



**HAYWARD
LIBRARY**



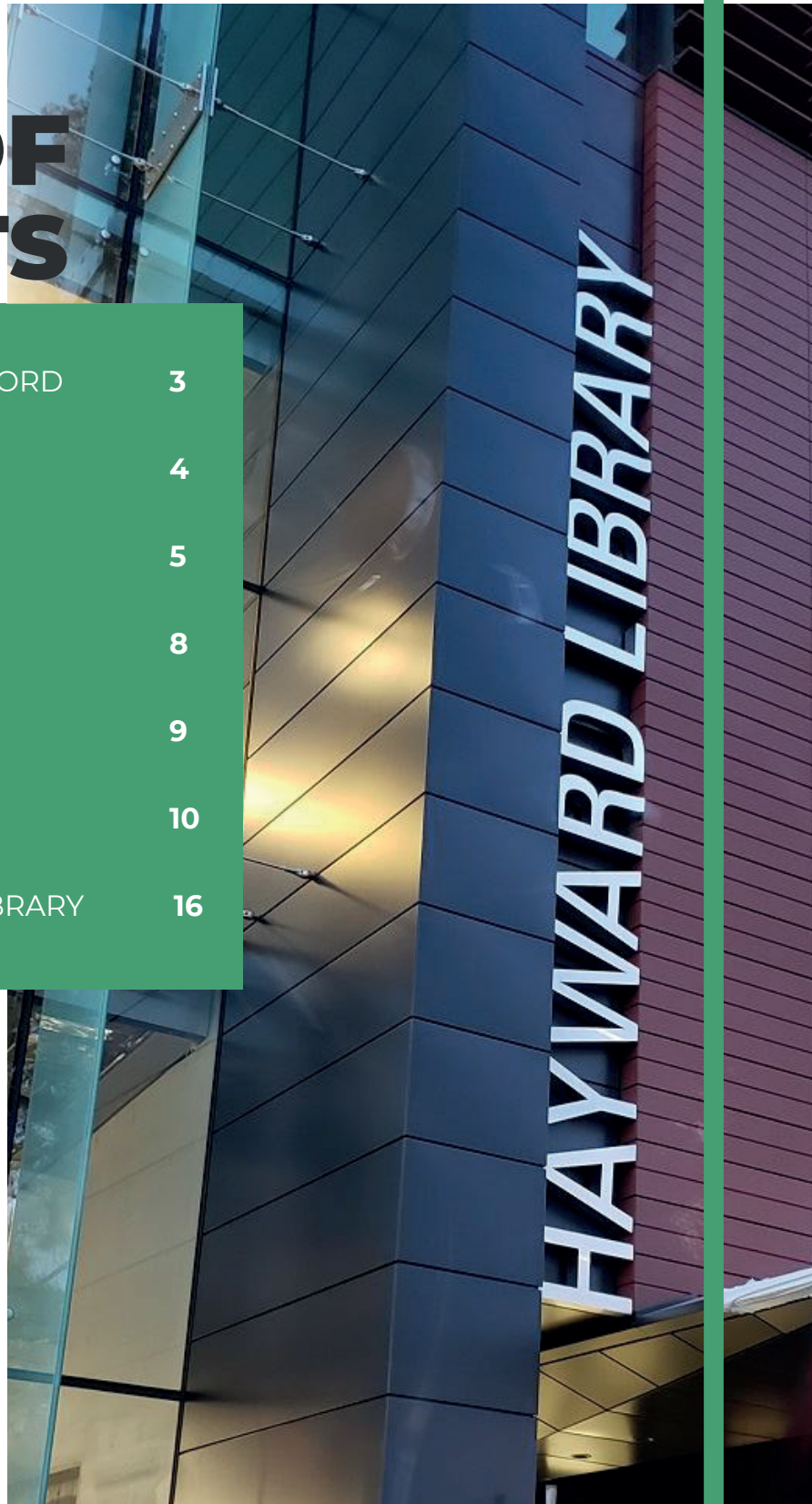
STRATEGIC PLAN

2025 – 2029



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LIBRARY DIRECTOR'S FOREWORD



Five years ago, on a beautiful September day, and to the pounding of taiko drums, our 21st Century Library & Community Learning Center opened its doors. The building was not even complete, but we had the essentials - books, computers, water, and restrooms - so what was holding us back? Nothing! Hayward was delighted and, thus, started a 5-year love affair between our community and the gorgeous Downtown Library, as it is popularly and affectionately called.

