

2018 Community Needs Assessment



City of Hayward

Full Report and Executive Summary

February 2019

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Executive Summary

Project Objectives and Approach

The City of Hayward commissioned a community-wide Community Needs Assessment process to help identify ways to better serve the community now and in the future. With focus areas in housing, transportation, health, and employment, the broader purpose of the City of Hayward Needs Assessment is to:

1. Determine the human needs of low-income Hayward residents;
2. Identify barriers and gaps that prevent Hayward residents from accessing services;
3. Provide validated data for current and future planning needs; and
4. Garner community input to help develop the 2020 Consolidated Five-Year Plan required as part of Hayward's Community Development Block Grant (CDBG) entitlement.

Methodology

In addition to engaging area residents and City leaders, the Community Needs Assessment (CNA) approach brought in the voices of people from different sectors including housing, healthcare, mental health, faith-based, education, business, transportation, and neighborhood groups.

The methodology included a detailed analysis of quantitative data, qualitative focus group discussions, individual interviews, quantitative surveys, and an analysis of digital and social media traffic related to community interests.

During the CNA process, City staff and Crescendo continually sought out unique insight from individuals and organizations who could provide a broad spectrum of information regarding the needs of underserved populations. Participants included community leaders, service providers, students, and city residents to gain a holistic scope of the strengths and challenges in the community. For a list of participating organizations, please see the full report.

In total, the input from hundreds of the Hayward community members, stakeholders, and service providers is included in the research.

Analysis Area Maps, Definitions and Data Limitations

The City of Hayward comprises 38 unique Census Tracts and includes a highly diverse population of approximately 159,312 people. Wherever possible, data has been collected by the smallest consistent geographic unit, which is in most cases a Census Tract. However, using small units may not be ideal for contrasting data sets.

The census tract data sets provided as part of the assessment process are extensive. There are nearly 60 discrete data elements for each of the 38 Census Tracts. Table 1 shows a small extract of the full data set. The number of people in each tract varies from 2,400 to 7,400. While this detail is helpful when looking at a specific tract, the small numbers make comparisons across tracts statistically problematic.

Exhibit 1: Sample Census Tract Extract

Census Tract	2017 Median Age	2017 Total Population	2017-2022 Population: Annual Growth Rate	Pop 18-64 speak Spanish & No English (%)	ACS Households Below the Poverty Level (%)	Households with 1+ Persons with a Disability (%)	Households Receiving Food Stamps/SNA P (%)	2017 Group Quarters Population (%)	2017 Have a smartphone (%)	2017 Carry medical/hospital accident insurance (%)	2022 Owner Occupied Housing Units (%)	2017 Vacant Housing Units (%)	2017 Median Household Income
4351.02	34.5	5,542	1.04%	0.63%	6.46%	13.77%	3.75%	19.49%	70.18%	74.52%	70.20%	3.95%	\$116,420
4354	37.4	4,848	1.09%	3.08%	15.05%	27.62%	14.17%	3.03%	71.94%	68.11%	25.20%	6.58%	\$58,718
4362	32.2	4,097	1.04%	2.64%	23.57%	19.23%	28.56%	3.76%	72.91%	56.50%	13.34%	4.59%	\$52,432
4363	33.0	9,639	2.19%	2.95%	16.18%	20.16%	14.85%	1.70%	67.75%	60.16%	27.56%	1.87%	\$55,856
4364.01	38.4	7,567	1.08%	0.82%	13.54%	28.52%	15.80%	0.66%	71.40%	66.51%	47.79%	7.06%	\$79,526
4364.02	50.3	2,840	1.22%	0.00%	3.17%	23.64%	0.31%	0.49%	71.89%	78.40%	85.91%	4.54%	\$135,673
4365	29.5	5,234	1.72%	2.47%	23.31%	15.83%	13.56%	0.00%	75.33%	61.43%	20.72%	3.26%	\$53,889
4366.01	30.7	6,748	1.44%	5.78%	9.13%	22.07%	13.86%	0.24%	72.32%	56.98%	33.73%	4.37%	\$54,220
4366.02	32.3	5,099	1.43%	7.01%	20.46%	17.82%	20.05%	0.16%	72.90%	56.52%	22.04%	3.03%	\$54,404
4367	34.0	3,712	1.57%	1.61%	9.31%	26.53%	10.51%	0.65%	68.79%	54.69%	45.12%	3.49%	\$54,798
4368	33.6	4,241	0.80%	2.07%	14.68%	18.15%	21.76%	0.28%	71.89%	57.32%	44.41%	2.57%	\$67,031
4369	30.5	7,125	0.90%	4.11%	13.02%	25.66%	22.25%	0.06%	67.58%	57.78%	40.45%	2.70%	\$54,143
4370	38.9	3,760	1.13%	0.00%	7.02%	17.10%	6.61%	1.06%	69.15%	69.05%	71.53%	4.83%	\$73,221
4372	40.0	7,786	1.69%	0.32%	10.41%	26.30%	12.05%	2.26%	65.06%	67.42%	61.58%	1.33%	\$58,939
4374	34.3	3,673	1.18%	1.35%	6.38%	29.26%	6.71%	0.16%	70.59%	58.31%	79.51%	2.57%	\$77,491
4375	28.3	4,780	0.86%	2.76%	31.80%	21.74%	26.68%	2.45%	66.61%	57.46%	23.54%	4.60%	\$50,052
4377.01	29.5	4,151	1.67%	5.43%	23.63%	24.98%	24.98%	0.75%	71.89%	55.88%	16.10%	8.36%	\$48,881
4377.02	27.2	4,275	0.32%	13.18%	22.78%	18.85%	38.06%	0.00%	59.74%	58.48%	5.96%	8.53%	\$37,773

Exhibit 2: Regions A & B

For the purposes of the Needs Assessment data comparative analysis, the City neighborhoods have been grouped by Census Tract under two large geographic areas labeled in the report as “Hayward A” and “Hayward B.”

The boundaries of these areas were created by examining a number of local map references, as well as maps which describe how city services (e.g. CSD, Fire, Economic Development, Public Safety, and others) are organized. Exhibit 3 shows one of these references, a map of the City of Hayward Police Beats.

The analysis area “Hayward A” region comprises the northern region of the city, the Jackson Triangle neighborhood, and what is colloquially referred to as “South Hayward.” The “Hayward B” region is geographically much larger, and less densely populated.

Grouping the data into “Hayward A” and “Hayward B” makes it possible to highlight distinctions in Hayward’s uniquely diverse population while being large enough to ward off noise that arises from too small a data sample.

The dividing lines in the Hayward A and Hayward B analysis areas fall closely along the Hayward Police’s nine patrol beats. “Region A” is comprised of the more densely populated police beats A, B, and C. “Region B” covers supervisory areas D through J.

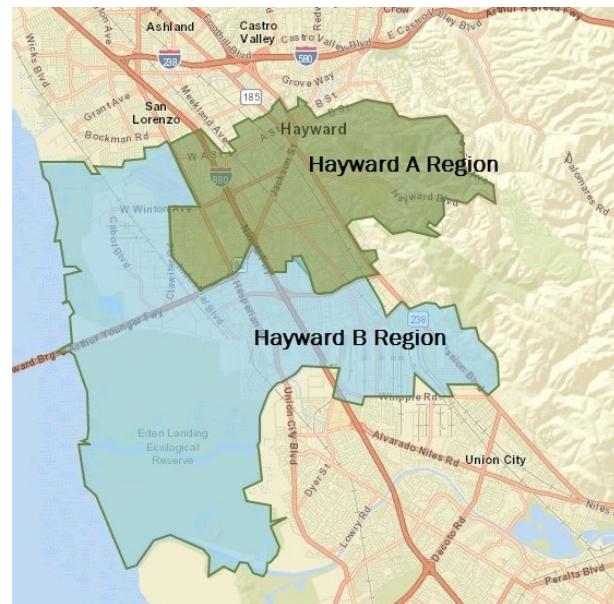
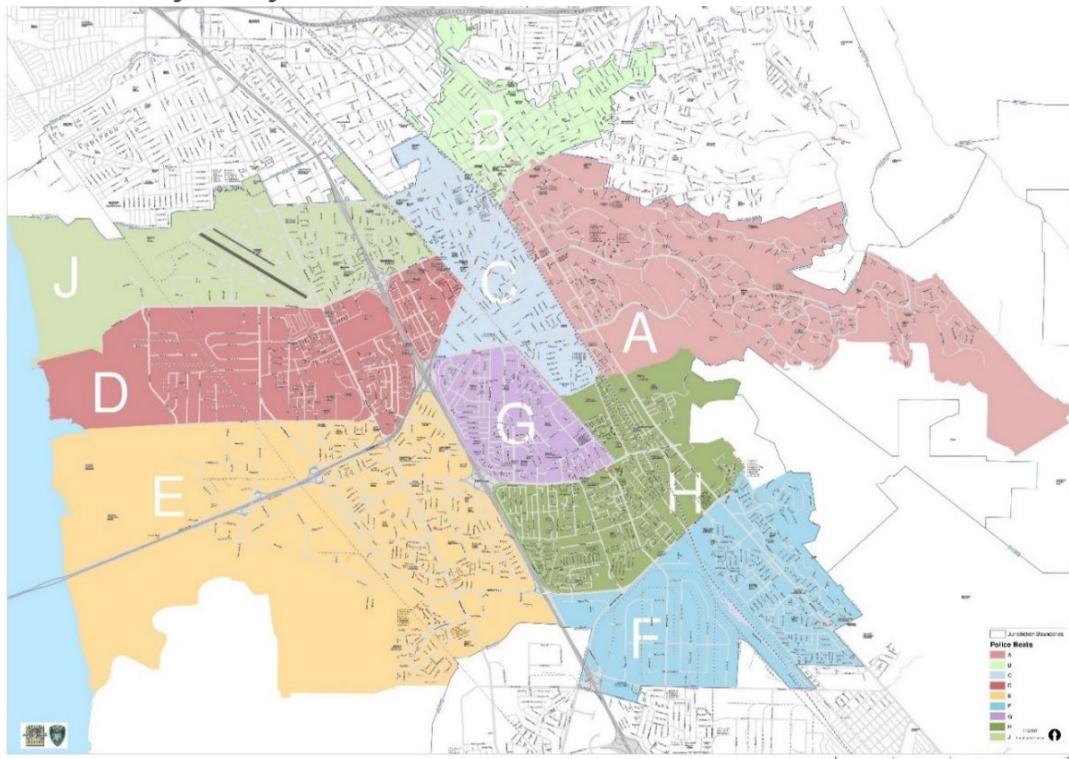


Exhibit 3: City of Hayward Police Beats



For a majority of the data tables the data is presented for California, Alameda County, Hayward, Hayward A, and Hayward B. Hayward A is more densely populated, where Hayward B is larger geographically. This grouping provides a closer look at Hayward communities and illustrates possible themes and divisions along geographic lines within the city. For a more detailed view of key measures by individual Census Tracts see the Report Appendix.

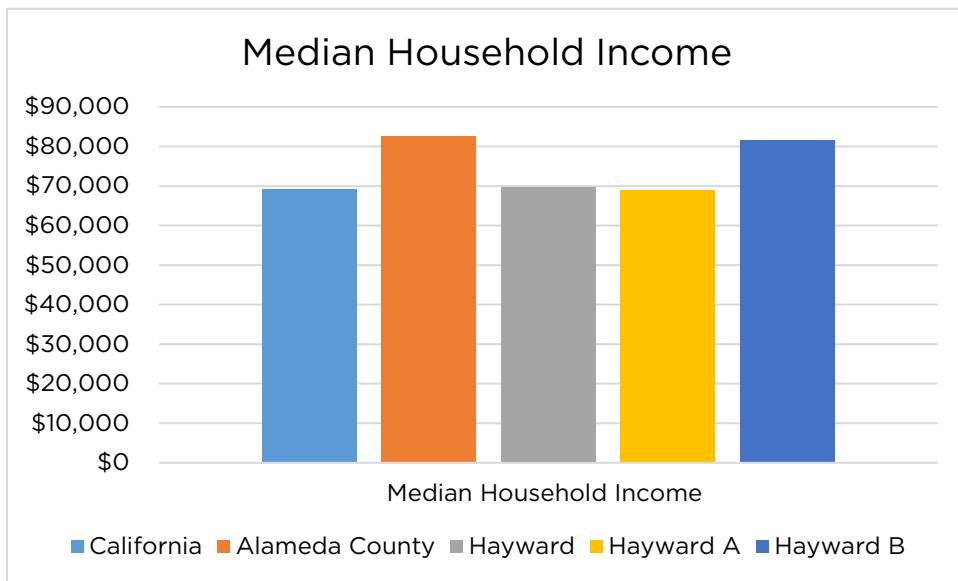
Sources of the secondary data include the American Community Survey from the U.S. Census and ESRI, a California-based data aggregator.

Seven of Hayward's 38 Census Tracts overlap abutting municipalities. These have been excluded from Census Tract breakdown data analysis to retain only Hayward data.

In cases where the sum of Northern and Southern Census Tract domains measures do not precisely equal the reported Hayward totals, the Census Tract measures have been appropriately weighted to reflect a proper representation of the area. The California, Alameda County, and Hayward Data is presented with no statistical adjustments.

The distinctions between Hayward regions A and B in the resulting data analyses and graphs help to illustrate some of the socio-economic differences found in Hayward. For example, sections of region B experience higher median income and stronger economic stability than does A. The incorporation of the Jackson Triangle region into Hayward A highlights its relative income inequality even though some of Hayward's highest earning census tracts fall into Hayward A as well.

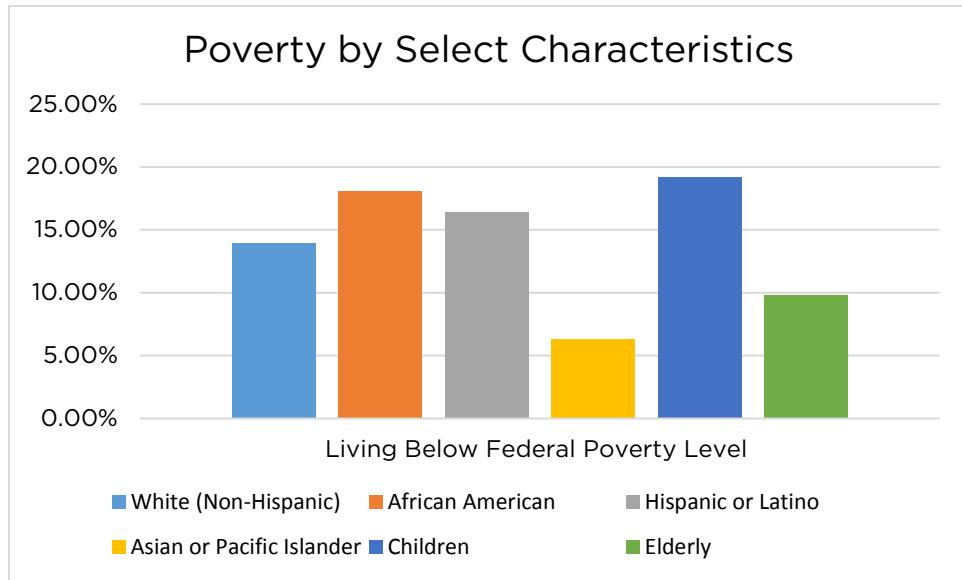
Exhibit 4: Median Household Income



SOURCE: ESRI Data, 2018

The median household income of Hayward (\$69,572) is slightly higher than the California average (\$69,051) but significantly lower than the Alameda County median household income (\$82,654). Incomes in Hayward A (\$68,830) are lower than the average for Hayward B (\$81,586).

Exhibit 5: Poverty Characteristics



SOURCE: ESRI Data, 2018

Age and race are the foremost factors of poverty in Hayward. Children average the highest rates of poverty (19.2%) and African Americans are the race most likely to experience poverty in Hayward (18.1%). Asian or Pacific Islander residents average the lowest rates (6.3%).

Hayward's Unique and Changing Population Demographics

Secondary data analysis of the key measures in the Hayward community reveals that the city stands most apart from Alameda County in the areas of *income* (Alameda County \$82,654, Hayward \$69,572,) *single-parent households* (Alameda County 17.2%, Hayward 24.9%,) *ethnic minority population* (Alameda County 59.8%, Hayward 67.3%,) and *mobile home dwellings* (Alameda County 1.3%, Hayward 4.5%).

Moreover, a closer look at changing demographics tells a more dynamic story. From the year 2000 to 2018, Hayward experienced a smaller income increase (35.9%) over the 18-year span than did Alameda County (47.7%) and the state average (45.4%,) and while income did increase, the price of Hayward median home values has outpaced annual earnings.

