

SCHOOL PROGRAM OVERVIEW

The Primary School – Hayward Campus project will create a new 40,000 SF community public school and early education facility for an innovative school. The Primary School’s Hayward campus will ultimately grow to serve 384 students from age 3 through 5th grade.

Founded 5 years ago, The Primary School currently has one campus in East Palo Alto, CA, where it currently serves children ages 0 to 8 with early education, schooling, family supports, and health services. This first campus in East Palo Alto is still adding grade levels each year and expects to serve its students through 8th grade.

The Primary School’s strategy is threefold:

1. **Start Early** – Provide early learning opportunities and access to high-quality preschool to reach children at a critical stage in their development and improve their academic, health, and social-emotional¹ outcomes later in life.
2. **Partner with Parents** – Support the wellness and growth of parents alongside their children and engage with parents in their child’s development, health, and education.
3. **Integrate Services** – Ensure that children and families have access to medical, mental health, dental care, and social service providers as needed.

Below are The Primary School’s programs, all of which will be provided in Hayward:

- **Birth to Three Program:** The Primary School offers playgroups and a preschool readiness program to strengthen new parents’ capacity and help them identify and support their child’s developmental needs. This program includes developmental screenings and connections to health organizations in order to ensure that any developmental issues are caught and addressed early.
- **School Program:** The Primary School teaches children from preschool (age 3) through elementary school. The school takes a “whole child” approach to education, holding itself accountable to academic, health, and social-emotional outcomes.

¹ From the Rand Institute: According to the Collaborative for Academic, Social, and Emotional Learning, “social and emotional learning is the process through which children and adults acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.” It can be integrated into a school’s culture and norms or explicitly taught.

- **Health Care Partnership:** The Primary School partners with existing health care providers in the community in order to coordinate medical care for children in all of its programs. For example, the East Palo Alto campus hosts pop-up dental clinics for all students. There are also on-site nurses, occupational therapists, and others who help students on-site and then connect them with care outside of the school. This is complemented by health education about nutrition, physical activity, toothbrushing, and more in school and family programs.
- **Parent Wellness Program:** All parents and caregivers of children at The Primary School are paired with a parent coach who acts as a counselor on parenting-related matters and also works with the parents on their goals (such as financial security, obtaining a GED, etc.). Parents also participate in monthly peer group sessions to grow their social support network, learn how to support their child's development, and achieve their own personal goals.
- This video describes The Primary School's philosophy and program. <https://vimeo.com/331476868>

The Primary School – Hayward Campus will include the following:

- Elementary school building
 - 18 classrooms, including science and art rooms, as well as open learning space
 - Large outdoor amphitheater for student events, including covered outdoor eating area
 - Teacher workrooms and administrative offices
 - Parent meeting room, child care, and lounge
 - Dedicated space for health services
 - Dedicated outdoor play area
- Early childhood education center
 - 6 classrooms
 - Teacher workroom
 - 6 breakout rooms
 - Administrative offices and reception
 - Dedicated play area

Population served

The Primary School – Hayward Campus will serve children who are low-income (typically under 65% of AML). The Primary School will actively recruit families through community partners, including the

families ultimately to be housed in the adjacent affordable housing. The school is expected to reflect the racial and ethnic makeup of the Hayward community. The current breakdown at Hayward Unified School District is as follows:

- 64.8% Hispanic or Latino
- 15.2% Asian
- 8.4% African American
- 4.8% White
- 3.5% Multiracial
- 3.3% Pacific Islander
- 0.2% American or Alaskan Native

At the East Palo Alto campus currently:

- 100% of incoming families have a family income below 65% AMI
- Demographics: 71% Hispanic/Latino; 11% Native Hawaiian/Pacific Islander; 9% African American; 7% Multiracial; 1% White; 1% Asian
- 47% of school-aged students have an individualized education plan (20%) or receive specialized support services (27%), like speech support, occupational therapy, academic support, or mental health services

Many schools cast a wide net to find students for their programs. The Primary School is more targeted, seeking out low-income families with the highest need who would most benefit from the organization's approach and supports. It does this by working closely with neighborhood organizations, area health care providers, and area social service providers that identify and refer children and families for the school.

