critical not only to recovery, but also in improving outcomes for the entire family impacted as well as for the community. Because of this organized collaboration between HPD cops and counselors as well as community organizations families are able to receive prompt support. This has a significant impact on helping residents thrive.

This is the story of Hayward, California.

The innovative Youth and Family Services Bureau is instrumental in ensuring that not only children, but also families, are healthy and supported to succeed in school and life.

The YFSB is a unique part of the Hayward Police Department where officers, professional counselors and other partners work together to provide services to keep youth out of the judicial system and help them make healthy choices. Services offered in English and Spanish free to Hayward residents include diversion for minor law violations; crisis intervention; child, youth and family counseling; trauma and critical incident assistance; and, case management for those experiencing a personal or family crisis. The goal is to keep youth out of trouble and provide them with positive ways to be healthy and be successful in school and the community. Typical reasons for referral include behavior problems at home, school and/or in the community; parent-child conflict; and adjustment to family traumas such as domestic violence, divorce, or death.

Services offered include Diversion Counseling and Petty Theft Workshops as well as an Our Kids Our Families School Based Program that provides a spectrum of behavioral health supports on school campuses. Counselors work with students, their parents and teachers to promote students' full and active engagement in school, boost their self-esteem and confidence and help with their social and/or emotional/mental health concerns and academic success. Last year the YFSB supported more than 250 youth with specialized services, which included 24 probation and 70 law enforcement referrals. Additionally 78 students participated in eight-week Mindfulness curriculum, 45 youth in "Inclusion Instruction" and 25 students in ongoing support groups such as Lunch Bunch. Due to the increasing volume to service requests, the YFSB devoted over 350 hours on teacher consultations on topics such as:

PBIS / Restorative Justice Health Resources Summer Programs Youth Employment Opportunities Academics/Graduation Student Behavior Student Activities Case Management	Classroom Management/ Behavior Intervention School Climate COST (referrals and goals) Student Referrals Parent Support Mandated Reporting
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The Bureau is working to identify common themes and provide staff training/in-service events to provide teachers with the tools to intervene appropriately and reduce the number of consultation hours.

Given that parents are vital partners in achieving student success YFSB made presentations designed to help parents support the well-being of their loved ones such as:

Service Provided by Our Kids Our Families Loving Solutions Gang Awareness Transitioning Youth Parent Responsibilities, Support and Resources	Emotional Wellness Internet Safety Understanding the Teen Brain Spring into Happiness Happiness Workshop, Part 2
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The Bureau this year expanded its on-site footprint to 10 schools in addition to providing crisis services, as necessary, throughout the school district. It also refers youth, oversees and provides services through a Junior Giants Program, a free, non-competitive summer baseball program developed to give at-risk kids an alternative to drugs, gangs and crime. Partnering with the SF Giants Community Fund and the Hayward Area Recreation and Park District (HARD),

more than 650 Hayward youth ages 5-14 participate annually. They learn basic baseball skills while participating in programs that encourage education, healthy eating, violence prevention and positive character development. They receive free breakfast and lunch through the ‘Let’s Do Lunch Hayward ... and breakfast too’ Program. The SF Giants provide uniforms, equipment, and training necessary to run a league, as well as prizes and tickets to Giants games so youth can experience Major League Baseball. Although a staple program in Hayward for 20 years, the YFSB took over leadership three years ago, implementing an expanded character development curriculum and coordinating support and intervention services.

A report on last summer’s program found that more than 90% of parents saw an increase in participants’ confidence, integrity, leadership, teamwork, standing up for and respecting others and knowing what to say or do. Results also showed that students were making healthier lifestyle choices: drinking more water and less soda, eating more fruits and vegetables, exercising more (75% of youth exercising four or more days a week!) and reading more. One parent responded that the program helps “parents as well as children in developing good values and character” while another said, “Programa muy educativo y bueno.”

An earlier 2013 League Report showed similar results. Parents said that they saw improvements in over 90% of their children in respect, confidence, encouraging others, teamwork, integrity, physical activity, leadership, enthusiasm for baseball, and making friends. Parents also indicated that 89% of their kids were eating more fruits and vegetables.

One of the coaches is Ryan Rueda, who was told he couldn’t play Little League Baseball as a youth because his ADHD and stuttering impeded his ability to communicate. Ryan, who was advised to join the Special Olympics as a kid, wants kids – no matter the problem – to be treated

like everyone else. He now oversees an after-school program that teaches kids how to play different sports.

Although the YFSB turns 40 this year its services and partners have continued to grow. Last year efforts with the Hayward Unified School District (HUSD), the school district where Ryan works, community partners and parents were expanded to reduce a growing trend of chronic absence/truancy. The project took shape after the HUSD raised concern about chronic absenteeism beginning at early ages given the correlation between absenteeism, dropout and crime. They felt that many parents didn't understand the importance of kids not missing school and sought to work with parents to change the trend.