However, just six months after the Downtown Library opened, the pandemic forced us to shut our doors. But your Hayward Public Library team rose to the challenge. We pivoted, and in 24 hours we set up a system for issuing online cards, and within days, we launched new services like curbside delivery and pre-packaged book bundles to replace browsing the shelves.

Much has happened since then. We are out of the pandemic, our Downtown Library is finally complete, we have acquired a bookmobile and have another one on the way, we have introduced a very popular Makerspace, we are refurbishing the Weekes branch, and we are building a satellite branch in the new Stack Center. We have welcomed over a million guests, we have hosted more than a thousand story times and programs for children, and we have introduced many new programs and services responding to the evolving needs of our community. Yet, this has all been done without a long-term, comprehensive plan.

Recognizing the need for a clear vision, we embarked on an ambitious strategic planning process last year. We interviewed and surveyed hundreds of community leaders, organizational partners, and library users and non-users to find out what our community desires. We compared our services with those of similar-sized and highly successful libraries around the Bay Area and across the country. With the dedicated support of our consultant partner, Bâton Global, who guided us every step of the way, and the tireless efforts of our staff, who poured hours of thoughtful planning into this endeavor, we have crafted a plan that reflects our shared aspirations.

It is with much gratitude to everyone who participated that I present to you our Strategic Plan 2024-2029. I look forward to working with each and every one of you to successfully implement our very ambitious goals. I know that Hayward Public Library, which is already a star by any measure, will continue to grow and thrive along with our beautiful city.

Jayanti Addleman
Director of Library Services

ACKNOWLEDGMENTS

A special thank you to these individuals who have contributed their valuable insights, energy, and leadership to Hayward Public Library and this strategic plan.



Library Strategic Planning Committee

- Jayanti Addleman, Director of Library Services
- Reina Escovedo
- Lindsey Vien, Deputy Director of Library Services
- Clio Hathaway
- Mike Joyce
- Ricardo Antoni
- Kelsey Molina
- Ari Nussbaum
- Melissa Burkley
- Wenny Wallace

Hayward City Council

- Mark Salinas, Mayor
- Ray Bonilla, Jr.
- Francisco Zermeño, Mayor Pro Tempore
- Dan Goldstein
- Angela Andrews
- Julie Roche
- George Syrop

Support Groups

- Hayward Library Commission
- Friends of the Hayward Public Library
- Hayward Literacy Plus Council

Strategic Planning Consultants

- Bâton Global, LLC
- Jeffrey Kappen, Ph. D
- David Foster

LIBRARY INSIGHTS

To shape our strategic plan, the Library embarked on an extensive listening process. This began with a reflection session among Library staff to review past strategic goals and envision the future of the Library. Personal interviews were conducted with government leaders, Library Commission members, Friends of the Hayward Public Library leadership, the Library's leadership team, and other Library partners.

Our listening efforts included detailed surveys to capture the priorities of our community, community partners, and Library staff. Focus groups were conducted with community members and Library partners to delve deeper into the themes that surfaced from the interviews and surveys. Additionally, Directors from aspirational peer libraries around the country, similar to HPL in size and structure, were surveyed for their most impactful tactics and perspectives on future trends in the library sector.

In total, nearly 1,000 individuals shared their ideas about the Library and its contribution to the Hayward community. Here are the major themes that emerged:

DESIGN YOUR DREAM LIBRARY

Youth Library users were asked to envision a dream library and share their ideas in a drawing and a short description. Uninhibited and uplifting visualizations were received from 31 youth.



"Library with garden and flying books."

~ Ahrin Oh (5)



"My dream library should have a lot of plants and flowers. Resting zone and soft music."