OUR MEDICAL PARTNERSHIP

The Primary School understands that medical and mental health care supports are critical for child and family success – especially during early childhood. Because of that, the organization is partnering with Kaiser Permanente at the Hayward Campus.

As The Primary School's partner, Kaiser Permanente will:

- (1) enhance access to clinical services that address health barriers to learning (this could include administering hearing, vision, and other screenings and follow up care or innovative utilization of telehealth tools at school),

(2) work with school leaders to promote healthy behaviors with students and their families,

(3) support high-need medical and developmental cases to plan treatment, coordination, and follow-up.

Similar services at the East Palo Alto Campus have resulted in:

- 100% of children under age 3 being screened for developmental delays; 92% follow up on the referrals provided as a result of the screenings
- 98% of children have a medical home
- 97% of children had a well child visit, preventative dental screening and vision screening in the past year
- Improved diagnosis and treatment of asthma in the children, an important factor in school attendance, especially in low-income communities

OTHER COMMUNITY BENEFITS

- ***Serving Additional Students:*** The Primary School now serves 272 students annually at its East Palo Alto Campus. With this project, the organization will serve 384 additional students (a 141% increase). Nearly all of the students are expected to be low-income (AMIs less than 65%).
- ***Providing Early Education and Early Interventions to Close the Achievement Gap:*** Studies have shown that investing in early education helps close the achievement gap, improves health outcomes, improves behavior, and boosts lifetime earning potential for children. At The Primary School:
 - 100% of students start in the program no later than age 3. Some enter at 8 months or younger.
 - 100% of the students ages 0 to 3 are screened for developmental delays. Over 90% of referrals for service providers are followed up on by families with children with possible delays. Identifying and addressing delays early is crucial to students' academic and personal success in the long-term.
 - In addition to providing screenings, The Primary School provides early interventions for low-income children and their families by maintaining strong relationships with community organizations and social service providers in the region. The Primary School regularly provides referrals to

families for needed services. This helps families to address key needs (such as food, housing, transportation, mental health, etc.) that can affect student achievement and family wellbeing overall.

- ***Increased Readiness for School:*** The Primary School's early education programming translates into improved school performance. In last year's incoming kindergarten class:
 - Over 90% of The Primary School's students could identify letters and letter sounds,
 - 85-95% of students had proficiency with counting.
 - 79% met or exceeded social emotional benchmarks (such as self-awareness, self-management, responsible decision-making, and relationship building).
- ***Empowering and Stabilizing Families:*** The Primary School's program specifically engages with parents as a means to empower families and students. According to the US Department of Health and Human Services ², "Research shows that when families are safe, healthy, and financially secure, they have a better chance of thriving. Strong families can build positive relationships with their children, peers, and communities. Strong families help children succeed in school and in life."

At the Primary School:

- 100% of parents and caregivers are provided with one-on-one coaches that help them with parenting issues and key issues in their own lives.
- On average, about 90% of parents attend a monthly group session ("parent circle") which creates a support network for parents.
- 66% of parents reported that they have made at least some progress on their personal goals in the last year. Some of the goals that The Primary School's parents have achieved include: obtaining a GED, increasing savings, finding new jobs, and finding stable housing.
- 83% of parents report resilience³ in how they manage

² US Department of Health and Human Services, <https://eclkc.ohs.acf.hhs.gov/family-engagement/article/understand-in-g-family-engagement-outcomes-research-practice-series>

³ "Resilience is that ineffable quality that allows some people to be knocked down by life and

responsibilities, care for their children, solve problems, and achieve goals (versus 70% of parents the prior year).

- 89% of parents report that there is at least one other person in their parent circle that they can talk to if they need support with a personal issue
- As one parent said: "Before I came to this program, I had lost hope. I did not have a job, I lived in a single room with my whole family, and I was depressed. Since coming to The Primary School, I have a home with more rooms, I have a job, and I am happy. I now have resources that I did not know about."
- ***Increased Preventative Care for Low-Income Families:*** The Primary School partners with medical organizations – both on and off campus – to ensure that those in its programs have their medical, dental and mental health needs met. This helps students to be healthier which helps with attendance, and families to be more financially stable without high cost emergency room visits.