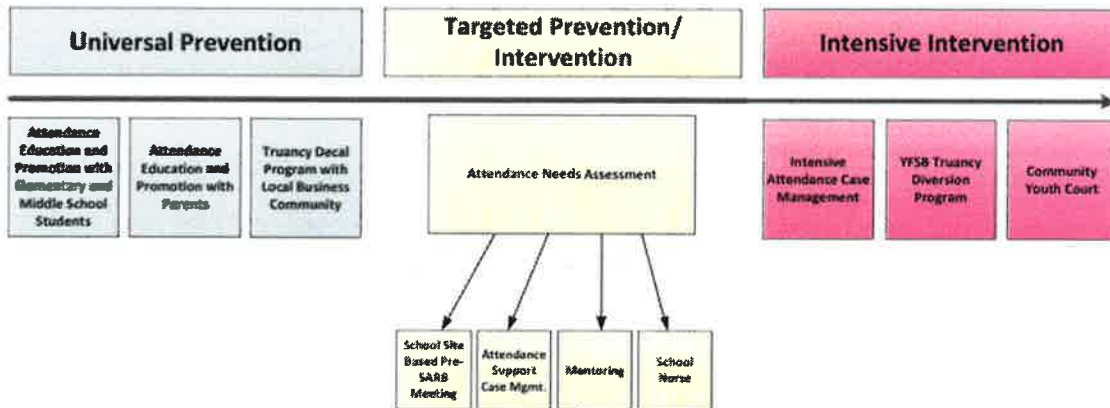
Evidence shows that 1.2 million students drop out of high school in the United States annually. In California, one in five high school students will not graduate on time. In the 2011-2012 school year, 19.9% of African American and 14.1% of Hispanic students dropped out. Worse yet, for the class of 2013, the graduation rate for English learners was a dismal 62.7% and 74.5% for socioeconomically disadvantaged students, according to the California Department of Education. In the 2012-13 school year, the HUSD truancy rate was 20% higher than the county and state averages (50% vs. 32 and 29%), while the District's dropout rate of 19.2% was 8.1% over the Alameda County average. Youth who dropout of high school are three and one-half times more likely to be arrested and eight times more likely to be in jail/prison than high school graduates. Nationwide 68% of state prison inmates do not graduate from high school. Juveniles in Hayward faced 433 counts and 397 arrests in 2014. There were 24 arrests for auto theft and almost an equal number of firearm charges. Youth arrests for robbery increased from 18 in 2013 to 32 in 2014 while arrests for assault with a deadly weapon other than a firearm climbed from 6 to 11 and for resisting or obstructing a police officer from 18 to 23.

Of the HUSD's 21,588 students, its data shows 27% or 6012 of its students have missed over five school days last school year. Of those, 528 students have missed over 22 days of school and 1,622 students have missed between 11 and 22 school days. Alarming, 33% of pre-kindergarten and 24% of kindergarten students have three or more unexcused absences. Many parents do not understand the necessity for their children to attend school or that chronic absence is a key indicator for lower academic achievement and ultimately dropping out.

While HUSD was already working on attendance and was recognized by partner Attendance Works for efforts to enlist allies from police officers to store owners to promote good attendance and for its Model School Attendance Review Board, alignment and coordination between the different initiatives was lacking and there are service gaps. Through the Hayward Attendance Project, the community is working to intervene by building a coalition to research and analyze trends to develop a data-driven approach to reduce chronic absences/truancy in South Hayward, a depressed part of town where many families are immigrants.

Like other initiatives in Hayward, the partner coalition is a collaborative, multi-faceted effort that draws on the ideas and resources of partners from diverse sectors. Partners include students, parents, residents, educators, community and faith based organizations, businesses, healthcare providers, probation officers, District Attorney, government officials and researchers. Core partners are involved in monthly leadership meetings and a 10-student Youth Council and cross-sector Leadership Council each hold quarterly meetings. The level of intervention and support services is divided into three tiers: Universal Prevention, Targeted Prevention and Intensive Intervention.

Excessive Absence Continuum of Services



The hope is that this effort will not only benefit Hayward families but also serve as a model for other communities to support school attendance. Many Hayward youth and families are struggling but Hayward’s community is responding with an evidence-based approach and need-centric collaboration to cut crime, reduce youth involvement in the juvenile justice system and ultimately keep kids in school everyday so they can graduate ready for college or career.

School attendance is vital for student success. As part of telling Hayward’s history through murals, it’s fitting that one of the components of the Hayward Attendance Project will be a new school mural that will highlight the benefits of school attendance and involve the community impacted.

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