Design In Management
Cleveland Public Library
Process Book
Tom Brown
Bridget Mahovlic
Rosie Varela
Dan Whalen
Jan-Apr 2014
Design Thinking Process

Issues

Problem

Hypothesis

Idea Development
Research stage

① Interviews

Cleveland Public Library

Kelvin Smith Library

Cuyahoga County Public Library
- Beachwood Branch
- Lyndhurst Branch
Met with:
Management team, Librarians & Patrons

Initial issues statements:

1. How do we design the remaining spaces at Main Library to meet the needs of the user in 2019?

2. What will we need to acquire for our users? How will we connect our users to the resources they need? What will we need to store and where?

3. How are user needs and expectations shifting?

4. How do we form communities of participatory learning?
Research stage

Observations

The security desk is somehow intimidating.
Where to go now?
Way-finding: room for improvement.
Research stage

Observations

Signage

Cleveland Public Library
Research stage

2 Observations

Hallways

Cleveland Public Library

“Dark, quiet and scary.”
Research stage

Observations

Floors

“Librarians are behind that big desk, too distant from patrons.”
“Hundreds of books but nobody to used them.”
"The book shelves have the best view of the city."
Research stage

② Observations

Floors

“Amazing and unique collections, but can’t get close to them.”
“Few people are aware of the special collections within this walls.”

Cleveland Public Library
“Tech Central drives the most traffic for the entire building, however, its potential hasn’t been fully deployed.”
UX: Getting a Library Card

**Getting a new library card and checking out a book**

<table>
<thead>
<tr>
<th>Parking</th>
<th>Entrance</th>
<th>Lending/getting “LibCard”</th>
<th>Find Book</th>
<th>Check out</th>
<th>Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finding spot on the street/parking lot</td>
<td>Guard’s desk</td>
<td>Fill out form and ID card (license)</td>
<td>What book? (Title, author, etc.)</td>
<td>Get the right book: title, author &amp; edition</td>
<td>Use stairs/elevator</td>
</tr>
</tbody>
</table>

**NOTES**
- Walking to building/sidewalks clear? Safe?
- Long instructions for renewals-no handout available
- Lack of Signage
- The form: Short and easy to fill out
- Where to start search?- signage issue again
- What floor? Use stairs or elevator?
- Show Library Card - Sign in?
- Walk back to car on time! Avoid a ticket

“*We should probably talk about our interactions with personnel in more detail*”
Research stage

Observations

Experimentation

- Changed to open and lighted spaces.
- **THE "WELCOME DESK".**
- Launched a contest to design the signage.
- Allocated the shelves in the back.
- Opened the Crameloft Cafe: coffee, snacks, & drinks (soda).
- Installed tracking cameras to find the "hot spots" in the building.
- Acquired more comfortable chairs and desks.

Librarians are at the center of the floor and not behind a desk.
Research stage

Observations

Librarians

Functions in a nutshell

Cuyahoga County Public Library
- Beachwood Branch
- Lyndhurst Branch

Buzz words: Autonomy, Community, Personality Issues, Social Skills
Defining the problem

① Discussions

CPL’s three levels of issues

Administration/Staff
- Communication breakdowns between high level admins and frontline staff, leading to a culture of fear and misunderstanding by library staff.

Staff/Staff
- Staff members don’t hold each other accountable. Responsibility and initiative is lacking in many ways.

Library/Public
- Words don’t match actions. Culture of fear, disconnect and skepticism. “Access” to materials isn’t enough. Enthusiasm of content and value is of huge importance.
Defining the problem

2 Discussions

The Problem is

Communication
Space
Mission/Vision
Culture
Values
The Problem is: Systemic Cultural & Spatial
State the Hypothesis

Small moves. **BIG EFFECTS**

CULTURE

- Learning starts with librarians.
- Autonomy, Accountability and creativity.
- Books are cool. Stuff in them is cooler.
- No Fear of job loss. Empowerment.
- No fear of damaged/ stolen materials.
- No skepticism of the clientele.
- Forging new partnerships.
State the Hypothesis

Small moves. BIG EFFECTS

• Food and drink okay. Cafe, even better.
• Way-finding is cheap, but PRICELESS.
• Librarians out from behind the desk.
• Security ≠ Greeter.
• Shelves away from windows.
• Best floors need to be used.
• Open on Sundays.
State the Hypothesis

Using spatial alterations and impactful, active leadership to communicate positive change.

Through administration, to staff and to the public. Embracing a fresh culture creating new core competencies.
New Sense of Place
Public needs to believe that the culture is changing.

Physical and emotional Change

Not just “access”.
ENgagement
Idea

Idea Development

Examples

Apple store

“Librarians”
A hog-butcher demonstration at the Overland Park, Kan., library in November. John Helling/Johnson County Library

'Star Wars Day' at the Joliet, Ill., library last summer. Joliet Public Library¹

Idea Development

EX A M P L E S

Other Libraries

PORTLAND PUBLIC LIBRARY
Idea Development

Examples
Other Libraries

PORTLAND PUBLIC LIBRARY
Idea Development

Examples

Other Libraries

PORTLAND PUBLIC LIBRARY
Idea Development

Examples

Other Libraries

Reading area at Choa Chu Kang Community Library, Singapore.
Idea Development

Examples

Other Libraries

The Vennesla Library and Culture House at Vennesla, Norway
Idea Development

Examples

Other Libraries

Seattle Public Library - Central Library branch.
Idea Development

POSTER

Our graphic representation of the problem and the solutions

SPATIAL suggestions to get started.

1. Hallways that resemble "The Shining." Give people reasons to explore, to seek new parts of the building, and to continue to places they would otherwise ignore.

2. Bring life to open spaces by breaking the "rules" of what a library is perceived to be. Play music. Project videos. Find ways to be interactive.


4. Tech Central is calling you. But what about the other 250,000 square feet?

5. Cavernous reading rooms lacking readers. Let's shrink the spaces and make them cozy.

6. An opportunity to create meeting space and entertainment venues.

7. Tech Central is calling you. But where are the books? The library estate is being used for where books go to die. Time to move shelves.

8. Wayfinding signage is an easy addition. It can be cheap, but look expensive. Process in terms of the value it adds. On walls. From Ceilings. On Floors. Everywhere.

9. These photographs seem to have been here since the 80's. And look at those expressions. Feel different. Physically and mentally. Taken at the top.

10. These photographs seem to have been here since the 80's. And look at those expressions. Feel different. Physically and mentally. Taken at the top.

11. Are the people? Do I have to ring a bell? And what to do those tiny little signs mean? See item 7. Repeat.

12. Where are the people? Do I have to ring a bell? And what to do those tiny little signs mean? See item 7. Repeat.

13. Special Collections call for special security. Is there another way?

14. Guests need insight. They need interaction. Don't just be a button on an elevator.

15. Rooms that could be used for meetings. Shelves blocking views and light. Huge desks that keep librarians barricaded from guests.

16. Long sterile staircases. Lacking life. That photo collection could come in handy in spots like these.

17. "I had an awesome idea about photo. I've got wall space." Again, trying to avoid scenarios like #1 with creepy twins and kids on tricycles.

18. These are four different shelves. With four similar empty looks. How can we better utilize...
Conclusion

Stop expanding collections, start expanding capabilities. Providing "access" will no longer create value.
This log didn’t include all the discussions, research and materials covered during the semester.