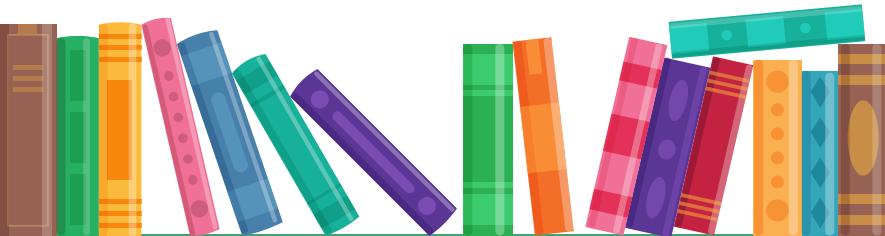
~ Ella Lee (10-12)



PATRON SATISFACTION

Patron satisfaction of the HPL is strong, as confirmed by a high Net Promotor Score®. This high satisfaction was consistent across the Library's various demographic groups. People identifying as LGBTQ+ or as Black / African American reported the highest satisfaction levels. Those identifying as having limited mobility or as Native Hawaiian / Pacific Islander also reported as satisfied, but at the lower end of the continuum.

Library stakeholders believe that service to families is good to excellent and also recognize there are opportunities to improve services to college-age and early-career individuals.



WEEKES BRANCH

Weekes branch is widely viewed as unsatisfactory for a combination of reasons including:

- Patron safety
- Unsheltered population, camping, drug use
- Lack of physical separation of youth and adult areas
- Parking
- Program availability
- Meeting room space

Rejuvenation efforts are underway at Weekes Branch and funding for a replacement building will be considered in a future voter referendum. (strike on the November '24 ballot.)



LOW LIBRARY AWARENESS

The primary reasons people don't visit the Library more frequently are "Visiting the library doesn't cross my mind" and "I do not have the time." Many people were surprised by the extent of Library services available to them.

Hayward users cited email, HPL's website, other organizations, and social media as the best ways to keep them informed of Library happenings. Peer libraries have coordinated marketing plans to leverage these communication paths and are increasingly relying on social media to communicate upcoming events. Some libraries host large events that widely engage the community which concurrently broadens the awareness of the library.



LARGER COLLECTION

Traditional library materials (e.g., books, eBooks, audiobooks, magazines, etc.) continue to be the largest service provided by the Library. Despite being the favorite service area, patrons said increased availability of materials and larger collections are still needed.

In 2021, HPL's collection expenditures per capita were \$1.93 compared to an average of \$3.81 for U.S. libraries serving between 100K & 200K patrons, and \$3.95 for all California libraries.

HPL's downloadable eBooks continue to grow in popularity which parallels the national trend.



PARTNERSHIPS

Peer library directors are widely planning to expand partnerships as a tactic to increase their library's impact on the communities they serve.

Many organizations across Hayward desire to strengthen their relationship with HPL including:

- School districts
- Multi-cultural / ELL organizations
- Homeless organizations
- Parent support groups
- Home school groups
- Foster care organizations



STAFFING

Focus group participants confirmed that HPL's staffing constraints are limiting the Library's services.

On a per capita basis, HPL has near the lowest staffing levels of any library in the Bay Area and is staffed well below high-performing peer libraries from across the U.S.



SOCIAL SUPPORT

Some Library patrons face challenges related to mental health, being unsheltered, and overall well-being. Disruptive behavior can adversely affect the patron experience of others when visiting the Library.

There is a wide array of social services available to people residing in Hayward. As a trusted organization and venue, HPL is well-positioned to help those in need connect with the social services that are already available to them through partner organizations. HPL is planning to open a Community Hub at the Downtown Library in Fall of 2024 to increase access options.



LIBRARY HOURS

Increasing the Library's hours was recommended as one of the best ways to increase patron usage of the Library. The Library is currently open for 9 hours on Monday to Wednesday; 7 hours Thursday to Saturday, and closed on Sundays.