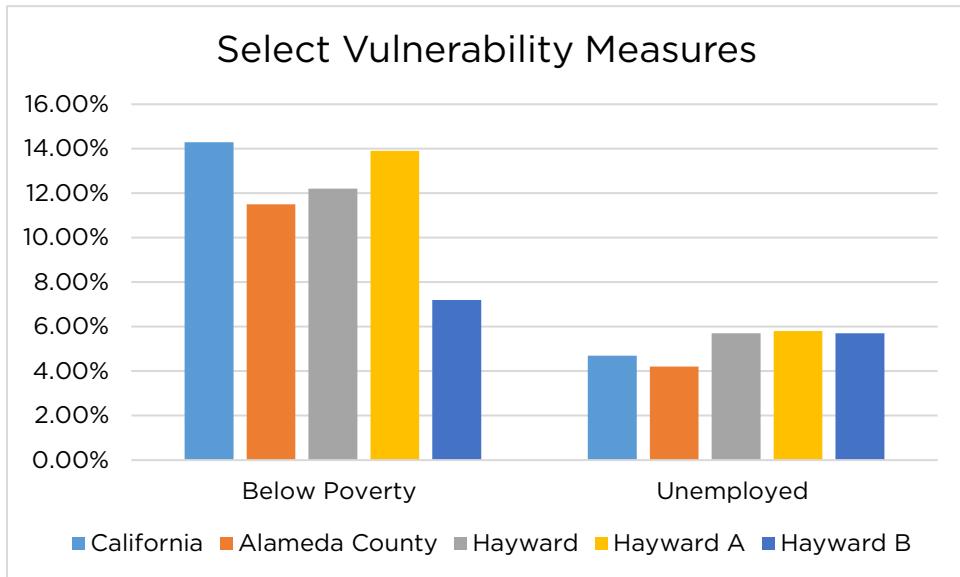
Over that period Hayward did see the larger increase of bachelor's degree attainment (6.0%) than the county or the state, but the correlation between education and income is not as linear as one might hope. While education levels rose, Hayward experienced the highest increase in poverty when compared with Alameda County and California averages (up 2.5%).

For example, while African American students average the highest rate of High School graduation in Hayward (93.7%) they are still the most likely to live in poverty (18.1%).

This observation suggests the role that other social determinants play in overall community health. Part of the community needs analysis incorporates the Social Vulnerability Index (SVI), developed by the Centers for Disease Control and Prevention as a metric for analyzing population data to identify vulnerable populations. The measures may serve to guide overall population wellness, performance relative to County and State averages, and disaster preparedness.

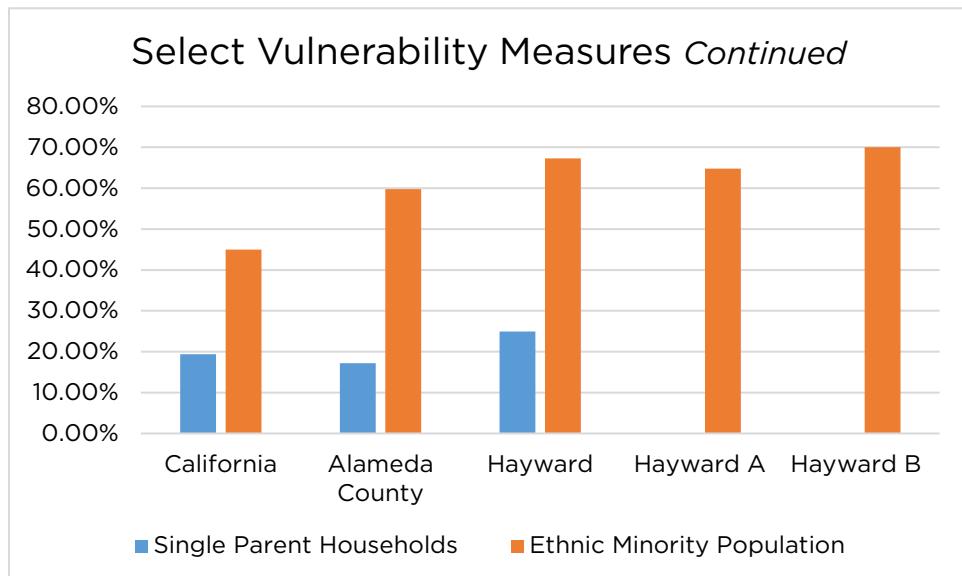
While the complete SVI analyses is located within the body of the report, some of the highlights follow here.

Exhibit 6: Poverty and Unemployment



SOURCE: ESRI Data, 2018

Exhibit 7: Single Family Households

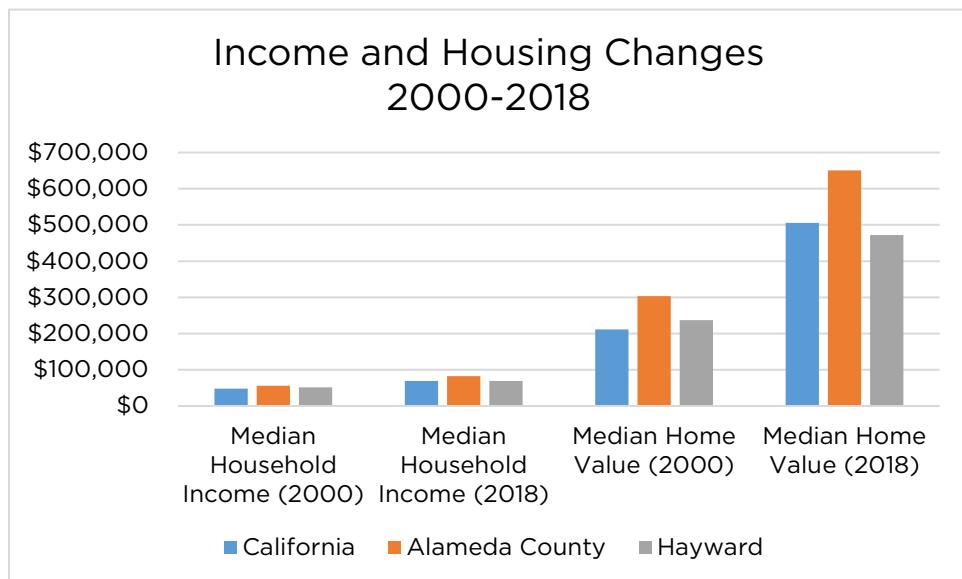


SOURCE: ESRI Data, 2018, American Community Survey, 2017

Changing Demographics in Hayward, Alameda County, and California

Shifting economies, populations, and social trends have impacted California and the Bay Area in a large way. Hayward's changes over the past two decades continue to underscore its unique role in providing opportunity for its residents – and challenges. Exhibit 8 illustrates the affordability gap between small increases in income and large increase in housing values that continues to impact already vulnerable residents.

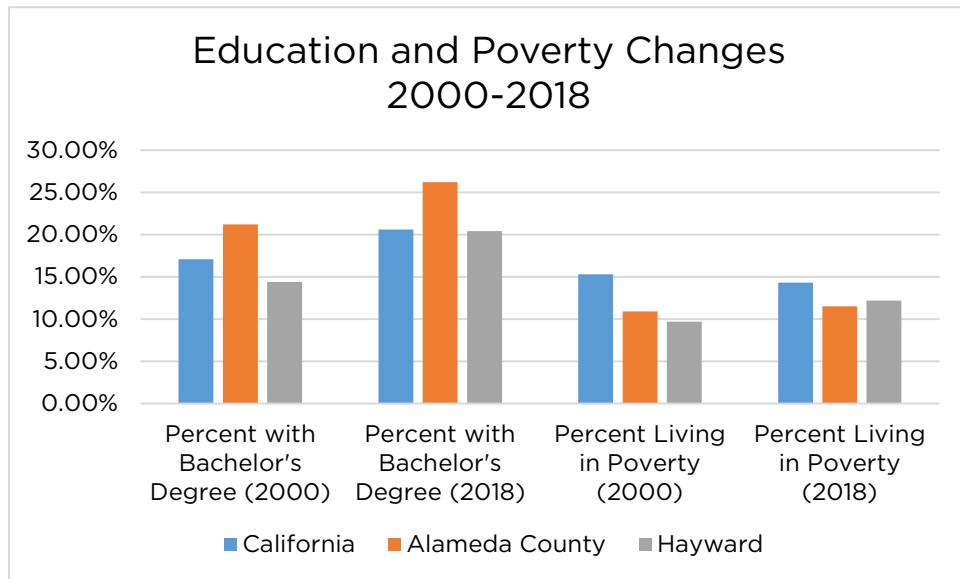
Exhibit 8: Income and Housing Changes



SOURCE: ESRI Data, 2018

The increases in educational attainment are a positive sign, but as noted, the increases in poverty have continued at a higher rate in Hayward when compared with Alameda County and California.

Exhibit 9: Education and Poverty Changes



SOURCE: ESRI Data, 2018

Community Needs and Vulnerable Groups

Through secondary data, qualitative interviews, focus discussions and community surveys, community members and agency partners were consistent in their identification of groups they believe to be particularly vulnerable populations:

- Young Families
- People Experiencing Homelessness
- Isolated Seniors
- People with Mental or Physical Disabilities

Likewise, they were consistent in voicing the “top needs” of the most vulnerable groups in Hayward. While often stated in different words, the core issues and suggestions from service providers and consumers can be combined in several broad categories:

- Housing
- Homelessness
- Outreach and Communications
- Strengthening Positive Community Engagement
- Transportation
- Access to Healthy Food

The greatest areas of need and the strategic activities that community members voiced to positively impact the vulnerable populations in need are highlighted below.

Key Findings

Housing

Affordable housing was mentioned at length in nearly every discussion about needs. In short, residents are concerned they will no longer be able to afford to keep a roof over their heads. As the Great Recession pushed millions of former American homeowners into the rental market, the hope was that as the economy improved in the subsequent years, families would once again return to home ownership.

That has not been the case. Between 2006 and 2016 the percentage of Hayward households that rent increased 6.4 points,¹ and the median home value has soared to \$472,051. Hayward does have a unique alternative housing option in its outsized capacity of mobile homes. The percent of people living in mobile homes in Hayward (4.5%) is much higher than the overall rate in Alameda County (1.3%,) and there has been some social momentum with regards to talks about tiny homes. But housing remains the foremost issue for Hayward residents.

Housing Supporting Actions: To help address the issue, the City of Hayward may consider activities such as the following:

- *A more easily accessible database of information about available housing and promote it where individuals and families would be most likely to naturally visit or congregate such as shopping centers, public events, shelters, and others.*
- *Ensure HUD inspections are being conducted for accessibility.*
- *Promote rent control policies based on affordability; a percentage of income not a dollar amount.*
- *Increase lower-rent housing options and policies to incentivize low-cost housing developers*

Homelessness

Intertwined with the housing discussion, individuals experiencing homelessness face multiple challenges. According to EveryOne Home's EveryOne Counts Point-in-Time Homelessness survey, Hayward's Homeless rate (0.004) is incrementally higher than that of Alameda County (0.003) and California (0.003). Many community members brought up the survey and mentioned they felt Hayward's numbers were low, though that anecdotal data cannot be substantiated.

Another group on the brink of homelessness can be described as "at-risk but non 'deprived' community members." Many of them are one very bad day away from losing everything. Something simple like a dead car battery or unexpected illness may prevent an at-risk Hayward resident from going to work, and that may snowball into unpaid bills and unemployment, finalizing with homelessness or something equally severe.

¹ How the housing market has changed over the past decade. Marketplace and APM Research, October 16, 2018. https://www.apmresearchlab.org/stories/2018/10/16/how-the-housing-market-has-changed-over-the-past-decade#h1.the_rise_of_renters. Accessed December 2018.

Homelessness Supporting Actions:

- *Provide more centralized services for people with disabilities and those experiencing homelessness.*
- *Laundry service.*
- *Free shower locations.*
- *Increased shelter services in non-winter months.*

Outreach and Communications

Communications between and among services was frequently mentioned as a need, as was the need for community members to be more aware of the services available. As noted, the discussions suggest these concepts are greatly overlapping. Despite the linguistic difference between “awareness” and “communications” there is a need for greater between and among service providers and the public at large.

Without effective and efficient communication between service centers and with the community, existing services are underutilized and some of the needs of individuals and families go needlessly unmet. Many Hayward residents are either unaware of, or seem overwhelmed by, the logistics of navigating the many services available to them.

Outreach Supporting Actions:

- *Build on the strengths of the 211 system but update the agency files; set expectations of users of an improved 211 service.*
- *Use a “no wrong door” to help people, especially those with disabilities*
- *Take a closer look at data entry systems.*
- *More thorough and personal outreach from City Hall – more direct communication and outreach conducted at sites where higher-need populations tend to be active.*
- *More multilingual translation of city services.*

Strengthening Positive Community Engagement

Hayward has a very dedicated core group of citizens and activists who work with and for outreach organizations, attend community meetings, and put thoughtful action into improving their communities. However, that group must expand if Hayward is to take further steps in improving community engagement.

A key insight from community members engaged in the study centered on the lack of communication between service centers. Many Hayward residents either don't know about or seem overwhelmed by the logistics of navigating the many services available to them. There was little talk about a lack of services; the focus always shifted toward bringing awareness and cohesion to the people they serve.

Community Engagement Supporting Actions:

- *Encourage community involvement in town initiatives*
- *Meet the people where they are communication style*
- *Expand Hayward Green Neighborhood program*

Transportation

Multiple factors generate a focus on transportation issues in Hayward. Though Hayward has two BART stations, the number of people who commute to work via Public Transit in Hayward (9.5%) is lower than the overall amount in Alameda County (14.2%). Fares have increased for public transportation making it prohibitively expensive for people to go to multiple locations (and/or appointments). Qualitative interviews revealed the population to be frustrated with changes made to AC Transit routes and times, and pedestrian issues at specific crosswalks. Hayward also experiences slightly longer commute times than the Alameda County averages (Hayward 31.8 minutes, Alameda County 31.6 minutes). Hayward also has a much higher percentage of workers who commute alone (71.0%) than does Alameda County (62.6%). On a positive note, more Hayward households have access to a vehicle (93%) than the Alameda County average (90%).

Transportation Supporting Actions

- *Improve security at BART; maintain elevators and escalators so they function*
- *Improve paratransit and wait times.*
- *Revisit changes in bus routes and increase the frequency of busses to work locations.*
- *Address the poor traffic lanes, especially on Jackson.*
- *Fix crosswalks without signals and/or audible signals.*
- *Expanded signage for disabled people and non-English speakers at crosswalks*

Access to Healthy Food

Severely cost-burdened renters are 23 percent more likely than those with less severe burdens to face difficulty purchasing food,² and over 55% percent of Hayward residents spend over 30% of their income on housing. Over 26% spend over 50% of their income on housing.

Hayward averages a higher percentage of children on SNAP benefits (12.8%) than the Alameda County average (7.2%), and the growing senior population and rising issue of homelessness add additional strain to the community as it looks to provide food for at-risk groups.

Food Access Supporting Actions:

- *Encourage more neighborhood food sources*
- *Healthy food education*
- *Include services for at-risk but non “deprived” populations*

Next Steps and Further Exploration

As noted at several points throughout the Executive Summary the full report includes detailed tables, qualitative interview summaries, results from the community survey, a complete list of participating organizations and more. We would encourage you to explore the results further by reading the full report which follows.

² The State Of The Nation’s Housing 2017, Joint Center For Housing Studies Of Harvard University.

http://www.jchs.harvard.edu/sites/default/files/harvard_jchs_state_of_the_nations_housing_2017.pdf. Accessed December 2018

Full Report Overview

Objectives and Approach

Hayward is home to the second-most diverse population in California. People throughout the Bay Area and beyond are quickly discovering what makes Hayward such an exceptional place to live, work and play. From the shoreline to the hills, Hayward is a vibrant community at the center of it all.

Beyond starting one of the nation's first annual gay proms, the state's first Japanese garden, and the longest-running Battle of the Bands in America, it is easy to [see](#) what makes the Heart of the Bay so special.

With 150,000 residents, today the City of Hayward is the sixth-largest city in the Bay Area and a thriving regional center of commerce, manufacturing activity, and trade. Hayward has capitalized on its unparalleled location to become one of the most desirable business locations for companies in advanced industries.

With success comes new challenges and approaches. The City of Hayward convened a community-wide Community Needs Assessment process to help identify ways to better serve the community now and in the future. With focus areas in housing, transportation, health, and employment, the purpose of the City of Hayward Needs Assessment is to:

5. Determine the human needs of low-income Hayward residents;
6. Identify barriers and gaps that prevent Hayward residents from accessing services;
7. Provide validated data for current and future planning needs; and
8. Garner community input to help develop the 2020 Consolidated Five-Year Plan required as part of Hayward's Community Development Block Grant (CDBG) entitlement.

The City of Hayward engaged Crescendo Consulting Group to help facilitate a collaborative, empathetic process involving people from housing, healthcare, mental health, faith-based, education, business, transportation, and neighborhood groups to grapple with and prioritize some of today's most pressing challenges.

The project plan includes a detailed analysis of quantitative data, focus group discussions, interviews, surveys, and an analysis of digital and social media traffic related to community interests. In total, the input from hundreds of the Hayward community members, stakeholders, and service providers is included in the research.

The purpose of this document is to communicate the identified and prioritized community needs in order to help further refine outreach initiatives and support requests for funding and collaboration with other community-based organizations. Additionally, the CNA will be used to provide a community-informed approach to future funding allocations and the Consolidated Plan. The Consolidated Plan is a comprehensive review of the City's housing and community development characteristics and needs, an inventory of resources available to meet those needs, a five-year strategy for the use of those resources, and a one-year Action Plan (updated annually) that presents specific activities in which to implement the strategy.