At The Primary School:

- 97% of children have had a well child visit, dental screening, and vision screening in the past year.
- 98% of children have a medical home.
- Asthma protocols are in place to help ensure that students are correctly diagnosed and treated. Asthma is a leading cause of student absence, which affects academic performance. The Primary School developed these protocols in partnership with a local health care provider and is sharing them with organizations across San Mateo County.
- ***Supporting Early Childhood Education Innovation:*** This will be the second campus for The Primary School. In addition to opening this campus in Hayward, The Primary School is committed to creating new programming that can be provided to other educators nationwide. For example, The Primary School worked with Sesame Workshop to create an early childhood curriculum for preschool students that teaches literacy skills and social-emotional learning. That curriculum is now being piloted across the country.
- ***Aligned with the City's Vision for Parcel 3:*** This project is part of a larger plan that specifically responds to the City's stated goals

come back at least as strong as before. Rather than letting difficulties or failure overcome them and drain their resolve, they find a way to rise.... Resilience is not some magical quality; it takes real mental work to transcend hardship. But even after misfortune, resilient people are able to change course and move toward achieving their goals. There's growing evidence that the elements of resilience can be cultivated."
<https://www.psychologytoday.com/us/basics/resilience>

ENROLLMENT GROWTH AND PLANNING

- Early childhood services will begin in a temporary facility (pending):** The start of pre-K educational services is dependent on successfully locating a suitable temporary facility to offer early childhood educational services until the permanent facility is completed and approved for occupancy. The school is now actively seeking local partnerships that would allow the start of early childhood services as soon as practical after school's have reopened and the COVID pandemic is under control.
- Enrollment and staffing grow as grade levels are added each year:** Given the uncertainty created by the pandemic, the start of PreK3 services may be delayed until 2021. See enrollment and staffing projects below. **Please note: should the pandemic delay opening, or change the family demand for full-time PreK3 services, the school may shift to serve PreK4 through 6th grade. Total enrollment would remain the same** with the elimination of PreK3 and replacing this enrollment with students who would matriculate to grade 6.

Enrollment and Staffing Projections

Year	#Students	Grades	#Classrooms	# Staff (est. FTE)
2020-2021	48	PreK	3	17
2021-2022	96	PreK	6	28
2022-2023	144	PreK-Kinder	8	36
2023-2024	192	PreK-1st	10	40
2024-2025	240	PreK-2nd	12	45
2025-2026	288	PreK-3rd	14	49
2026-2027	336	PreK-4th	16	52
2027-2028	384	PreK-5th	18	55

- Extended drop-off and pickup schedule for families:** Given the embedded nature of the school in the community and to provide flexibility for the working families that we serve, the school offers extended hours for the pickup and drop-off of students, typically a 1-hour drop-off window from 7:30-8:30, and a 2-hour pickup window from 3:30-5:30 once the school is fully enrolled. The pickup and drop-off queue will start on Tennyson, proceed around the

roundabout, and break off for a dedicated “in-car” drop-off for students in grades K-5. The elementary school queue is approximately 365 feet. For our pre-school students, the drop-off pattern and queuing will extend to Building B, with dedicated walk-in drop-off parking stations outside the main entrance to the Pre-school entrance, parallel spaces along the extended pre-school queuing line, and in the dedicated school parking area closest to the main school building. The total queue length is approximately 700 feet, allowing for approximately 35 cars. Please see the attached site plan that depicts the circulation plan for all grade levels.

- ***Intentional recruitment of local families:*** The students at the East Palo Alto school are required to have a local community address. Similarly, in Hayward, The Primary School intends to actively recruit from the surrounding Hayward community (including the affordable housing community) within the guidelines and constraints of the CSPP program that governs early childhood educational funding in California.
- ***Recess and outdoor play time:*** The school operates two schedules for grades K-5 and the Pre-K students. Recess and outdoor play time will be offered twice daily for the older students for a total of 60 minutes, and will be in the playground located near the main entrance of the K-5 building. Recess is typically held in the late morning, and mid-afternoon. The Early Childhood Educational Center will hold outdoor play in a similar fashion, but in the dedicated play area adjacent to the center. **Please note:** should the school need to shift to serve PreK4 through 6th grade, the Early Childhood Center would serve Pre-K4 and Kindergarten students, and these students would share the dedicated play area adjacent to the center. The main school building would then serve 1st grade through 6th grade, with these students sharing the playground located near the main entrance of the K-5 building