STRATEGIC PLAN DESIGN



The strategic plan was developed by a Strategic Planning Committee (SPC) comprised of veteran team members representing all operational areas of the Library. The SPC collaboratively developed the plan in a series of workshops and individual assignments.

This plan articulates HPL's vision for the future and how we will deploy our resources to achieve our vision over the next five years. It aims to sustain the Library's existing strengths while fostering thoughtful innovation for the future. Having this plan will align our team and external stakeholders so we can more efficiently deploy our limited resources.

Below is the strategy's framework and how the various components will work together to help us achieve our vision:



PLAN HIGHLIGHTS



VISION

A vibrant community hub for lifelong learning, empowerment through information, and strong cultural connections.



MISSION

Hayward Public Library provides diverse programming and resources, supports personal and educational growth, inspires creativity, and contributes to the health and success of a thriving Hayward.



OUR VALUES

Service – Meeting our users' needs in a caring and timely manner

Learning – Encouraging discovery and knowledge

Inclusivity – Valuing, hearing, and serving everyone

Collaboration – Working with partners to provide innovative services

Equity – Providing free and unfettered access to information, materials, and resources



STRATEGIC PRIORITIES

EDUCATION & LITERACY

All residents are literate, and their educational and personal goals are supported.

Education and literacy are foundational purposes of public libraries, and HPL excels at accomplishing these core activities. HPL's storytime, homework help centers, and adult reader programs are all highly regarded. These programs provide essential support to various age groups and foster reading skills and learning from an early age through adulthood.

Recognizing need is significant; the City of Hayward envisions becoming an "Education City," where all residents have access to quality educational opportunities. By achieving the Library's education and literacy goals, HPL plays a crucial role in strengthening the community and bringing the City's vision to reality.

GOALS

- Provide the information and resources that the community needs and wants.
- Provide programming that inspires, educates, informs, and entertains.
- Advance the literacy and STEM / STEAM needs of individuals.
- Narrow the digital divide.
- Support the launch of a satellite branch in the Stack Center.

KEY MEASURES

- Total collections uses
- Total program attendance
- Library visits

KEY PROJECTS

- Weekes Branch rejuvenation
- Library driven partnerships
- Removing barriers through virtual program delivery
- Collection alignment to community needs
- New ILS System
- Weekes Branch new building (pending Meas. C extension)
- Re-evaluate homework centers at school sites
- More equitable camp registration & more drop-in camps
- Secure FY26+ funding
- Increase technology / digital learning classes



HAYWARD CULTURE & HERITAGE

Cherishing Hayward's shared diversity and history.

Hayward serves as a gateway city to the United States and California, with people arriving from around the world. Its cultural landscape benefits from a wide range of ethnic backgrounds and spoken languages.

Hayward Public Library has been a champion in celebrating this diversity and will expand these efforts over the next five years. The Library will build community pride through frequently viewed exhibits, continued cultural festivals & displays, and an expanded collection of non-English materials. These initiatives aim to celebrate Hayward's multicultural fabric and ensure all residents feel represented and included.



GOALS

- Foster understanding, respect, and inclusivity among Hayward's diverse cultures and communities.
- Nurture Hayward's cultural and ethnic diversity.

KEY MEASURES

- # of inclusivity & diversity foyer placemaking displays
- Cultural festival public event attendance
- Circulation of non-English materials

KEY PROJECTS

- Four anchor events per year
- Community-driven, culturally responsive program topics



OUTREACH

Meeting community members where they are and connecting them to the Library's offerings.

The Library, in conjunction with our dedicated partners, serves community members beyond our walls. We support homework centers at schools, participate in community events, and provide online programming. Our mobile library, Curbie, visits partner agencies, schools, after-school programs, daycares, parks, and more, with an emphasis on underserved or disadvantaged areas. A large number of HPL programs are available virtually as well.

Despite these efforts, there are still community members who are hindered from using the Library due to physical limitations, lack of transportation, and other personal circumstances. Working with the City and community partners, the Library will expand our outreach services with a particular focus on Hayward public schools, California State Univ., and Chabot College. A new mobile tech library will start providing technology instruction, Wi-Fi access, technology loans, and technology classes outside of the Library.