How to Use This Report

This report provides information about the approach and findings from the Community Needs Assessment including a comprehensive review of housing, transportation, health, and employment. The assessment covers a wide range of topics with community input to help foster on-going community discussion. We invite the reader to investigate and use the information in this report to help move toward solutions, the creation of goals, and the implementation of activities leading to an improved Hayward community.

Acknowledgments

The research reported here was conducted for the City of Hayward by Crescendo Consulting Group, LLC. In addition to the City of Hayward, the Community Needs Assessment is supported by multiple sources including the Alameda County Transportation Program for Seniors and People with Disabilities, the California Department of Housing and Community Development Community Development Block Grant (CDBG) program and the U.S. Department of Health and Human Services (HUD).

The Community Development Block Grant (CDBG) is a federal program administered by the U.S. Department of Health and Human Services (HUD) and the California Department of Housing and Community Development. The funds provide assistance to states and local communities to alleviate poverty, revitalize communities, and empower low-income families to become more self-sufficient.

The Alameda County Transportation Program for Seniors and People with Disabilities, also known as the Paratransit Program, is funded by Alameda County's transportation funding and the primary recipients of Paratransit Program funding are city-based programs operated by jurisdictions and Americans with Disabilities Act (ADA) mandated services operated by transit agencies.

For more details on these programs, please see the Alameda CTC Needs Assessment and the California Housing and Community Development (HCD) Community Development Block Grant Program 2018 report in the appendices.

Approach and Methodology

The City's approach to conducting the Community Needs Assessment (CNA) is a component of a broader approach to continually evaluating and improving service quality and the ability to meet the needs of the underserved population in Hayward.

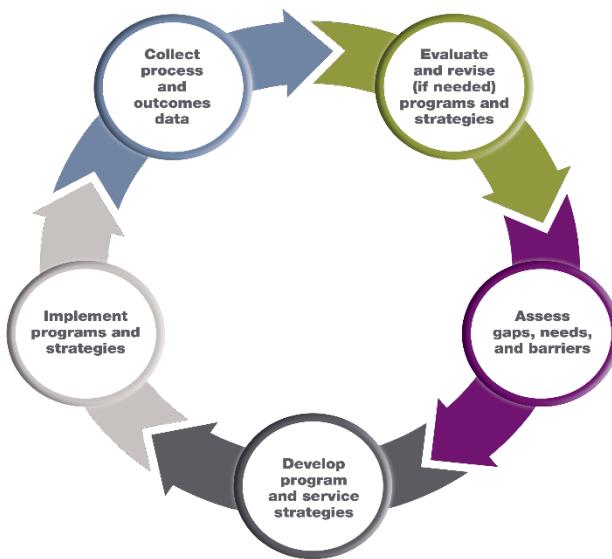
As shown in the graphic to the right, the Crescendo Assessment to Action approach to Community Needs Assessment is designed to identify service gaps and opportunities to better address needs / barriers. The CNA informs the City's Consolidated Plan and helps to drive revised programs and strategies. On an on-going basis, the City of Hayward evaluates program impacts and identifies opportunities to enhance program effectiveness further.

At a high level, the methodology:

- Collects and analyzes quantitative secondary data from multiple sources that include, but are not limited to, the U.S. Census Bureau, the U.S. Centers for Disease Control and Prevention, ESRI analytical services, the Robert Wood Johnson Foundation, "Healthy People 2020," Community Commons, the California Department of Health and Human Services, and California Department of Housing and Community Development;
- Uses the secondary data to inform and set the context for collection and analysis of primary qualitative data;
- Collects and analyzes primary qualitative data using methods such as focus group discussions, one-on-one interview, community forums, and large sample surveys; and
- Aggregates and analyzes the quantitative and qualitative data to provide insightful lists of high priority needs.

Special efforts were made to engage and include the voices of low-income persons in the assessment. Multi-mode research methods were deployed to cast a broad net and include the perspectives of all community members. Additional details of the approach are contained in the following section.

Assessment to Action[®] Approach



Community Member Outreach and Data Collection Methods

During the CNA process, City staff and Crescendo continually sought out unique insight from individuals and organizations who could provide a broad spectrum of information regarding the needs of underserved populations and, in some instances, offer suggestions regarding collaboration or other approaches to addressing community needs and shared goals.

The City of Hayward and its consultants reached out to a large number of community members, community service providers, and other key stakeholders. Several research modes were deployed to inclusively conduct a multi-tiered data-collection approach. Key research modes are listed below.

- One-on-one interviews with elected officials, staff and other community stakeholders
- Service recipient interviews and surveys
- Large sample community survey
- Focus groups
- Quantitative data analysis
- Strategic Prioritization Grids
- Town-hall Forum

Participants included numerous community leaders, service providers, students, and city residents to gain a holistic scope of the strengths and challenges in the community. For a completed list of participating organizations, please see the appendix.

Exhibit 10: Outreach, Methods, and Analysis

Group	Approximate Number or Description	Modality
Mayor and City Councilmembers	All	One-on-one interviews
Community service partners	Opinions from nearly 30 organizations were included representing the education, health service, community support, governmental, public safety, and industrial sectors	Focus groups One-on-one interviews
Community-at-large members	Over 600 community members were engaged through multiple research modalities	Community survey Focus groups Youth Survey One-on-one interviews

City Council and Community Services Commissioners

The City's Community Service Division activities are guided by Mayor Barbara Halliday and the City Council with input from the Community Service Commission. The Community Services Commission advises the City Council on the most effective means of allocating available resources for community services; reviews and studies the problems and needs of the community programs and develops effective support needed to secure additional resources either through private channels or through the City or other instruments of the government; and works together with other governmental agencies in keeping abreast of new and current developments in the field of social services in order to maximize the beneficial impact of social programs on the City.

Exhibit 11: CSD Advisors

Name	Position
Barbara Halliday	Mayor
Sara Lamnin	Council Member
Francisco Zermeño	Council Member
Marvin Peixoto	Council Member
Al Mendall	Council Member
Elisa Márquez	Council Member
Mark Salinas	Council Member
Zachariah J Oquenda	Commissioner
Julie Roche	CSC, Vice Char
Arzo Mehdavi	CSC, Parliamentarian
Rachel Zargar	Commissioner
Sarah Guzzman	Commissioner
Afshan Qureshi	Commissioner
Linda Moore	Commissioner
Corina Vasaure	Commissioner
Janet Kassouf	Commissioner
David Tsao	Commissioner
Ernesto Sarmiento	Commissioner
Michael B Francisco	Commissioner
Arvindra Reddy	Commissioner
Arti Garg	Commissioner
Alicia Lawrence	Commissioner
Jose Lara Cruz	Commissioner
Elisha Crader	Commissioner

Community Overview

Analysis Area Maps, Definitions and Data Limitations

The City of Hayward comprises 38 unique Census Tracts and includes a highly diverse population of approximately 159,312 people. Wherever possible, data has been collected by the smallest consistent geographic unit, which is in most cases is a Census Tract. However, using small units may not be ideal for contrasting data sets.

The census tract data sets provided as part of the assessment process are extensive. There are nearly 60 discrete data elements for each of the 38 Census Tracts. Table 1 shows a small extract of the full data set. The number of people in each tract varies from 2,400 to 7,400. While this detail is helpful when looking at a specific tract, the small numbers make comparisons across tracts statistically problematic.

Exhibit 12: Sample Census Tract Extract

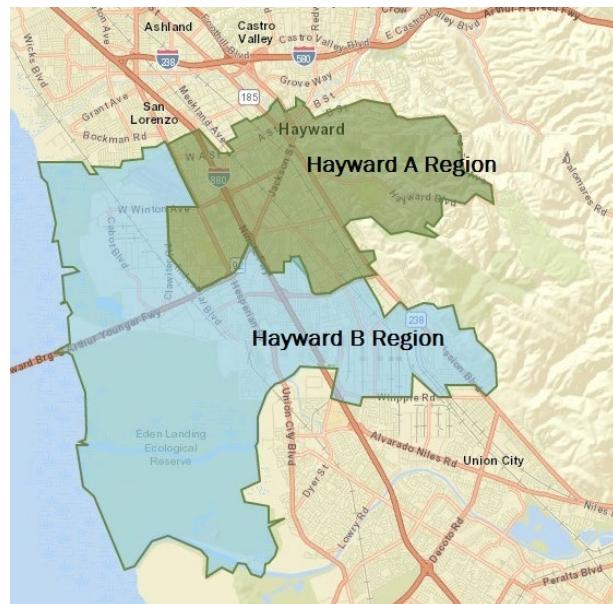
Census Tract	2017 Median Age	2017 Total Population	2017-2022 Population: Annual Growth Rate	Pop 18-64 speak Spanish & No English (%)	ACS Households Below the Poverty Level (%)	Households with 1+ Persons with a Disability (%)	Households Receiving Food Stamps/SNA P (%)	2017 Group Quarters Population (%)	2017 Have a smartphone (%)	2017 Carry medical/hospital accident insurance (%)	2022 Owner Occupied Housing Units (%)	2017 Vacant Housing Units (%)	2017 Median Household Income
4351.02	34.5	5,542	1.04%	0.63%	6.46%	13.77%	3.75%	19.49%	70.18%	74.52%	70.20%	3.95%	\$116,420
4354	37.4	4,848	1.09%	3.08%	15.05%	27.62%	14.17%	3.03%	71.94%	68.11%	25.20%	6.58%	\$58,718
4362	32.2	4,097	1.04%	2.64%	23.57%	19.23%	28.56%	3.76%	72.91%	56.50%	13.34%	4.59%	\$52,432
4363	33.0	9,639	2.19%	2.95%	16.18%	20.16%	14.85%	1.70%	67.75%	60.16%	27.56%	1.87%	\$55,856
4364.01	38.4	7,567	1.08%	0.82%	13.54%	28.52%	15.80%	0.66%	71.40%	66.51%	47.79%	7.06%	\$79,526
4364.02	50.3	2,840	1.22%	0.00%	3.17%	23.64%	0.31%	0.49%	71.89%	78.40%	85.91%	4.54%	\$135,673
4365	29.5	5,234	1.72%	2.47%	23.31%	15.83%	13.56%	0.00%	75.33%	61.43%	20.72%	3.26%	\$53,889
4366.01	30.7	6,748	1.44%	5.78%	9.13%	22.07%	13.86%	0.24%	72.32%	56.98%	33.73%	4.37%	\$54,220
4366.02	32.3	5,099	1.43%	7.01%	20.46%	17.82%	20.05%	0.16%	72.90%	56.52%	22.04%	3.03%	\$54,404
4367	34.0	3,712	1.57%	1.61%	9.31%	26.53%	10.51%	0.65%	68.79%	54.69%	45.12%	3.49%	\$54,798
4368	33.6	4,241	0.80%	2.07%	14.68%	18.15%	21.76%	0.28%	71.89%	57.32%	44.41%	2.57%	\$67,031
4369	30.5	7,125	0.90%	4.11%	13.02%	25.66%	22.25%	0.06%	67.58%	57.78%	40.45%	2.70%	\$54,143
4370	38.9	3,760	1.13%	0.00%	7.02%	17.10%	6.61%	1.06%	69.15%	69.05%	71.53%	4.83%	\$73,221
4372	40.0	7,786	1.69%	0.32%	10.41%	26.30%	12.05%	2.26%	65.06%	67.42%	61.58%	1.33%	\$58,939
4374	34.3	3,673	1.18%	1.35%	6.38%	29.26%	6.71%	0.16%	70.59%	58.31%	79.51%	2.57%	\$77,491
4375	28.3	4,780	0.86%	2.76%	31.80%	21.74%	26.68%	2.45%	66.61%	57.46%	23.54%	4.60%	\$50,052
4377.01	29.5	4,151	1.67%	5.43%	23.63%	24.98%	24.98%	0.75%	71.89%	55.88%	16.10%	8.36%	\$48,881
4377.02	27.2	4,275	0.32%	13.18%	22.78%	18.85%	38.06%	0.00%	59.74%	58.48%	5.96%	8.53%	\$37,773

Exhibit 13: Regions A & B

For the purposes of the Needs Assessment data comparative analysis, the City neighborhoods have been grouped by Census Tract under two large geographic areas labeled in the report as "Hayward A" and "Hayward B."

The boundaries of these areas were created by examining a number of local map references, as well as maps which describe how city services (e.g. CSD, Fire, Economic Development, Public Safety, and others) are organized. Exhibit 3 shows one of these references, a map of the City of Hayward Police Beats.

The analysis area "Hayward A" region comprises the northern region of the city, the

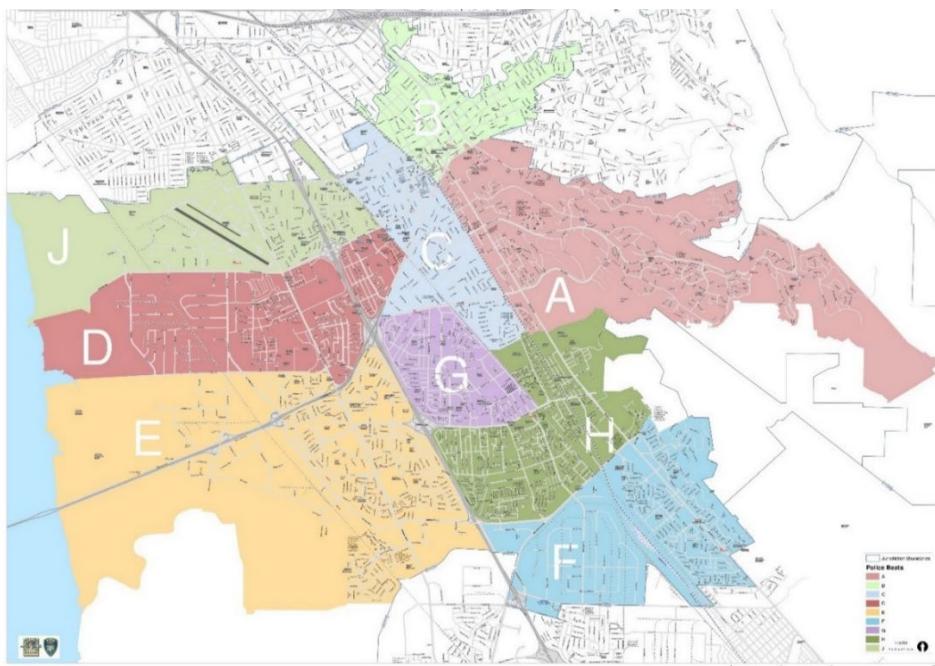


Jackson Triangle neighborhood, and what is colloquially referred to as “South Hayward.” The “Hayward B” region is geographically much larger, and less densely populated.

Grouping the data into “Hayward A” and “Hayward B” makes it possible to highlight distinctions in Hayward’s uniquely diverse population while being large enough to ward off noise that arises from too small a data sample.

The dividing lines in the Hayward A and Hayward B analysis areas fall closely along the Hayward Police’s nine patrol beats. “Region A” is comprised of the more densely populated police beats A, B, and C. “Region B” covers supervisory areas D through J.

Exhibit 14: City of Hayward Police Beats



For a majority of the data tables the data is presented for California, Alameda County, Hayward, Hayward A, and Hayward B. Hayward A is more densely populated, where Hayward B is larger geographically. This grouping provides a closer look at Hayward communities and illustrates possible themes and divisions along geographic lines within the city. For a more detailed view of key measures by individual Census Tracts see the Report Appendix.

Sources of the secondary data include the American Community Survey from the U.S. Census and ESRI, a California-based data aggregator.

Seven of Hayward’s 38 Census Tracts overlap abutting municipalities. These have been excluded from Census Tract breakdown data analysis to retain only Hayward data.

In cases where the sum of Northern and Southern Census Tract domains measures do not precisely equal the reported Hayward totals, the Census Tract measures have been appropriately weighted to reflect a proper representation of the area. The California, Alameda County, and Hayward Data is presented with no statistical adjustments.

The distinctions between Hayward regions A and B in the resulting data analyses and graphs help to illustrate some of the socio-economic differences found in Hayward. For example, sections of region B experience higher median income and stronger economic stability than does A. The incorporation of the Jackson Triangle region into Hayward A highlights its relative income inequality even though some of Hayward’s highest earning census tracts fall into Hayward A as well.

Insights into Causes and Conditions of Poverty

To better identify vulnerable and at-risk populations, as well as areas for potential community improvement, it is helpful to reference the body of evidence that suggests that populations such as people in poverty, minorities, and the elderly often experience higher rates of chronic illness, poorer health, and less stability in the community. The secondary data sets presented, as well as the use of multiple primary data collection methodologies is based on fundamental research, such as the Social Determinants of Health and the Social Vulnerability Index.

Causes of Poverty and Community Health

The Robert Wood Johnson Foundation (RWJF) has found that poverty and health are inseparable.³ National research by the RWJF, the CDC, the Institute for Healthcare Improvement, and others support the position that social determinants of health (SDH), drive poverty levels and – in turn – community health. The CDC Office of Disease Prevention and Health Promotion authored the seminal publication, “Healthy People 2020” in which they explore the social determinants that comprise healthy communities; in their work, poverty is one of the core tenets of good health.⁴ According to the CDC, the social determinants of health include the following determinants, with corresponding sub/correlative factors. ***Areas with low achievement in the following categories are most vulnerable to systemic poverty and poor community health.***

The community needs identified and prioritized in this assessment are driven by the SDHs (including poverty) shown above. CSD programs provide services to community residents in poverty and/or otherwise disadvantaged. All services impact SDH or correlative factors.

Exhibit 15: Social Determinants of Community Well-being

Social Determinant	Subfactors / Correlative Factors	
Economic Stability	Poverty	Food Security
	Employment	Housing Stability
Education	High School Graduation	Enrollment in Higher Education
	Language and Literacy	Early Childhood Education and Development
Social and Community Context	Social Cohesion	Civic Participation
	Perceptions of Discrimination and Equity	Incarceration/Institutionalization
Health and Health Care	Access to Health Care	Access to Primary Care
	Health Literacy	
Neighborhood and Built Environment	Access to Healthy Foods	Quality of Housing
	Crime and Violence	Environmental Conditions

³ Lavizzo-Mourey MD, Risa, Open Forum: Voices and Opinions from Leaders in Policy, the Field, and Academia, Robert Wood Johnson Foundation, 2013.

⁴ Secretary's Advisory Committee on Health Promotion and Disease Prevention Objectives for 2020. Healthy People 2020: An Opportunity to Address the Societal Determinants of Health in the United States. July 26, 2010. Available from: <http://www.healthypeople.gov/2010/hp2020/advisory/SocietalDeterminantsHealth.htm>

The Social Vulnerability Index

The Social Vulnerability Index was developed by the Centers for Disease Control and Prevention as a metric for analyzing population data to identify vulnerable populations. These 15 measures, housed within the domains of Socioeconomic Status, Household Composition and Disability, Minority Status and Language, and Housing and Transportation may serve to guide overall population wellness, performance relative to County and State averages, and disaster preparedness.

The CDC's Geospatial Research, Analysis & Services Program initially created the Social Vulnerability Index ([SVI](#)) to help public health officials and emergency response planners identify and map the communities that will most likely need support before, during, and after a hazardous event. CDC's SVI indicates the relative vulnerability of every U.S. Census tract. Census tracts are subdivisions of counties for which the Census collects statistical data. The SVI ranks the tracts on the 15 social factors. Each tract receives a ranking for each Census variable and each of the four themes, as well as an overall ranking.

Exhibit 16: Social Vulnerability Index Components

Social Vulnerability Index Components	
Socioeconomic Status	Below Poverty Unemployed Income No High School Diploma
Household Composition and Disability	Aged 65+ Aged Below 18 Disabled Single-Parent Households
Minority Status and Language	Minority Don't Speak English
Housing and Transportation	Multi-Unit Structures Mobile Homes Crowding No Vehicle Group Quarters

These components do not individually represent a social determinant of vulnerability, but when viewed holistically and in the comparative context of surrounding populations, they can be useful to determine at-risk segmentations of communities. For instance, Hayward's diversity (minority population component) is viewed by many in the area as a strength and is not on its own an indication of population vulnerability.

Social Vulnerability Index Measures by Area

The Hayward CSD and its partner agencies share a particular concern for addressing the needs of underserved populations – particularly those in poverty.

Exhibit 17: Social Vulnerability Index Measures

SVI Measures					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
Population	39,806,791	1,645,268	159,312	102,271	51,542
Below Poverty	14.3%	11.5%	12.2%	13.9%	7.2%
Unemployed	4.7%	4.2%	5.7%	5.8%	5.7%
Median Income	\$69,051	\$82,654	\$69,572	\$68,830	\$81,586
Age 65+	14.0%	14.0%	12.6%	11.3%	15.2%
Age 17 or Younger	23.1%	21.6%	23.8%	24.7%	22.6%
Household with Disability	8.0%	7.0%	7.0%	7.0%	8.0%
Single-Parent Households	19.4%	17.2%	24.9%	n/a	n/a
Ethnic Minority	45.0%	59.8%	67.3%	64.8%	70.0%
Don't Speak English	2.4%	1.6%	2.7%	3.1%	1.1%
Multi-Unit Housing Structures	34.5%	38.2%	40.2%	n/a	n/a
Mobile Homes	3.6%	1.3%	4.5%	n/a	n/a
No Vehicle	2.76%	10.0%	7.0%	n/a	n/a
Group Quarters	2.0%	2.2%	1.6%	1.9%	1.0%
SOURCE: ESRI Data 2018, American Community Survey					

- A data scan of the key measures in the Hayward community reveals the city stands apart from Alameda County in the areas of income, single-parent households, ethnic minority population, and mobile home dwellings. The SVI ranks Hayward more vulnerable than Alameda County in those areas.
- When compared to state averages, Hayward is deemed more vulnerable than the state of California in the measures of single-parent households, ethnic minority population, and multi-unit housing structures.
- A measure where Hayward shows less vulnerability than Alameda County in senior population (Alameda Co. 14.0%, Hayward 12.6%) and Hayward has less population living in poverty (12.2%) than the state average (13.3%). Overall, the SVI ranks Hayward as having higher vulnerability overall than Alameda county and ranks similarly to the California average.

Environmental Scan

Secondary Research and Demographic Analysis

City and County Population Demographics

The City of Hayward's 38 unique Census Tracts includes a highly diverse population of approximately 159,312 people as shown in the following tables.

Key Measures					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
Population	39,806,791	1,645,268	159,312	102,271	51,542
Median Age	36.2	37.7	35.0	34.2	37.7
Median Household Income	\$69,051	\$82,654	\$69,572	\$68,830	\$81,586
Percent Living in Poverty:	14.3%	11.5%	12.2%	13.9%	7.2%
Ethnicity					
% White non-Hispanic	55.0%	40.2%	32.7%	35.2%	29.9%
% African American	5.90%	10.6%	9.5%	10.4%	6.6%
% Hispanic or Latino	39.6%	22.7%	40.8%	45.4%	34.7%
% Asian or Pacific Islander	14.6%	30.5%	25.7%	19.9%	35.9%
% Two or More Races	4.6%	6.3%	6.1%	7.7%	6.9%
Percent with Bachelor's Degree or Higher	20.9%	26.2%	20.4%	18.9%	20.3%
Percent 16+ Unemployed	4.7%	4.2%	5.7%	5.8%	5.7%

SOURCE: ESRI Data 2018, American Community Survey

- The median household income of Hayward (\$69,572) is slightly higher than the California average (\$69,051) but significantly lower than the Alameda County median household income (\$82,654).
- Median household income and education (i.e., "Percent with Bachelor's Degree or Higher") are correlated in many areas above, except Hayward B – in which median household income is relatively high, but the Percent with Bachelor's Degree or Higher is lower than some areas.
- Hayward's strong representation of people who are ethnically Hispanic or Latino (40.8%) is much greater than the Alameda County representation and similar to that of California as a whole (39.6%).
 - The median age in Hayward B (37.7) is higher than the Hayward average (35.0).

Changing Demographics in Hayward, Alameda County, and California

Shifting economies, populations, and social trends have impacted California and the Bay Area in a large way. Hayward's changes over the past two decades continue to underscore its unique role in providing opportunity for its residents.

Change Rates 2000-2018			
Measure	California	Alameda County	Hayward
Population (2000)	33,871,648	1,443,741	140,712
Population (2018)	39,806,791	1,645,268	159,312
Change	5,935,143	201,527	18,600
Median Age (2000)	33.3	34.5	31.9
Median Age (2018)	36.2	37.7	35
Change	2.9	3.2	3.1
Percent Living in Poverty (2000)	15.3%	10.9%	9.7%
Percent Living in Poverty (2018)	14.3%	11.5%	12.2%
Change	1.0%	0.6%	2.5%
Percent of Population with Bachelor's Degree (2000)	17.1%	21.2%	14.4%
Percent of Population with Bachelor's Degree (2018)	20.6%	26.2%	20.4%
Change	3.5%	5.0%	6.0%
Median Income (2000)	\$47,493	\$55,946	\$51,177
Median Income (2018)	\$69,051	\$82,654	\$69,572
Change	\$21,558	\$26,708	\$18,395
%Change	45.4%	47.7%	35.9%
Median Home Value (2000)	\$211,500	\$303,100	\$237,300
Median Home Value (2018)	\$505,800	\$650,784	\$472,051
Change	\$294,300	\$347,684	\$234,751
%Change	139.2%	114.7%	98.9%
Source: American Community Survey, 2000-2018			

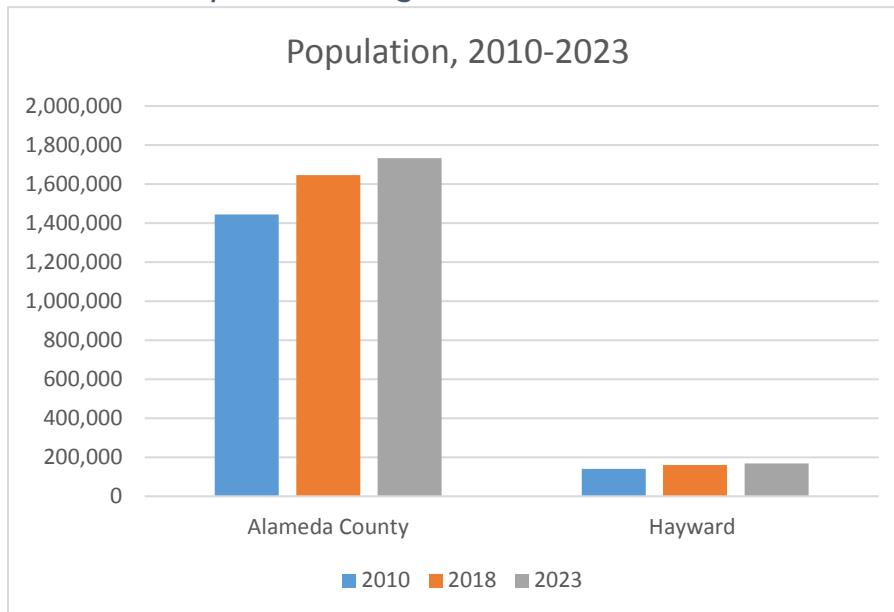
- Hayward experienced a smaller income increase (35.9%) over the 18-year span than did Alameda County (47.7%) and the state average (45.4%).
- While income increased dramatically, the price of median home values has outpaced annual earnings.
- Hayward saw the largest increase of bachelor's degree attainment (6.0%).

Population					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
Population	39,806,791	1,645,268	159,312	102,271	51,542
Population Growth Rate	0.8%	1.0%	1.2%	1.1%	0.8%
2023 Population Forecast	41,456,909	1,732,163	167,995	107,801	53,844
Population Age 18+	76.9%	78.4%	76.1%	75.2%	77.9%
Population Age 65+	14.0%	14.0%	12.6%	11.3%	15.7%
Median Age	36.2	37.7	35.0	34.4	38.1
Gender					
Male	49.7%	49.0%	49.0%	49.8%	49.4%
Female	50.3%	51.0%	51.0%	50.2%	50.6%

SOURCE: ESRI Data 2018, American Community Survey

- The population growth rate of Hayward (1.2%) is about the same as the rate of Alameda County (1.0%) and California (0.8%).
- According to projections, in 2023 the population of Hayward will be 167,995.
- The population of Hayward residents age 65+ (12.6%) is slightly lower than Alameda County (14.0%).

Exhibit 18: Population Change 2010-23



Race and Ethnicity					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
% White non-Hispanic	55.0%	40.2%	32.7%	35.2%	29.9%
% African American	5.90%	10.6%	9.5%	10.4%	6.6%
% Hispanic or Latino	39.6%	22.7%	40.8%	45.4%	34.7%
%Asian or Pacific Islander	14.6%	30.5%	25.7%	19.9%	35.9%
%Two or More Races	4.6%	6.3%	6.1%	7.7%	6.9%
Diversity Index	82.9%	82.7%	90.5%	89.4%	86.7%
Foreign Born Population	27.0%	31.7%	38.9%	n/a	n/a
Non-English Speaking	2.4%	1.6%	2.7%	3.2%	1.4%
%White	55.0%	40.2%	32.7%	35.2%	30.0%

SOURCE: ESRI Data 2018, American Community Survey

- Hayward's White population (32.7%) is lower than that of Alameda County (40.2%) and California (55.0%).
- The percentage of Hispanic and Latino people is more highly concentrated in Hayward A (45.4%) than Hayward B (34.7%).
- Hayward's Diversity index percentage (90.5%) is much higher than Alameda County (82.7%) and California (82.9%).
- The percentage of Foreign Born people in Hayward (38.9%) is higher than that of Alameda County (31.7%).

Social and Physical Environment

Educational Achievement					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
No High School Diploma	17.4%	12.1%	18.2%	20.8%	18.1%
Less than 9th Grade	9.6%	6.7%	10.7%	11.8%	11.1%
Some High School No Diploma	7.8%	5.5%	7.5%	9.0%	6.9%
High School Diploma	82.6%	87.8%	81.8%	79.2%	91.9%
GED/Alternative Credential	2.3%	1.7%	2.6%	2.8%	2.6%
Some College No Degree	21.1%	18.0%	20.9%	20.3%	21.8%
Associates Degree	7.7%	6.5%	7.3%	6.9%	8.0%
Bachelor's Degree	20.6%	26.2%	20.4%	18.6%	16.6%
Graduate/Professional Degree	12.6%	19.4%	7.6%	7.2%	5.8%

SOURCE: ESRI Data 2018, American Community Survey

- A higher percentage of Hayward B residents have earned a High School Graduates diploma (91.9%) than Hayward A (79.2%)
- The Hayward population with Bachelor's Degrees (20.4%) is similar to the California rate (20.6%), but a higher percentage of Californians have Graduate Degrees (12.6%) than do Hayward residents (7.6%).

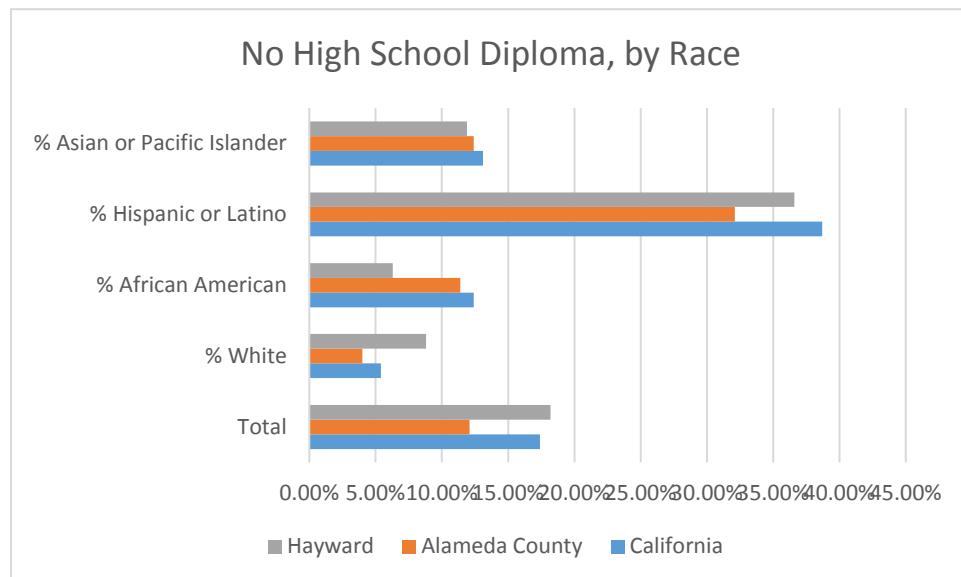
Educational Achievement by Ethnicity			
Measure	California	Alameda County	Hayward
No High School Diploma	17.4%	12.1%	18.2%
% White non-Hispanic	5.4%	4.0%	8.8%
% African American	12.4%	11.4%	6.3%
% Hispanic or Latino	38.7%	32.1%	36.6%
% Asian or Pacific Islander	13.1%	12.4%	11.9%

SOURCE: ESRI Data 2018, American Community Survey

- In Hayward, the White population without a High School Diploma (8.8%) is much greater than the California (5.4%) and Alameda County (4.0%) average.

- Hispanic or Latino people in Hayward have a high rate of not graduating High School (36.6%), and African Americans have the lowest rate of High School incompleteness (6.3%).

Exhibit 19: No HS Diploma by Race



Employment and Income					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
Unemployment Rate	4.7%	4.2%	5.7%	5.8%	5.7%
Median Household Income	\$69,051	\$82,654	\$69,572	\$68,830	\$81,586
Housing Costs Exceed 30% of Total Household Income	53.6%	49.6%	55.2%	53.4%	52.5%
Housing Costs Exceed 50% of Total Household Income	27.9%	24.9%	26.7%	24.4%	26.6%
Receiving Public Assistance Income	3.8%	3.6%	5.8%	5.8%	6.6%
Living Below Federal Poverty Level	14.3%	11.5%	12.2%	13.6%	7.8%
Households with Children Receiving SNAP	9.4%	7.2%	12.8%	14.7%	10.3%

SOURCE: ESRI Data 2018, American Community Survey

- More than half of Hayward residents (55.2%) spend over 30% of their income on housing costs.
- One in four Hayward residents (26.7%) spend over 50% of their income on housing costs.
- The median household income of Hayward (\$69,572) is slightly higher than the California average (\$69,051) but significantly lower than the Alameda County median household income (\$82,654).