Many community members are surprised when they learn about the Library's extensive services. To address this, the Library will reinvigorate our marketing efforts by enhancing our social media presence, expanding the website's functionality, and working with partners to spread the message. We will work to ensure everyone in our community knows about, and can access, the Library's valuable resources and services.



GOALS

- Deliver HPL resources and services outside of Library locations.
- Partner with community organizations to enhance combined services.
- Build relationships & pathways with City departments to increase the reach and impact of our community services.
- Connect community members, students, and faculty to the Library's offerings.

KEY MEASURES

- Bookmobile patron visits
- Outreach event attendance
- # of active Library community partnerships

KEY PROJECTS

- Tech mobile acquisition
- Outreach level set
- Expand patron communication modes
- Increase collaboration with CSUEB & Chabot
- Increase HPL awareness across COH departments



SOCIAL SERVICES & ECONOMIC DEVELOPMENT

Supporting individuals seeking to improve their circumstances.

Hayward Public Library is a trusted organization within our community. The staff has earned this trust over time by delivering Library services objectively, confidentially, and equitably. When individuals seek to improve their situation, many turn to the library.

HPL currently provides an array of services to help individuals in need or in transition. These services are provided in conjunction with our generous partners. Examples of such services include medical clinics, summer food distribution, resume workshops, job fairs, and citizenship classes.

Recognizing that the needs in Hayward are many, the Library will expand our successful career and business programs to increase their reach. We will launch a Community Hub that will increase the coordination of various social outreach partners which will lead to improved services to the users. Such efforts will ensure HPL continues to be a trusted resource that supports the community's growth and well-being.



GOALS

- Connecting vulnerable patrons with services that promote their health & well-being.

KEY MEASURES

- Community Hub visits
- Career and business program attendance
- # of patrons served with health & wellness services

KEY PROJECTS

- Community Hub launch
- Career & business program expansion



HPL TEAM CULTURE

Hayward Public Library brings out the best in everyone.

The Library enjoys a high Net Promotor Score® based on the community survey and stakeholder feedback. People close to the Library are very complimentary of the Library's responsiveness to ever-changing community needs.

Satisfaction of the Library stems from the staff's hard work, teamwork, and effective leadership. Maintaining the Library's level of service and achieving the goals of this strategic plan largely depend on the Library team.

While implementing the goals of this plan, we must be realistic about our capacity to serve and make staffing or service adjustments so our team members are able to maintain a good work-life balance. We will help our team members grow professionally and personally while implementing improvements to our workspaces and scheduling practices.

Ultimately, a well-supported and balanced team will enable the Library to continue meeting the community's needs effectively.



GOALS

- Team members are satisfied, fulfilled, and safe at HPL.
- HPL team members are lifelong learners who are growing their professional skills.

KEY MEASURES

- Staff satisfaction
- % of staff engaged in enrichment training beyond required training

KEY PROJECTS

- Staff workspace optimization
- Staff recognition program
- Enhanced staff scheduling & staff expansion
- Internal training & professional development