- Median incomes in Hayward B (\$81,586) are higher than Hayward A (\$68,830).

Measure	California	Alameda County	Hayward
Agriculture	2.4%	0.3%	0.6%
Mining/Oil and Gas	0.1%	0.1%	0.0%
Construction	6.2%	5.3%	7.0%
Manufacturing	9.1%	9.8%	10.5%
Wholesale Trade	2.8%	2.6%	3.9%
Retail Trade	10.4%	9.2%	11.3%
Transportation	4.1%	4.5%	7.5%
Utilities	0.9%	0.7%	0.6%
Information	2.6%	2.7%	2.0%
Finance/Insurance	3.8%	3.8%	3.2%
Real Estate	2.4%	2.2%	2.0%
Professional/Tech Services	8.9%	13.8%	6.9%
Management/Enterprise	0.1%	0.1%	0.1%
Admin/Waste Management	5.0%	4.6%	6.0%
Educational Services	8.4%	9.3%	6.0%
Health Care/Social Services	12.6%	13.0%	13.1%
Arts/Recreation	2.8%	2.5%	1.9%
Service Industry	7.8%	7.0%	8.6%
Other Services	5.4%	5.1%	5.6%
Public Administration	4.5%	3.5%	3.4%
SOURCE: ESRI Data, 2018			

- Hayward has a noteworthy rate of workers employed in the manufacturing (10.5%), retail trade (11.3%), and transportation (7.5%) fields when compared with the Alameda County and California averages.
- 13.8% of workers in Alameda County are employed in the Tech sector, double the rate of Hayward workers (6.9%). California workers also average a higher rate (8.9%).
- A large population of Hayward workers is employed in the service Industry (8.6%) compared with Alameda County (7.0%) and California (7.8%).

Poverty by Select Characteristics			
Measure	California	Alameda County	Hayward
Living Below Federal Poverty Level	14.3%	11.5%	12.2%
% White non-Hispanic	14.3%	9.8%	14.0%
% African American	24.2%	23.2%	18.1%
% Hispanic or Latino	21.9	16.4	16.4
% Asian or Pacific Islander	11.6%	9.1%	6.3%
% Children	21.6%	14.5%	19.2%
% Elderly	10.7%	9.7%	9.8%

SOURCE: ESRI Data 2018, American Community Survey

- The poverty level in Hayward (12.2%) is lower than that of California (14.3%) but slightly higher than Alameda County (11.5%).
- One in five children (19.2%) in Hayward live in poverty.
- Asian or Pacific Islander residents have the lowest rates of poverty (6.3%) while African Americans experience the highest rates (18.1%).

Housing and Transportation

Housing and Households Profile					
Measure	California	Alameda County	Hayward	Hayward A	Hayward B
Median Home Value	\$505,800	\$650,784	\$472,051	\$470,124	\$435,546
Living Alone	7.4%	8.6%	5.8%	6.1%	4.4%
Group Quarters	2.0%	2.2%	1.6%	1.9%	1.0%

SOURCE: ESRI Data 2018, American Community Survey

- The median home value in Hayward (\$472,051) is lower than the California average (\$505,800) and much lower than the Alameda County average (\$650,784).
- Home values in Hayward A (\$470,124) are almost \$40,000 higher than the values in Hayward B (\$435,546).
- Slightly more people in Hayward A live in group quarters (1.9%) than do Hayward B (1.0%).

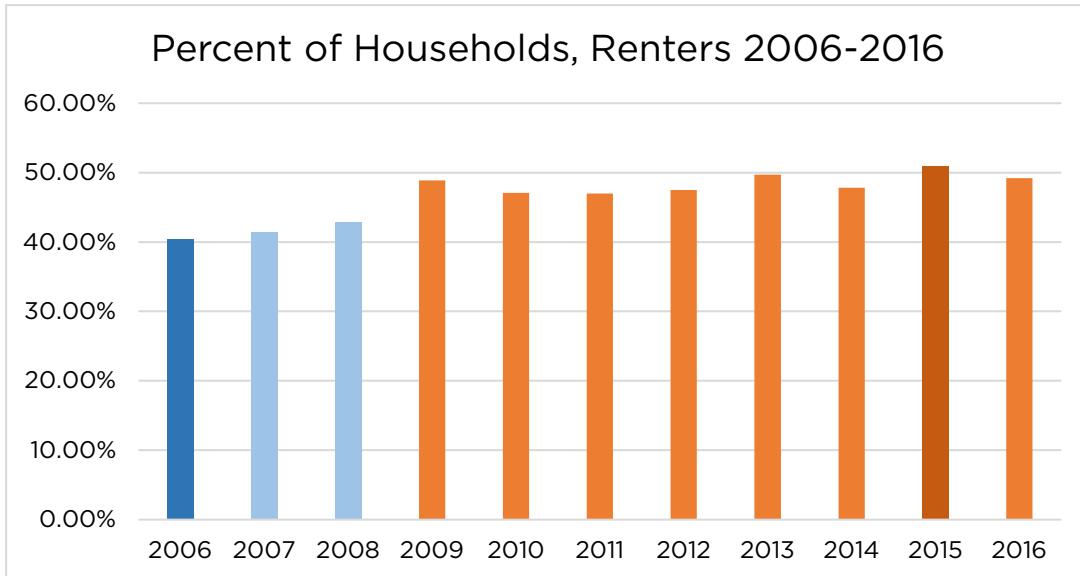
Housing and Households Profile			
Measure	California	Alameda County	Hayward
Single Parent Households	19.4%	17.2%	24.9%
Vacant Housing Units	5.1%	2.8%	2.2%
Homeless Population	114,000	5,629	397
Homeless Rate Per 100,000 Population	0.003	0.003	0.004
65+ Living Alone	23.1%	24.3%	19.3%
Multi-Unit Housing Structures	34.5%	38.2%	40.2%
Mobile Homes	3.6%	1.3%	4.5%

SOURCE: ESRI Data 2018, American Community Survey, US Department of Housing and Urban Development <https://www.hudexchange.info/resources/documents/2017-AHAR-Part-1.pdf> Everyone Counts Survey <http://everyonehome.org/everyone-counts/>

- The percent of people living in mobile homes in Hayward (4.5%) is much higher than the overall rate in Alameda County (1.3%).
- Hayward has a higher rate of single-parent households (24.9%) than both Alameda County (17.2%) and California (19.4%).
- Hayward's Homeless rate (0.004) is incrementally higher than that of Alameda County (0.003) and California (0.003). CHECK METRICS

- Between 2006 and 2016 the percentage of households that rent increased 6.4 points.⁵
- As of 2016 the % of Renter Households was 49.2% (22,537) compared to Owner Households at 50.8% (23,255) at +/-1,757 of 45,792 Total Households.

Exhibit 20: Percent of Households Renting



Source: U.S. Census Bureau's American Community Survey one-year estimates, 2006-2016.
Data tabulations and viz by APM Research Lab.

Transportation/Commute			
Measure	California	Alameda County	Hayward
Mean Travel Time to Work ⁶	28.4	31.6	31.8
Workers Commuting by Public Transit	5.2%	14.2%	9.5%
Workers Who Drive Alone to Work	73.5%	62.6%	71.0%
Workers who Walk to Work	2.7%	3.6%	2.1%
% Without Vehicle		10%	7%
% Seniors Without Vehicle		17%	13%
SOURCE: Healthy Alameda County, http://www.healthyalamedacounty.org/indicators/index/indicatorsearch?module=indicators&controller=index&action=indicatorsearch&doSearch=1&i=&l=132164&primaryTopicOnly=&subgrouping=2&card=0&handpicked=1&resultsPerPage=150&showComparisons=1&showOnlySelectedComparisons=&showOnlySelectedComparisons=1&grouping=1&ordering=1&sortcomp=0&sortcomplIncludeMissing= , American Community Survey, 2014			

⁵ How the housing market has changed over the past decade. Marketplace and APM Research, October 16, 2018. https://www.apmresearchlab.org/stories/2018/10/16/how-the-housing-market-has-changed-over-the-past-decade#h1.the_rise_of_renters. Accessed December 2018.

⁶ Commutes in Minutes

- The number of people who commute to work via Public Transit in Hayward (9.5%) is lower than the overall amount in Alameda County (14.2%).
- The percentage of Hayward commuters who drive alone to work (71.0%) is lower than the California average (73.5%) but higher than the Alameda County average (62.6%).
- The mean travel times to work in minutes for Hayward (31.8) and Alameda County (31.6) are similar; both are slightly lower than the California average (38.4).
- More Hayward households have access to a vehicle (93%) than the Alameda County Average (90%).
- On average, seniors are less likely to have access to a vehicle than the rest of the Hayward and Alameda County population.

Health Status Profile

Chronic Disease Incidence Summary			
Measure	California	Alameda County	Hayward
Adults with Heart Disease	5.3%	4.5%	5.4%
Adults with High Cholesterol	34.3%	32.1%	31.5%
High Blood Pressure	28.4%	26.3%	25.7%
Adults with Asthma	7.7%	8.8%	8.4%
Diagnosed Diabetes	9.9%	9.9%	10.8%

SOURCE: Healthy Alameda County,
<http://www.healthyalamedacounty.org/indicators/index/indicatorsearch?module=indicators&controller=index&action=indicatorsearch&doSearch=1&i=&l=132164&primaryTopicOnly=&subgrouping=2&card=0&handpicked=1&resultsPerPage=150&showComparisons=1&showOnlySelectedComparisons=&showOnlySelectedComparisons=1&grouping=1&ordering=1&sortcomp=0&sortcompIncludeMissing=1> County Health Rankings,
<http://www.countyhealthrankings.org/app/california/2018/rankings/alameda/county/outcomes/overall/snapshot>

- The Hayward rate of Diagnosed Diabetes (10.8%) is slightly higher than California and Alameda County (9.9%).
- Hayward's population of Adults with High Cholesterol (31.5%) is slightly lower than Alameda County (32.1%) and California (34.3%).
- Most Chronic Disease measures show little variance from Hayward to Alameda County to California averages.

Mental and Behavioral Health

Measure	California	Alameda County	Hayward
Severe Mental Illness Related Hospitalizations ⁷	320.0	695.0	796.4
Reported Physically Unhealthy 14+ Days	18.4%	14.5%	11.4%
Substance Use ER Visit Rate ⁸	1,275.4	1,642.7	2,419.1

SOURCE: Healthy Alameda County,
<http://www.countyhealthrankings.org/app/california/2018/rankings/alameda/county/outcomes/overall/snapshot>
 County Health Rankings
<http://www.countyhealthrankings.org/app/california/2018/rankings/alameda/county/outcomes/overall/snapshot>
 Community Commons,
<https://assessment.communitycommons.org/CHNA/report?page=6&id=620&reporttype=libraryCHNA>

- The rate of Severe Mental Illness Related Hospitalizations in Hayward (796.4) is significantly greater than that of Alameda County (695.0) and more than double the California rate (320.0).
- Hayward residents Substance Use ER Visit Rate per 100,000 population (2,419.1) is much higher than that of Alameda County (1,642.7) and nearly twice the California rate (1,275.4)
- Those in Hayward report feeling unhealthy less than Alameda County as a whole.

Population Weight, Tobacco and Alcohol Use

Measure	California	Alameda County	Hayward
Adults who are Obese	25.8%	23.0%	26.6%
Percentage of Adults Current Smokers	12.8%	10.6%	14.5%
Percentage of Adults Reporting Binge or Heavy Drinking	15.6%	17.8%	14.4%

SOURCE: Healthy Alameda County,
<http://www.healthyalamedacounty.org/indicators/index/view?indicatorId=3645&localeId=132164>
 County Health Rankings
<http://www.countyhealthrankings.org/app/california/2018/rankings/alameda/county/outcomes/overall/snapshot>

- The percent of obese adults in Hayward (26.6%) is slightly higher than the Alameda County average (23.0%).
- A higher rate of Hayward residents are smokers (14.5%) compared with Alameda County (10.6%) and California (12.8%)

⁷ Per 100,000

⁸ Per 100,000 Population

Maternal and Child Health

Measure	California	Alameda County	Hayward
Teen Birth Rate ⁹	3.8%	1.6%	2.1%

SOURCE:
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates
https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_16_5YR_S1301&prodType=table

- Teen Birth Rates are higher in the Hayward (2.1%) than in Alameda County (1.6%).
- The California Average (3.8%) is greater than the averages of Hayward (2.1%) or Alameda County (1.6%).

Doctor Visits

Measure	California	Alameda County	Hayward	Hayward A	Hayward B
Visited Doctor Last 12 Months	76.0%	77.0%	74.5%	73.7%	75.6%
Visited Doctor Last 12 Months, 6+ Times	28.3%	28.7%	26.3%	26.2%	25.9%

SOURCE: ESRI Data 2018, American Community Survey

- The rate of Hayward residents who visited the doctor this past year (74.5%) is lower than the overall Alameda County rate (77.0%).
- The percentage of Hayward B residents who visited a doctor in the past year (75.6%) is slightly higher than the percentage in Hayward A (73.7%).

⁹ Age 15-19, women with births in past 12 months

Health Service Access and Utilization			
Measure	California	Alameda County	Hayward
Uninsured Adults ¹⁰	17.6%	11.3%	15.4%
Uninsured Children ¹¹	5.4%	3.5%	4.8%
Uninsured Elderly ¹²	1.9%	1.6%	2.0%
Adults with Difficulty Obtaining Care	21.2%	18.7%	17.7%
Children and Teens with Difficulty Obtaining Care	9.1%	11.2%	9.8%
Avoidable Hospitalizations ¹³	3,950.2	3,740.6	5,813.4
Children on Medicare ¹⁴	0.8%	0.4%	0.5%
Adults on Medicare ¹⁵	2.8%	2.4%	2.3%
Elderly on Medicare ¹⁶	94.5	93.3	93.2%
Rate of Primary Care Physicians	1280:1	950:1	935:1
Rate of Mental Health Providers	320:1	180:1	194:1

SOURCE: Healthy Alameda County,
<http://www.healthyalamedacounty.org/indicators/index/view?indicatorId=3645&localeId=132164>
 County Health Rankings
<http://www.countyhealthrankings.org/app/california/2018/rankings/alameda/county/outcomes/overall/snapshot>
 Data USA, <https://datausa.io/profile/geo/hayward-ca/#health>

- The rate of avoidable hospitalizations in Hayward per 100,000 population (5,813.4) is much higher than the rate in Alameda County (3,740.6) and California (3,950.2).
- Hayward boasts a stronger ratio of Primary Care Physicians (935:1) than both Alameda County (950:1) and California (320:1).
- One in 10 children and teens (9.8%) have experienced difficulty obtaining care in Hayward in the past year.
- Hayward has a slightly lower availability of Mental Health Providers (194:1) than Alameda County (180:1).

¹⁰ Age 18-64

¹¹ Age <18

¹² Age 65+

¹³ Per 100,000 population

¹⁴ Age <18

¹⁵ Age 18-64

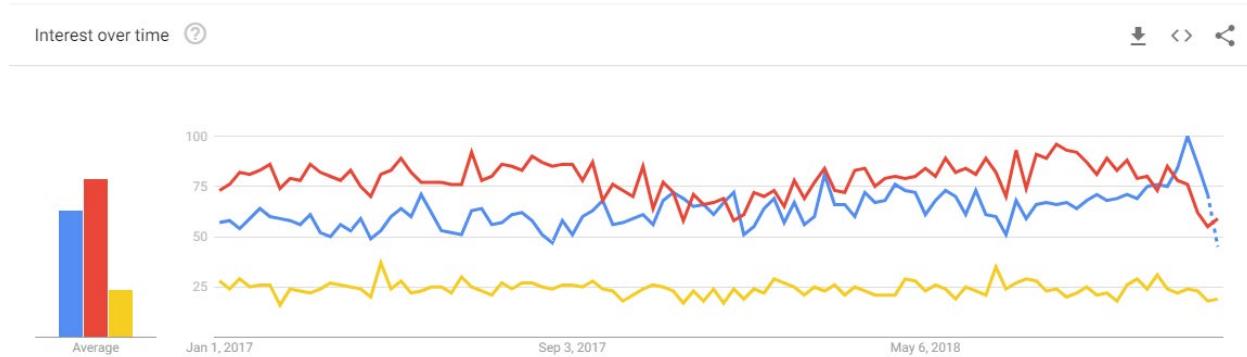
¹⁶ Age 65+

Digital and Social Media Data and Analysis

Google Trends is a search trends tool that shows how frequently a given search term is entered into Google's search engine relative to the site's total search volume over a given period of time. The tool can be used to understand community members' interest in top issues such as homelessness, housing, and transportation by identifying the most common, emerging, and/or surging issues included in publicly available online discussions.

The primary data limitations are related to the precision (or lack thereof) of specific search terms and how Google groups information. For example, At present Google Trends makes information available only in aggregate for the 32 cities in the San Francisco-Oakland-San Jose area.

The following chart shows the search trends from January 1, 2017 through November 28, 2018 for **homelessness, transportation, and affordable** housing for the San Francisco-Oakland-San Jose area, which includes the city of Hayward.



- While interest in **homelessness** topics varies throughout the 23-month period, the overall trendline is trending slightly upwards indicating that more people in the Bay Area are searching for information of homelessness services and issues. While all the trend data is aggregate of the 32 cities that Google defines as the San Francisco-Oakland-San Jose area, search term interest is ranked by city. Hayward is ranked number 10 out of 29 cities in search interest for homelessness.
- **Transportation** has the largest search interest in the San Francisco-Oakland-San Jose area. Its search interest remained relatively stable until it declined around September 2017. Interest in transportation once again increased starting in March 2018. It reached an all-time high in August 2018 before declining. Compared to the 32 other cities in the area, Hayward ranks number 27 in terms of search interest for transportation.
- Searches for **Affordable Housing** has remained stable over the course of the 23-month period, but Hayward ranks number two in terms of search interest for affordable housing. People most often search for affordable housing uses the terms "low income housing," "affordable housing," and "low income apartments."

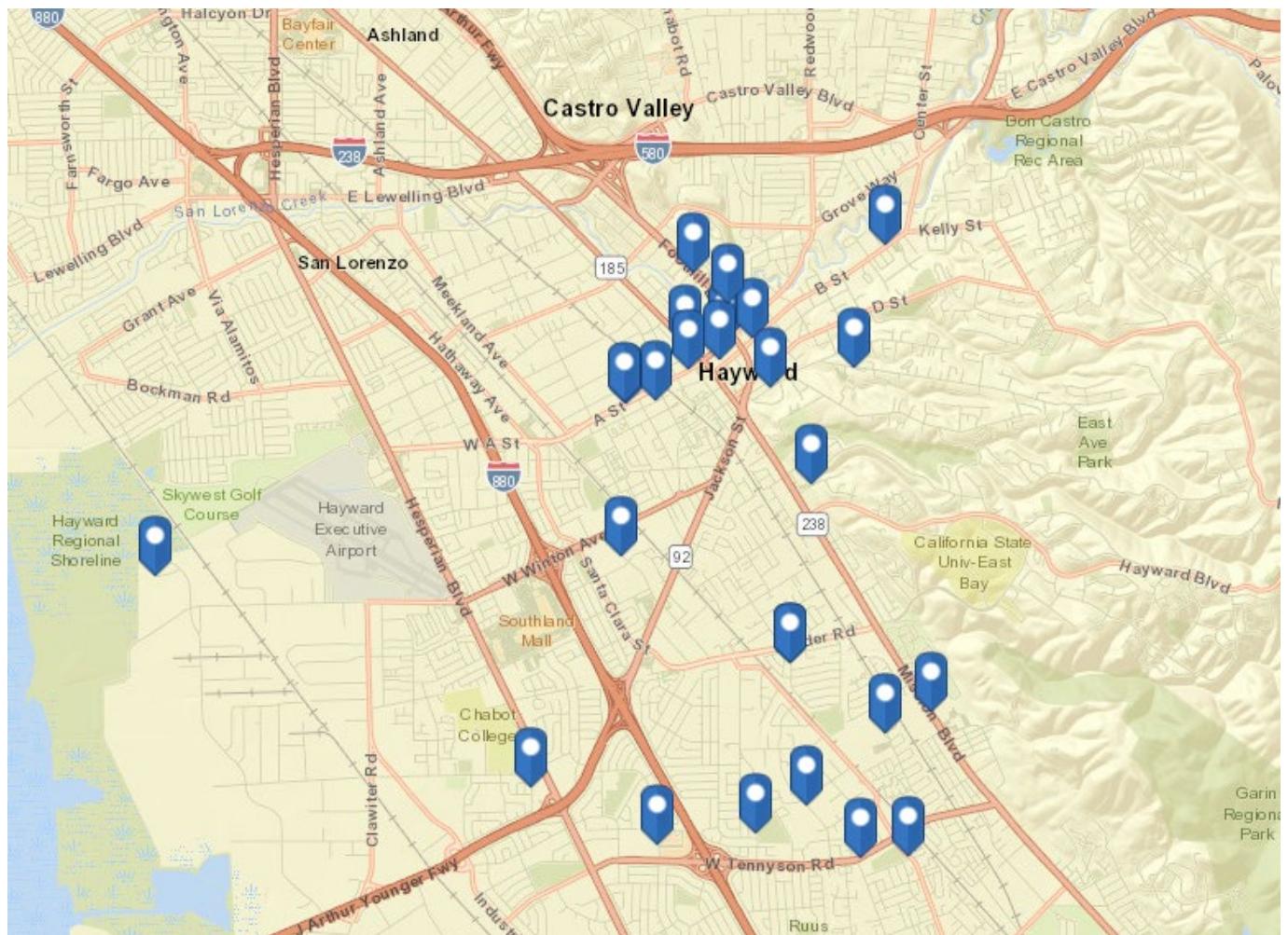
Community Services and Participating Agencies Map

The City of Hayward has robust Geographic Information Systems. The website (<https://www.hayward-ca.gov/discover/maps>) has a wide range of maps “revealing valuable insights and information about Hayward.”

The map below provides a visual representation of the location of the organizations who have participated in this study.

Additional maps are available in the appendices and on the Hayward GIS Web Map and Open Data Portal.

Exhibit 21: Community Services and Participating Agencies Map



Select Data and Materials from Other Studies

As noted in the acknowledgments and methodology, this report includes information from multiple sources that include, but are not limited to, the U.S. Census Bureau, the U.S. Centers for Disease Control and Prevention, ESRI analytical services, the Robert Wood Johnson Foundation, “Healthy People 2020,” Community Commons, the California Department of Health, Human Services, the California Department of Housing and Community Development, and The Alameda County Transportation Program for Seniors and People with Disabilities.

These sources have comprehensive datasets. For the reader’s convenience, the following data studies are included in the appendices of this document.

- The Alameda CTC Needs Assessment - With the passage of Measure BB, the funding available for transportation services for seniors and people with disabilities in Alameda County nearly doubled. For all of these reasons, the Alameda CTC has conducted an assessment of the mobility needs of seniors and people with disabilities in Alameda County to provide an up-to-date understanding of where we are today, recent trends, and future projections to inform planning efforts and funding decisions.
- The California Housing and Community Development (HCD) Community Development Block Grant Program 2018 report.
- The City of Hayward “Everyone Counts” Homeless Point in Time Study.

Qualitative and Quantitative Primary Data Collection

Qualitative Interviews and Discussion Groups

Qualitative and quantitative data collection is the core of the research of the CNA. The secondary data research provides a framework with which to build a better understanding of the community. However, the qualitative and quantitative primary research techniques provided insight that illuminates the unique character of Hayward. The tone and tenor of nearly all the discussions underscored a shared belief that the city is indeed the Heart of the Bay.

Crescendo conducted a series of qualitative one-to-one interviews (by phone and in-person) and focus group discussions with community members and stakeholders. The purpose of these focus groups will be to solicit consumers' and stakeholders' opinions, feelings, and expectations regarding the following:

- The current availability of services and the identification of unmet needs.
- Access to basic needs and other community services (e.g., housing affordability, transportation, and other access issues).
- The adequacy of current services.
- Resources and strengths that can be used to capitalize on opportunities to improve health and the fabric of the community.

Discussion guides (see Appendix) were developed with the City of Hayward staff.

Over the series of qualitative interviews and focus discussions, a clear prioritization of community members' issues and top needs emerged – many supported by insightful observations. The following sections outline the observations from these groups and interviewees.

Individual Interviews' Areas of Consensus

As part of the qualitative analysis, Crescendo conducted over 30 interviews with community service providers, public officials, City staff and others. These one-on-one in-person and telephonic interviews were held with a diverse group of community stakeholders to gain additional perspective on key topics.

This section includes core themes from both consumers and community partners that were identified during the research. In each case, the document includes several bullet points and sub-issues that support each theme, as well as interview quotations (de-identified) that illuminate respondents' perspectives. They are presented in alphabetical order.

Awareness of Services

There are varying levels of understanding among community members regarding awareness of available community services. Most feel families could use more information, but the challenge is: "How to make people aware before they need them, e.g., before they get evicted, have a health crisis, experience domestic violence.

- *"Families assume I'll just google it. For many, there are no computers in the home. Then they need to know: Am I eligible for it? Is it really free? We have 211, but it really doesn't get to the immediate need."*

- “People would have more pride if they knew more about the robustness of services. It was hard for me when I first moved here. I found myself saying get more involved.”
- “If you’re not in need, you don’t know about these things. If you’re lucky to have a job and a house, then most people wouldn’t know about the services. They might through their church or civic group, but the neighborhoods are not well defined unless you’re in the hills in one of the gated communities.”

Case Management

Navigating the complex bureaucracy of governmental forms is difficult for many residents.

- “Team members volunteer to clean up the community and receive basic needs in the form of gift cards or other things. We help with things like case management.”
- “I got my social security check back.”
- “SSI Ticket to Work information includes employment goals, job counseling.”

Childcare

In general, childcare is an essential need for working families. A key theme related to childcare needs is the barrier to service for low-income people who do not qualify for CalWORKs. Only children from the most deprived living situations can qualify for CalWORKs, but there are many at-risk families who cannot qualify as “deprived” and yet cannot afford childcare. Many families must choose between taking additional work and staying home to care for their children.

- “We can pay some of the rates, but it’s very expensive.”
- “There was a provider who actually used the ‘Help me grow’ program for her own child and found it to be very helpful. But many parents do not know about the service.”
- “Parents need help paying for childcare so they can go to work. I would fix that.”

Communication Between Service Centers and Agencies

There was little discussion of lack of services, but rather a lack of communication between service centers. Many Hayward residents either don’t know about or seem overwhelmed by the logistics of navigating the many services available to them.

- “They have to go to so many places. It’s like, ‘I’ve already told my story so many times, and now I have to explain it again.’”
- “I saw the city has a brochure on how to get around, using transportation. Most of them are only in English. And on how to use the new smart crosswalks. Even something small like that is helpful. If there was a little how-to manual in different languages for people.”
- “We need to resurrect Hayward Neighborhood Partnership. We went out as a task force and just handled issues ourselves. I think we need to go back to that. It was all documented, and we were connected directly with the leaders. It felt like it just petered out though.”
- “I don’t know how to email. If they put out a newsletter, how would I get it?”

Education

There were mixed reviews of the Hayward School system; many folks acknowledged the schools were solid but pointed out some are much better than others, which is a disadvantage to students living in districts with lower-rated schools. Perceptions of the public schools may be the sharpest contrast between the focus discussions and the one-to-one interviews. The challenges posed by poor perceptions of the public-school system was voiced in many interviews.

Another key issue seems to be a lack of after-school programs, especially for young students (K-5th Grade).

- *“Better schools. Overall leadership has an important part of it; not so much politics; it’s about an informed electorate interested in kids and quality schools.”*
- *“This is my first year dealing with the School District. I got my kids into a dual language immersion program.”*
- *“There’s not enough after-school programs, and if there is, there’s only like 50 spots, and it’s not totally free, you still have to pay something.”*

Employment

The opportunity to work is eluding many homeless folks who want to be employed. Downtown Streets Team is one example of an organization doing good work to help residents with resumes, job leads, and applications.

- *“Job training is a top need.”*
- *“[Name] isn’t here because he just started working at Amazon.”*
- *“Job club is next Wednesday, the 25th.”*

Food and Nutrition

The need for better food and nutrition services was a theme across a large number of the one-to-one interviews.

- *“I’ll speak for my seniors; the most in need tend to be isolated. Meals on Wheels also does a check-in to make sure they’re safe and engaged. It is a concerning trend that Meals on Wheels struggles to fund itself.”*

Housing

Affordable housing was mentioned at length at every focus group. The rising prices of the Bay Area have made their way to Hayward, and residents are concerned they will no longer be able to afford to keep a roof over their head.

- *“My dream would be to have a flexible spending pool for housing like in LA. There this pot of money and we can light up whatever [service] it takes to keep people stable in the community.”*
- *“Rent. Rent control. I’m born and raised in Hayward, but my brother moved to the valley. I see him less and less. And he has to commute from the valley.”*
- *“When our landlord lost his property, it took a toll on my mental health. So we moved, but our new landlord is so young, and I don’t think he knows how to deal with tenants. And when I have to move around a lot like this, it doesn’t feel like my home.”*
- *“A lot of young people are burdened with just finding a place to live.”*

Individuals Experiencing Homelessness

Lack of shelters for individuals experiencing homelessness is a significant need, as well as a further acknowledgment from City Hall regarding the scope of the issue of homelessness in Hayward. Most discussion participants stated they believed the most recent homelessness study conducted by the City was inaccurate, with more individuals experiencing homelessness than reported.

- *"We need acknowledgment of homelessness (from City Hall)."*
- *"We don't have enough shelters; we don't have enough places for them to go."*
- *"If you have a place to stay, you can do everything else. You can go somewhere and get food. You can even grow food! But you need a place to stay."*
- *"The homeless count definitely is inaccurate."*
- *Homelessness is due to poverty; Poverty is due to mental health, addictions or other issues - assuming you had opportunities along the way. Housing stock and affordability is the other side of the equation.*

Language Barriers

Non-English speakers reported difficulty finding work and services due to the language barrier; meanwhile, those who spoke some English still reported feeling second-class in the community.

- *"Another issue is the language barrier."*
- *"A lot of immigrant families don't trust the government, the hospitals."*
- *"I don't feel welcomed at City Hall because I look different."*
- *"Part of the problem, especially for immigrant communities, they don't understand why pre-school is important. They need to be reading at an early age."*

Laundry/Showers

At-risk and homeless residents cited laundry and shower services as a high priority, and a solution to this issue seems very tenable.

- *"Tomorrow afternoon and evening will be free laundry, one load at Redwood Grove and Castro Valley Laundry Land. I do this every other Wednesday."*
- *"People always come in and say, 'We want to hear from you.' And then nothing happens, and they come back a year later and say, 'We want to hear from you.' Let's see some results. Let's have a place to stay, to shower. To wash our clothes. To have internet access."*

Mental Health Services

Although it was rarely mentioned as an explicit “top need,” mental health illnesses and trauma were noted as a contributing factor to many of the core problems, e.g., homelessness.

- *“Some of most vulnerable are victims of abuse and people with mental health issues who need Case Management.”*
- *“I would want to change our mental health system even if we had housing. It is in shambles. We don’t have the full range of services and yet there is ambivalence. People see it as a slippery slope where we would put them in institutions against their will; 72-hour holds is all we have. La Familia is better at MH services, but with Prop 63 in California, lots of mental health funding goes to counties...”*
- *“When we talk about mental health, we need to consider deinstitutionalized folks, ACEs, trauma, and other issues that all lead to the inability to work, get an education or have workforce opportunities. This has a generational impact.”*
- *[At Tiburcio Vasquez] there are LCSWs on staff for mental health needs, [they] use an integrated model, most other orgs get in and get them out, Kaiser, too, looks at whole person care model.*

Sense of Community

Discussion participants frequently noted how diverse and open-minded their community was; however, an emerging need was fostering a stronger sense of community, where residents are there for one another when times get tough. Another observation was most community-related events are centered around Downtown Hayward and City Hall, where residents of outlying areas feel left out.

- *“Hayward Promise Neighborhood is trying to incorporate more community voice into what’s being developed. I was at meeting where the conversation was ‘How do we incorporate community voice? Why aren’t parents here? Do they need to be given a stipend?’”*
- *“Do they have city hall meetings, like in the movies?”*
- *“I think the city council members need to step their game up. They don’t have any outreach, nobody even knows who they are.”*
- *“Do they [City Council Members] even live here?”*
- *“It’s hard to get people to come out. The city has this attitude like ‘Oh, we sent it out on the internet.’ And I’m like, ‘three people are going to show up.’”*

Transportation

There was much frustration from participants regarding the ongoing service changes of AC Transit; most notably, that changes had been made without their knowing about it.

- *“They changed the AC Transit [bus service]. They didn’t put out printed schedules to announce changes. There are endless obstacles. Sometimes you have to ride around the entire city to get from A to B.”*
- *“Does anyone know what percentage of homeless people have vehicles?”*

Other

Other concerns included road and sidewalk maintenance, the public library, local businesses, waste removal, mailing addresses for those in-between homes, public lands, and the old REACH Program.

- *"We need long-term solutions; everything else is a band-aid."*
- *"I have anxiety, and it's hard for me to go into a building to get help. I can't even go into a place to get help. It would be nice if someone could come to me. God forbid someone could leave their office, get in their car and come help."*
- *"We need to resurrect Hayward Neighborhood Partnership. We went out as a task force and just handled issues ourselves. I think we need to go back to that. It was all documented, and we were connected directly with the leaders. It felt like it just petered out though."*

Focus Group Participants and Background

In addition to individual interviews, a total of 7 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 process was particularly helpful when working to understand higher-need sub-groups, such as those on the verge of homelessness.

The discussions used a formal interview guide (see Appendix 4). Details of select groups can also be found in the appendix.