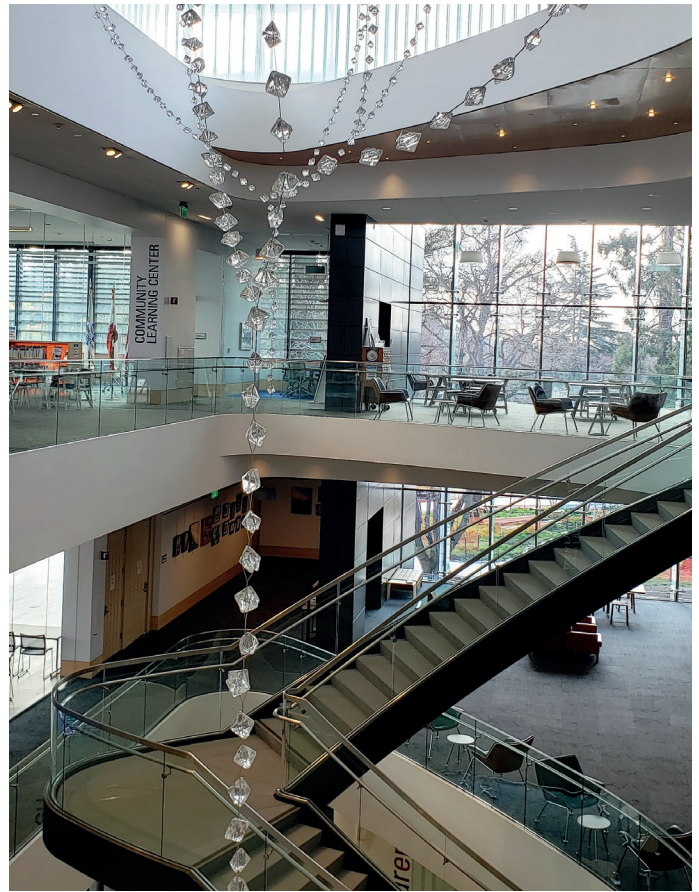


HPL STEWARDSHIP

Hayward Public Library makes wise use of public resources.

Like most municipalities, Hayward has limited resources. Hayward taxpayers have been generous in their support of the Library by approving a sales tax referendum to fund the new Downtown Library, among other projects, while continuing to support day-to-day library operations.

Everyone at the Library values the trust Hayward voters and taxpayers have placed in us. We will continue to be good fiscal stewards of taxpayer funds as we balance improving our services while operating within our allocated budgets.



Some of my fondest memories of this library began soon after I was married and began raising my family in Hayward. I took my preschoolers to Bedtime Stories and, as they got older, they were always involved in the Summer Reading Program. This tradition continues with my grandchildren too. These programs and the library certainly helped foster their love of reading.

Janet McDonald



GOALS

- Hayward residents believe the Library rocks.
- HPL is a good steward of taxpayer funds.
- Continue to pursue grants and donations.

KEY MEASURES

- Citizen survey results
- Median daily door counts
- Operating within budget (+/- 5%)

KEY PROJECTS

- Refine daily door-counting process
- Streamlined onboarding process



ABOUT HAYWARD PUBLIC LIBRARY

HPL is a municipal library operated by the Library Services Department of the City of Hayward. Through its programs and services, HPL has become a well-respected and trusted institution.

In 2019 the Library opened a new LEED-Platinum, 60,000 sf, 21st Century Library and Community Learning Center in Downtown Hayward. The new “Downtown Library” is home to a beautiful children’s room and story time area, community meeting rooms, study rooms, a makerspace, a digital media lab, an after-school homework support center, a technology classroom, and beautiful art displays.

HPL has one branch library, the “Weekes Branch”, which serves the South Hayward/Jackson Triangle neighborhoods. The 8,000 sf Weekes Branch opened in 1964 and is located adjacent to the Weekes Community Center Park.

KEY MEASUREMENTS JULY 2022 – JUNE 2023

■ Library Visits	404,283
■ Total Borrowers	152,099
■ Circulation	
□ Items Checked Out	455,913
□ Physical Items	371,613
□ Digital Items	84,300
■ Programs	
□ Total Program Attendance	40,540
□ Adult Programs	481
□ Teen Programs	45
□ Children’s Programs	496
■ Education Services	
Adults	
□ 1:1 Tutoring Hours	2,110
□ Adult Literacy & ESL Learners	342
□ Volunteer Tutors	77
□ Volunteer Hours	1,215
Children’s	
□ Homework Sessions	369
□ Summer Learning Camp Participants	169
Career Online High School (COHS)	
□ Registered	8
□ Graduated	1
Conversation Circles	
□ English	207
□ French	10
■ Education Services	
□ Internet Sessions	33,363
□ Database Uses	75,732
■ Tech Lending Library	
□ Devices Checked Out	1,048
□ Registered Users	477

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**HAYWARD
LIBRARY**

**888 C Street
Hayward, CA 94541**

Prepared by,

bâton | global