Invitations were sent via community partners and others to participants who included a diverse set of residents, consumers, and activists:

- Area residents
- Childcare consumers and providers
- Youth and seniors
- Community activists
- Low-income families
- Individuals experiencing homelessness
- Faith Leaders
- People with disabilities
- Users of public transportation

The group discussions lasted from 1 hour to 1.5 hours based on group attendance, participation, and general discussion quality. Groups were conducted at the following locations: Community Child Care Council of Alameda County (4C's), St. Rose Hospital, Downtown Streets Team Hayward Meeting, South Hayward Parish, Summer Youth Sports, and Mentorship Program (at Chabot College) and Community Resources for Independent Living.

The focus group process engaged over 70 community members. In some cases, the themes, conclusions, and suggestions between the interviews and focus discussions overlap. For example, homelessness can be described in several ways at different levels. The participants suggest there are system-level access challenges, as well as program level challenges needed.

Qualitative Core Themes and Top Needs Summarized

The qualitative conversations included one-to-one interviews (by phone and in-person) and focus group discussions with community members and stakeholders. Over the series of qualitative discussion, there were areas of consensus, differing opinions, and core themes that emerged. While these themes were often stated in different words by the stakeholder and resident groups, there was a great deal of consensus among their opinions. The major linguistic difference had to do with “awareness” and “communications” between and among service providers and the public at large. The discussions suggest these concepts are greatly overlapping.

The following table illustrates the similarities and differences of the core themes and top needs. A complete list mentions is in the Appendix.

Ranking by Segment	
Need	Qualitative Ranking
Housing	1
Strengthen Positive Community Engagement	2
Homelessness	3
Communication between service centers	4
Transportation	5
Education	6
Access to Food	7
Childcare	8
Language barrier	9
Employment/ Wages	10
Healthcare	11
Seniors	12

Summer Youth Sports Participant Survey

The Summer Youth Sports Program (SYSP) began as a National Collegiate Athletic Association funded initiative to introduce at-risk youth to exercise, teamwork, and outdoor activities. Although NCAA funding has since ceased to exist, Chabot College, the Hayward Promise Neighborhood and a collective of supporters have kept the program in place, adding an additional level of STEM and college preparedness to the program. Approximately 150 students were surveyed at SYSP, to acquire their feedback on Hayward strengths and needs. The input of children is vitally important, as they represent the future of Hayward, and have a unique viewpoint often unseen and unaddressed by community leaders. Rather than try and lead an in-depth discussion of community needs with young students, Crescendo utilized a three-part survey, which encouraged students to think both broadly and specifically on community strengths and needs. The results presented below, reveal surprising insight on issues of housing, mental health, and employment among other things.

Things You Like to do For Fun in Hayward				
	I Never Do This	I Do This Once in a While	I Do This Quite a Bit	I Do This a Lot
Being online - Instagram, Snapchat, YouTube, or other social media	6.2%	17.1%	34.9%	41.8%
Being with friends	3.4%	26.5%	38.8%	31.3%
Family activities	10.3%	31.5%	30.1%	28.1%
Drama or acting in plays	58.9%	26.7%	10.3%	4.1%
Drawing, painting, or other creative art forms	20.0%	32.4%	25.5%	22.1%
Gaming or other activities on a computer, phone, or other device	4.1%	21.9%	34.2%	39.7%
Going to the park or playgrounds	6.8%	52.1%	30.1%	11.0%
Listening to music	4.2%	13.2%	16.7%	66.0%
Play music or taking music classes	45.6%	17.7%	10.9%	25.9%
Play sports - soccer, baseball, basketball, football, or others	8.8%	25.2%	24.5%	41.5%
Swimming	6.8%	30.6%	30.6%	32.0%

- The category of activities young people participate least in was reported to be “Going to the park or playgrounds (11.0%).
- The category of activities young people participate most in was reported to be “Listening to music (66.0%),” followed by “Being online – social media (41.8%).”

What Would You Like to Do More Of?

	No More Needed	Some More Needed	A Lot More Needed
Being online - Instagram, Snapchat, YouTube, or other social media	60.8%	20.0%	19.2%
Being with friends	8.3%	57.1%	34.6%
Family activities	14.5%	37.4%	48.1%
Drama or acting in plays	56.3%	27.7%	16.0%
Drawing, painting, or other creative art forms	30.9%	46.3%	22.8%
Gaming or other activities on a computer, phone, or other device	56.3%	18.3%	25.4%
Going to the park or playgrounds	16.5%	51.2%	32.3%
Listening to music	38.3%	27.3%	34.4%
Play music or taking music classes	45.5%	25.6%	28.9%
Play sports - soccer, baseball, basketball, football, or others	15.4%	36.8%	47.8%
Swimming	16.2%	36.2%	47.7%

- The activity reported at the highest rate of wanting to do more of was “Family activities (48.1%).”
- Most young people reported not needing more time being online using social media (60.8%).

The following part of the survey reflects surprising insight from young people about the needs of at-risk populations in Hayward.

What Would Make It Easier to Enjoy Living in Hayward			
	No More Needed	Some More Needed	A Lot More Needed
Art or drama classes or activities	41.6%	34.4%	24.0%
Doctors or other medical services	14.2%	47.8%	38.1%
Drug use and alcohol treatment	52.1%	12.6%	35.3%
Employment or job training	6.1%	40.5%	53.4%
Language or translation services for people speaking other languages	10.2%	24.8%	65.0%
Mental health services	18.0%	24.6%	57.4%
Online access	23.4%	39.5%	37.1%
Transportation - buses, etc.	22.5%	39.2%	38.3%
Parts or playgrounds	14.8%	47.7%	37.5%
Programs to help kids stay away from drugs and alcohol	6.3%	15.9%	77.8%
A stable place to live	12.9%	18.2%	68.9%

- The most emphatic response on Hayward needs was “Programs to help kids stay away from drugs and alcohol (77.8%).” They responded much lower to the category “Drug use and alcohol treatment (35.3%), which reflects an attitude of wanting to keep young people away from substances, and not reflective of a current problem of substance use among young people.
- Students also responded strongly to needs on a stable place to live (68.9%) and language or translation services (65.0%).

Community Members Survey

An online constituent survey was developed to offer individuals in the community the opportunity to provide feedback directly. The survey supplements the other primary research activities. Invitations to participate were provided to the community through e-mails from area agencies and the City of Hayward, agencies newsletters, social media channels, and a paper survey distributed in multiple locations.

The resulting participant sample (n=460) included a diverse representation of community residents. While randomized, the sample size yields a total margin of error +/- 4.56%, at the 95% confidence interval. Additional survey details are listed below.

Survey Instrument

The questionnaire included 31 closed-ended, need-specific evaluation questions; one open-ended question; and demographic questions. Research suggests that individuals sharing many of the demographic characteristics of the target population may provide socially desirable responses, and thus compromise the validity of the items. Special care was exercised to minimize the amount of this non-sampling error by careful assessment design effects (e.g., question order, question wording, response alternatives).

Respondent Profiles

- Respondent income ranges were evenly spread among survey takers, but the greatest number of respondents (17.0%) came from the lowest income range, earning less than \$25,000 annually.
- Approximately 30% of respondents earned less than \$45,000 annually, while 22.8% earned greater than \$150,000 annually.

Community Survey Incomes	
Household Income	Percent of
Less than \$25,000	17.0%
\$25,000 to \$44,000	13.3%
\$45,000 to \$64,000	10.2%
\$65,000 to \$84,000	11.7%
\$85,000 to \$99,000	9.3%
\$100,000 to \$149,000	15.7%
\$150,000 to \$199,000	11.1%
\$200,000 or more	11.7%

Community Survey Racial and Ethnic Characteristics		
Race	Number of Respondents	Percent of Respondents
African American	41	9.3%
American Indian	5	1.1%
Asian	58	13.1%
White (non-Hispanic)	219	49.4%
Hispanic	74	16.7%
Mixed Race	20	4.5%
Other	26	5.9%
Total	443	100.0%

- The racial composition of the survey skewed more towards white non-Hispanic respondents (49.4%), while African American participation (9.3%) was on-par with Hayward representation (9.5%). Hispanic participation (16.7%) was well below Hayward's average (40.8%) and Asian population participation (13.1) was also below the Hayward average (25.7%).

Consumer Information Sources Preferred

What sources do you normally use to find out about Community Resources or to stay up to date on community initiatives in Hayward?		
	Frequency	Percent
City of Hayward Website	144	46.9%
Newspaper	27	8.8%
Social Media	88	28.7%
Television	13	4.2%
Radio	2	.7%
Community outreach worker or other healthcare worker	11	3.6%
Magazine	1	.3%
Friends and relatives	21	6.8%
Total	307	100.0%

- An earlier version of survey data (N=419) which had significantly less low-income participation rated television as a source at 1.7%. The updated data (N=460, which accounts for a higher percentage of low-income respondents) rates television at 4.2%. Therefore, it can be concluded low-income people use television as a source of information at a high rate.

Quantitative Top Needs Compared

Thinking broadly about what will make Hayward an even more successful, thriving community, please rank the following community needs in order of importance.¹⁷

	Frequency	Percent
Housing	131	34.5%
Homelessness	82	21.4%
Strengthen Positive Community Engagement	60	15.9%
Transportation	42	10.7%
Access to Healthy Food	36	9.4%
Communication Between Service Centers	33	8.8%
Childcare	22	5.8%

- Housing was the most important need to survey respondents (34.5%).
- Childcare was the lowest important need of the seven presented options (5.8%).
- Around one in ten (8.8%) said Communication Between Service Centers was their most important need. This need was rated higher in focus groups and stakeholder interviews than in the survey.

¹⁷ Percentages may not add up exactly to 100% as some respondents ranked multiple issues as their top need.

Selected Measures by Ethnicity

Ranking of Top Needs by Ethnicity								
Measure	Total	African American	American Indian	Asian	Caucasian	Hispanic	Mixed Race	Other
Housing	34.5%	35.1%	80.0%	22.4%	28.6%	53.8%	22.2%	31.8%
Homelessness	21.4%	18.9%	20.0%	20.4%	19.1%	16.9%	22.2%	22.7%
Strengthen Positive Community Engagement	15.9%	8.1%	0.0%	22.4%	16.1%	13.8%	27.8%	13.6%
Transportation	10.7%	2.7%	0.0%	14.3%	16.6%	7.7%	11.1%	9.1%
Access to Healthy Food	9.4%	21.6%	0.0%	8.2%	8.0%	3.1%	5.6%	13.6%
Communication Between Service Centers	8.8%	5.4%	0.0%	8.2%	7.0%	3.1%	5.6%	9.1%
Childcare	5.8%	8.1%	0.0%	4.1%	5.9%	1.5%	5.6%	0.0%

- The ethnic groups who rated Transportation as their highest need were those who identified as Caucasian (16.6%) and Asian (14.3%).
- The ethnic group who rated Homelessness the highest were those who identified as Mixed Race (22.2%).
- While only 5.8% of overall respondents rated childcare as their top need, 8.1% of African Americans did.
- Housing was the highest rated need among all ethnic groups, rated particularly highly among Hispanic respondents (53.8%).

Issues Needing More Focus

As part of the survey, Community members were read a list of Health Issues and asked to rate "Which of the following do you feel need more focus by the community?" using a scale of 1 to 3 --where 1 means that No More Focus is needed, 2 is Somewhat More Focus Needed, and, 3 is Much More Focus Needed. The results were then analyzed and evaluated in total and by demographic groupings.

Community Survey Ranking Results By Domain		
Domain	Issue Needing More Focus	% Reporting "Much More Focus Needed"
Housing		
	An easily accessible database of information about available housing	54.8%
	Developing and/or providing lower rent housing options	76.7%
	City policies to incentivize low-cost housing developers to maintain affordable rents	74.8%
	Rent control policies based on percentage of income	66.7%
Homelessness		
	Expand winter shelter care	74.5%
	Expand shelter care in non-winter months	75.9%
	Showers/laundry service	74.5%
	Support "tiny homes" movement	74.5%
	Increase outreach services	82.2%
	Increase job training/employment readiness programs	82.1%
Strengthen Positive Community Engagement		
	Encourage community involvement in town initiatives	66.2%
	Meet the people where they are with communication styles	66.0%
	Community events (festivals, concerts, etc.)	48.9%
	Improve community outreach through flyers and e-mail	53.2%
	Expand Hayward Green Neighborhood program	60.5%

Community Survey Ranking Results - *Continued* By Domain

Domain	Issue Needing More Focus	% Reporting "Much More Focus Needed"
Transportation		
	Improve traffic lanes	73.6%
	Improve wait times for paratransit rides	54.5%
	Expanded signage for disabled people and non-English speakers at crosswalks	24.8%
Access to Food		
	Encourage more neighborhood food sources	85.6%
	Healthy food education	54.3%
	Include services for at-risk but non "deprived" populations	64.0%
Communication Between Service Centers		
	Use/development of an easily accessible service directory	50.7%
	Collaborative events that bring together providers of similar or potentially affiliated services	52.9%
	Additional outreach between City of Hayward and community service providers	61.2%
	Language Translation Services	27.5%
	Better use of 211 service	55.0%
	"No Wrong Door" or one-stop approaches to obtaining services	59.6%
Childcare		
	Lower entry barriers to care (CalWORKs qualification, etc.)	63.8%
	Increase after school programs	76.8%
	Provide transportation for parents and children to and from childcare	53.1%

Areas of Consensus and Prioritization Process

Having used both qualitative and quantitative techniques to identify the top needs of the Hayward Community, the final phase of the project assisted in prioritizing the top needs and their supporting implementation tasks. The following is a summation of the prioritization processes and the recommended strategies and supporting actions that resulted. Some needs, like Housing, are obvious needs with complicated solutions. Others, like Communication Between Service Centers, are less obvious issues but have more tangible solutions.

Synthesis of Results

The needs of Hayward are heavily determined by the needs of its low income and resource-poor residents. Those without are affected every day in the ways of housing, transportation, access to food and education, and access to community services. All other needs tend to fall under the umbrella of those key issues (i.e., homelessness under “Housing,” childcare and access to food under “Communication Between Service Centers”). Crescendo heard a great deal about the needs of these at-risk but not “deprived” community members. Many of them are a bad day away from losing everything. Something simple like a dead car battery or unexpected illness may prevent an at-risk Hayward resident from going to work, and that may snowball into unpaid bills and unemployment, finalizing with homelessness or something equally severe. As rents continue to rise at a rate unequal to wages, the City of Hayward must make sure its at-risk population is receiving services to keep up.

Resources and Strengths

As with any complex system, the City of Hayward, its community partners, and its residents can become isolated or “siloed” within their own interests. However, throughout the many discussions “partnership” and a sense of pride in the area’s ability to work together was noted a recurring strength.

- **Empowering People** - “We all want to serve and empower people to help themselves and others.”
- **Striving to Improve the Community** - “When I applied for the job [three years ago] I saw areas that were run-down and tired and had a bad reputation. Now there is a huge sense of community; people are striving to improve things.”
- **Logistics and Open Spaces** - “The area has a lot going for it; two Bart stations; investments in parks and facilities. The city is doing a great job with the website.”
- **Inter-agency Coordination** - “The agencies have good relationships. We’re all trying to make a difference. Coordinated, not competitive for programs. We provide no-fee training for each other’s staff when we can.”
- **Formal Partnerships Help** - “Organizations serving the same audience tend to tend to work in silos, and we’re trying to change that.”

Specific Positive Mentions

A number of recent and/or in-progress partnerships have been noted as examples of this spirit:

- **The Firehouse Clinic** - The Firehouse Clinic is a full-service primary and preventative care center that is located on the grounds of Fire Station #7 in South Hayward. It represents a unique collaboration between the Hayward Fire Department, Tiburcio Vasquez Health Center, Acute Care Hospitals, and the Alameda County Health Care Services Agency's Emergency Medical Services (EMS) Division. <https://www.hayward-ca.gov/fire-department/firehouse-clinic>
- **Hayward Promise Neighborhood** - Although focused in the neighborhood known as the Jackson Triangle, the HPN is working to be a national model of commitment to community and collective effort which alleviates generational poverty and creates equity for all in Hayward. It is led by California State University East Bay, funded by a grant from the U.S. Department of Education and involves a partnership of residents, local schools, colleges, city government agencies, businesses, and non-profit organizations. <http://www.haywardpromise.org/index.php>
- **South Hayward Youth and Family Center** - A partnership of the City of Hayward, the County of Alameda and the Hayward Area Recreation and Parks District is moving forward with a planned South Hayward Youth and Family Center facility, to be constructed at 680 West Tennyson Road in South Hayward. Earlier this year the town council authorized the City Manager to execute a Facility Operator Agreement with La Familia Counseling Services and Eden Youth and Family Center for the operations and administration of the Multiservice Facility. https://www.hayward-ca.gov/sites/default/files/Attachment-I_RFQ-statement-of-purpose_2015.pdf
- **Coordination and Efficiency Meetings** - Although separately funded, the City of Hayward, Hayward Schools and the Hayward Area Recreation and Park District (known locally as "H.A.R.D.") meet Quarterly to work on where they may bring more efficiency through collective action. <https://www.haywardrec.org/27/About-Us>

Activities that set a benchmark for other developing initiatives and underscore these positive examples include using:

- Formal Memoranda of Understanding
- Information sharing systems, especially when privacy issues are voiced
- Warm handoffs “where we can introduce people and project personally.”
- Civic engagement workshops
- No-fee training for other agency's staff on topics of common interest.

The participants in the qualitative conversations generally agree that:

- Housing and concerns about affordable housing is an issue for almost every Hayward resident.
- There are many community services available in Hayward, but a lack of coordination and communication between service centers leads to confusion and folks not getting the best possible available care.
- Residents desire a stronger sense of community, purpose and belonging that can be felt from City Hall to the reaches of every Hayward neighborhood.

Community Strengths

At the start of the discussions, participants were asked what they enjoy about the area. In many discussions, there was clearly a sense of pride in the area. The things people enjoy about the area are consistent with stakeholder interviews and include:

- Having family in the area.
- The quiet and easygoing pace of life compared with nearby Bay Area cities.
- A comparative low cost of living with access to the nearby Metropolises.
- The strong sense of community.
- Low crime rate.

Contrasting Perspectives on Homelessness

Interesting distinctions in discussions facing homelessness were seen the emerging themes between Downtown Streets Team and South Hayward Parish. At South Hayward Parish, participants focused on a list of needs and services that were hoped-for by the participants. Housing, safety, places to shower, transportation and the stigma of homelessness dominated the conversation.

At Downtown Streets Team, a different mood prevailed. Participants still discussed their unique needs as individuals experiencing homelessness, but the needs were discussed through the lens of success stories. Participants spoke about gaining employment, the ways they had navigated the complex systems of bureaucracy to achieve aid and their goals for the future. At South Hayward Parish, the prevailing needs were about simple solutions to get through the day; at Downtown Streets Team the conversation was about how participants planned to thrive.

The difference in the tenor of these groups seemed to stem from the sense of community pride and purpose felt by participants in Downtown Streets Team. They spoke about taking pride in beautifying the City of Hayward, and the friendships they fostered in DTST. There were announcements about places to hang out with other people, local basketball tournaments and community barbeques. Residents in the group convened at the South Hayward Parish seemed to feel more isolated in their struggle to provide for themselves and their families. It became clear that engaging community service centers to help at-risk folks find a community is a challenge worth undertaking.

Summary of Vulnerable Groups, Needs and Supporting Actions

Consensus Areas of Need

Through secondary data, qualitative interviews, focus discussions and community surveys community members and partners identified what they believe to be the “top needs” of the most vulnerable groups in Hayward.

While often stated in different words, the core issues and suggestions from service providers and consumers are consistent. Likewise, there is consistency in the community’s identification of particularly vulnerable populations:

- Young families
- People experiencing homelessness
- Isolated Seniors
- People with mental or physical disabilities

The greatest areas of need and the strategic activities that community members voiced to positively impact the vulnerable populations in need are highlighted below. and in the following prioritization grid.

Housing

Affordable housing was mentioned at length in nearly every discussion about need. In short, residents are concerned they will no longer be able to afford to keep a roof over their head. As the Great Recession pushed millions of former American homeowners into the rental market, the hope was that as the economy improved in the subsequent years, families would once again return to home ownership. That has not been the case.

In the years since the Great Recession not a single city of the 173 with populations of 150,000 or more saw a (statistically significant) decline in the percent of households that rent, and many saw substantial increases.¹⁸ Tighter credit conditions, low housing supply, and incomes that have not kept pace with housing costs have compounded the challenge.

Impact: The housing crisis – more accurately, the “cost of housing” crisis – is impacting Hayward residents with a high percentage of people spending more than 30% of their income on housing – and a large portion spending over 50%. The high cost of housing is stretching many people’s budgets, putting some at risk of losing their homes (or needing to move), and creating secondary effects of family stress, fewer financial resources for other needs (e.g., healthcare, food, and others), and additional budget pressures.

As one of the best-documented determinants of health and community stability, housing and selected housing interventions for low-income people have multiple benefits. Recent meta-research suggests the impact of housing on personal health alone “can be understood as supporting the existence of four pathways: 1) the health impacts of not having a stable home (the stability pathway); 2) conditions inside the home (the safety and quality pathway); 3) financial burdens resulting from high-cost housing (the affordability pathway); and 4) the health impacts of neighborhoods, including both the environmental and social characteristics of where people live (the neighborhood pathway).¹⁹

¹⁸ Op cit. How the housing market has changed over the past decade. Marketplace and APM Research, October 16, 2018. https://www.apmresearchlab.org/stories/2018/10/16/how-the-housing-market-has-changed-over-the-past-decade#h1.the_rise_of_renters. Accessed December 2018.

¹⁹ Housing And Health: An Overview Of The Literature, " Health Affairs Health Policy Brief, June 7, 2018. <https://www.healthaffairs.org/do/10.1377/hpb20180313.396577/full/> Accessed Nov 2018

Housing Supporting Actions: To help address the issue, the City of Hayward may consider activities such as the following:

- *A more easily accessible database of information about available housing and promote it where individuals and families would be most likely to naturally visit or congregate such as shopping centers, public events, shelters, and others.*
- *Ensure HUD inspections are being conducted for accessibility.*
- *Promote rent control policies based on affordability; a percentage of income not a dollar amount.*
- *Increase lower-rent housing options and policies to incentivize low-cost housing developers*

Homelessness

Intertwined with the housing discussion, individuals experiencing homelessness face multiple challenges. According to EveryOne Home's EveryOne Counts Point-in-Time Homelessness survey²⁰, Hayward's Homeless rate (0.004) is incrementally higher than that of Alameda County (0.003) and California (0.003). Many community members brought up the survey and mentioned they felt Hayward's numbers were low, though that anecdotal data cannot be substantiated.

Another group on the brink of homelessness can be described as "at-risk but non 'deprived' community members." Many of them are one very bad day away from losing everything. Something simple like a dead car battery or unexpected illness may prevent an at-risk Hayward resident from going to work, and that may snowball into unpaid bills and unemployment, finalizing with homelessness or something equally severe.

Homelessness Supporting Actions:

- *Provide more centralized services for people with disabilities and those experiencing homelessness.*
- *Laundry service.*
- *Free shower locations.*
- *Increased shelter services in non-winter months.*

Outreach and Communications

Communications between and among services was frequently mentioned as a need, as was the need for community members to be more aware of the services available. As noted, the discussions suggest these concepts are greatly overlapping. Despite the linguistic difference between "awareness" and "communications" there is a need for greater between and among service providers and the public at large.

Impact: Without effective and efficient communication between service centers and with the community, existing services are underutilized and some of the needs of individuals and families go needlessly unmet. Many Hayward residents are either unaware of, or seem overwhelmed by, the logistics of navigating the many services available to them. To remedy this issue, the City of Hayward may consider potential solutions such as the following.

²⁰ See: Everyone Home, <http://everyonehome.org/everyone-counts/> Accessed January 2019

Outreach Supporting Actions:

- *Build on the strengths of the 211 system but update the agency files; set expectations of users of an improved 211 service.*
- *Use a “no wrong door” to help people, especially those with disabilities.²¹*
- *Take a closer look at data entry systems.*
- *More thorough and personal outreach from City Hall – more direct communication and outreach conducted at sites where higher-need populations tend to be active.*
- *More multilingual translation of city services.*

Strengthen Positive Community Engagement

Hayward has a very dedicated core group of citizens and activists who work with and for outreach organizations, attend community meetings, and put thoughtful action into improving their communities. However, that group must expand if Hayward is to take further steps in improving community engagement.

A key insight from community members engaged in the study centered on the lack of communication between service centers. Many Hayward residents either don't know about or seem overwhelmed by the logistics of navigating the many services available to them. There was little talk about a lack of services; the focus always shifted toward bringing awareness and cohesion to the people they serve.

Community Engagement Supporting Actions:

- *Encourage community involvement in town initiatives*
- *Meet the people where they are communication style*
- *Expand Hayward Green Neighborhood program*

Transportation

Multiple factors generate a focus on transportation issues in Hayward. Though Hayward has two BART stations, the number of people who commute to work via Public Transit in Hayward (9.5%) is lower than the overall amount in Alameda County (14.2%). Fares have increased for public transportation making it prohibitively expensive for people to go to multiple locations (and/or appointments). Qualitative interviews revealed the population to be frustrated with changes made to AC Transit routes and times, and pedestrian issues at specific crosswalks. Hayward also experiences slightly longer commute times than the Alameda County averages (Hayward 31.8 minutes, Alameda County 31.6 minutes). Hayward also has a much higher percentage of workers who commute alone (71.0%) than does Alameda County (62.6%). On a positive note, more Hayward households have access to a vehicle (93%) than the Alameda County average (90%).

Transportation Supporting Actions

- *Improve security at BART; maintain elevators and escalators so they function*
- *Improve paratransit and wait times.*

²¹ Some mentioned an approach like some ADRCs
(<https://www.aging.ca.gov/ProgramsProviders/ADRC/Consumer/>)

- *Revisit changes in bus routes and increase the frequency of busses to work locations.*
- *Address the poor traffic lanes, especially on Jackson.*
- *Fix crosswalks without signals and/or audible signals.²²*
- *Expanded signage for disabled people and non-English speakers at crosswalks*

Access to Healthy Food

Severely cost-burdened renters are 23 percent more likely than those with less severe burdens to face difficulty purchasing food.²³ Homeowners who are behind in their mortgage payments are also more likely to lack a sufficient supply of food and to go without prescribed medications, compared to those who do not fall behind on payments.

Impact: Hayward averages a higher percentage of children on SNAP benefits than the Alameda County average, and the growing senior population and rising issue of homelessness add additional strain to the community as it looks to provide food for at-risk groups.

Food Access Supporting Actions:

- *Encourage more neighborhood food sources*
- *Healthy food education*
- *Include services for at-risk but non “deprived” populations*

²² D & Jackson; D & Atherton; Mission & Hotel Avenue were mentioned

²³ The State Of The Nation's Housing 2017, Joint Center For Housing Studies Of Harvard University.

http://www.jchs.harvard.edu/sites/default/files/harvard_jchs_state_of_the_nations_housing_2017.pdf. Accessed December 2018

Strategic Grids Prioritization Method

For illustrative purposes, after the data was collected, the community needs identified by respondents were placed into a sample prioritization grid based, in part, on approaches supported by the U.S. Centers for Disease Control and Prevention (CDC); National Association of County and City Health Officials (NACCHO); and, others. In sum, the community needs identified in the various research modalities were placed into the Strategic Grid Analysis (SGA) format. The SGA prioritization approach is recommended by NACCHO to prioritize a list of diverse area needs.

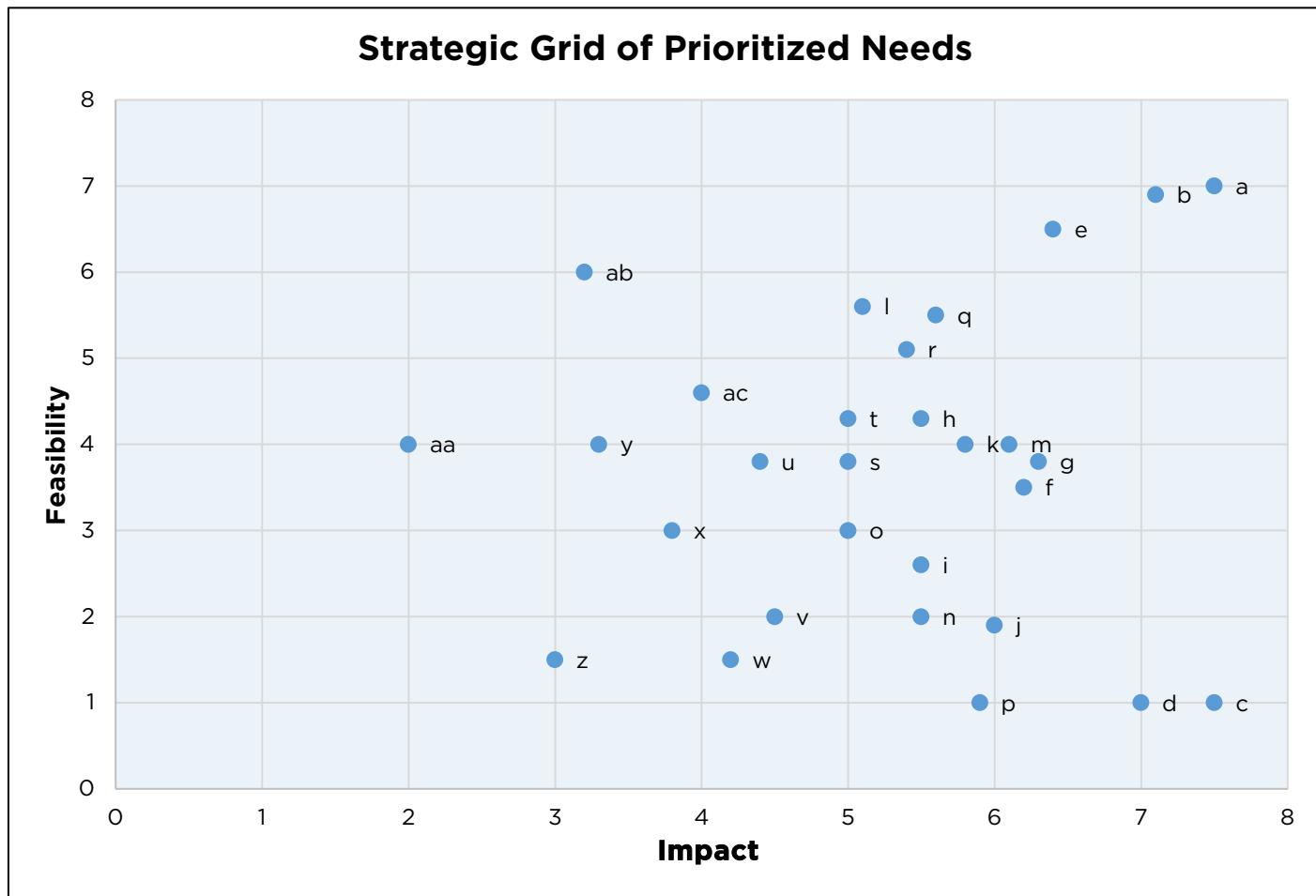
SGAs are generally used to help agencies and municipalities focus efforts on community needs that will yield the greatest benefit and are practical for the organization to undertake. They provide a mechanism to take a thoughtful approach to achieve maximum results with limited resources.

The basic steps to develop the preliminary Hayward SGA were to:

1. Select the axes for the grid. Given that Hayward wants to identify the highest priority needs in each sector (housing, transportation, etc.) for which it can (or could potentially) offer assistance, the criteria most relevant for planning prioritization are impact (high-impact/ low-impact) and feasibility (low/ high likelihood that Hayward and its community partners could implement programs to address the need.)
2. Create a grid showing the four quadrants dictated by the grid axes. See example:
3. Populate the grid
4. Select prioritized needs based on the following criteria:
 - a. Top priority: High-Impact/High-Feasibility – Those with high-impact and high-feasibility are the highest priority items.
 - b. Second priority: High-Impact/Low-Feasibility – These tend to be long-term projects or ones that may benefit from collaboration with other organizations. They often include essential community needs that must be addressed, but ones for which the agency may not be best suited to address the issue; or, the need may be out of the agency's purview.
 - c. Third priority: Low-Impact/High-Feasibility – Often these include politically important and difficult-to-eliminate programs and services and/or ones that have a revenue neutral impact but help sustain employment for key employees.
 - d. Fourth priority: Low-Impact/Low-Feasibility – These typically include community issues affecting a small subset of the population and are generally out of the agency's purview.
5. Within each quadrant, needs are prioritized based on their prominence in the primary and secondary research.

It is important to note, that many of the ideas generated through community input are outside the control of the city of Hayward, e.g. lower CALWORKS barriers. In other words, in the illustrative SGA, feasibility is relative to the agency of those assessing it.

Exhibit 22: Strategic Grid of Prioritized Community Needs



Encourage community involvement	a
Expand winter shelters	b
Low Rent Housing	c
Incentivize low rents	d
Showers/laundry service	e
Improve paratransit wait times	f
Expand overall shelters	g
Support tiny homes	h
Increase outreach services	i
Increase job training	j
Income based rent control	k
Encourage better food sources	l
Improve 211	m
At-risk “non-deprived” services	n

“No wrong door”	o
Lower CalWORKs barriers	p
Improve community outreach	q
Accessible housing database	r
After school programs	s
Accessible service directory	t
Childcare transportation	u
Expand Green Neighborhood	v
Improve traffic lanes	w
Language translation services	x
Collaborative events	y
Expand transportation signage	z
Community events	aa
Additional outreach	ab
Healthy food education	ac

Appendices

Appendix 1 - Participating Organizations

Appendix 2 - Key Measure Maps by Census Tracts

Appendix 3 - Qualitative Interview Guide

Appendix 4 - Qualitative Focus Group Details

Appendix 5 - The Alameda CTC Needs Assessment

Appendix 6 - CAL HCD CDBG Program 2018 report w/o Appendices

Appendix 7 - “Everyone Counts” Homeless Point in Time Study

Appendix 8 - St. Rose Hospital 2016 CHNA