

Appendix D

**Criteria Research
with Sources**

Shaker Library Facility Options Evaluation: Supporting Information to Consider When Evaluating Options According to the Board-Established Criteria

Will the Option Be Forward-Thinking and Differentiated?

To keep up with changing societal and community needs, libraries have to be flexible, accommodating, and sustainable. While libraries continue to provide basic knowledge and information services, they also have to help patrons access the tools necessary to acquire and apply that knowledge and information in the digital age. Research shows that state-of-the-art libraries provide services that help build digital literacy, act as a community hub, and promote knowledge building, creativity, and entrepreneurialism. They are places where one can learn, create and collaborate.

Libraries today must look to the future and maximize flexibility in both spaces and infrastructure. Customers now expect to have spaces for informal seating, digital commons (computer labs), art galleries, tutoring kiosks, learning labs, event spaces, group study, game labs, and creativity studios. In addition, they need quiet/private study spaces as well as noisy/collaborative working areas. Overall, the best libraries provide space that can adapt to meet the community's needs.

Forward-thinking libraries provide flexible workspaces that are attractive and adaptable. Furnishings are mobile and wall partitions are temporary. Shared work areas can be changed around so they are best suited to the users' needs. Spaces are designed to encourage innovation and interactions between people that enable them to work together, and they are fitted with creativity tools, digital interactive whiteboards, and videoconferencing equipment.

The tools libraries provide for customers are evolving. Vending machines, book kiosks, and express lockers are being installed to provide 24x7 access to patrons who may not be able to get to the library during regular hours. It used to be that only Academic Libraries offered laptops and iPads for check out, but now public libraries also provide Internet hotspots, laptops, Chromebooks, or iPads that customers can check out to use – without the restrictions of library hours.

Technology needs of our society are developing at a fast pace. Charging stations, resume scanning, and photo and movie editing software are all common daily requests. Libraries must expect and plan for digital advances. Maximized flexibility in spaces and mobile technology will allow for easy adaptability for the next great idea.

Libraries are building A/V and multimedia labs. Photo, movie, and music studios, green screens, and gaming rooms are all the latest in library innovations. These fun and creative resources are known to teach technology skills, foster inclusiveness and community, build problem-solving skills, and facilitate learning.

Maker Spaces have become another opportunity for libraries to introduce new areas of learning to the community. Libraries provide a neutral space where people can explore new hobbies, access technology, and quench their curiosity.

From the State of Americas Libraries 2016:

Libraries are adapting their spaces and resources to respond to a resurgence of patrons' desire to create original content. While makerspaces are not a new concept—library programs have featured needle crafting, building, and upcycling for years—they have taken on a decidedly new technological twist. As Wired magazine notes, people are seeking "access to new forms of literacy" like "design, programming, video editing, book writing, and website building." This has manifested itself in the creation of dedicated makerspaces, tinkerlabs, and other reconfigurations of the library's space. There is variety in the way libraries encourage creativity, ranging from low-tech hands-on engineering opportunities for children and teens using toys and kits, to the incorporation of high-tech tools like laser cutters and 3D printers.

As more information and knowledge goes digital, customers are showing a need to understand how to use the tools to access that information. Libraries provide training to help customers improve their skills. From how to search the web to using Microsoft Word or downloading an ebook, digital literacy skills are necessary in this digital age. Libraries, are at the forefront of providing these free services to all community members, while still providing access to books and other materials.

Shaker's patrons have a variety of informational needs. We serve a diverse community who may be looking for picture books, DVDs, Shaker History information, or help with detailed research. Shaker Library currently has more than 70 computers available for public use with free internet access and productivity tools installed. Customers use these resources for job searching, surfing the web, listening to music, or playing games. We also provide one-on-one sessions to help users develop individual technology skills and focus on their individual needs.

Membership in the Clevnet Consortium gives our customers access to 12 million items from 43 library systems across 12 different counties. In comparison, without involvement in Clevnet, Shaker Heights Public Library's holdings are slightly more than 800,000 items and the Cuyahoga County Public Library's collection contains approximately 3 million items.

Information found on Clevnet.org states,

"Respected economic analysts Driscoll & Fleeter recently completed a study designed to, among other things, quantify return on investment for CLEVNET libraries. The study revealed a number of favorable results. Specifically, there was a collective cost savings of more than \$30 million, which resulted from libraries being able to share cataloging services, administration, computer equipment and professional support, as well as to consolidate circulation. Such savings translated into an average \$6 return for every dollar invested by CLEVNET libraries. In addition, it was determined that, in a given year, the cumulative value of accessed research and items borrowed or downloaded in the CLEVNET system nears \$27 million. More than one million library cardholders from Sandusky to Fairport Harbor to Wooster have benefited from CLEVNET resources."

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Will the Option Be “Uniquely Shaker?”

Shaker Heights is a distinctive community, known for its focus on education, diversity, architecture and its housing stock and resident amenities. Despite challenges, the city's preservation of these values makes Shaker Heights a desirable place to live and work.

Shaker's history as a planned, garden community envisioned by the VanSweringens, had its roots in the North Union Shakers.

“The Shaker history of this land offered a marketing opportunity. Peace and serenity, fresh air, and clean water had been part of life at North Union – so too in Shaker Heights. The Shakers had sought to build the kingdom of heaven on earth. Shaker Heights would also be a kind of utopia, a community set apart from the ordinary world.” (Marshall)

The expressed goals of today's Shaker institutions demonstrate how the city's early history is reflected in the values of contemporary Shaker Heights.

The **City** is committed to efficient government, economic development, vibrant neighborhoods and desirable quality of life.

The **School District** has outlined achievement among students, continuous improvement of the District, high quality staff and facilities, communication between the District and the community, and fiscal responsibility.

Shaker Square Area Development has a focus on preserving property values and historic structures, safety and security, and communication with the community.

Shaker Heights Public Library's strategic plan emphasizes 4 areas: customer-driven services in vibrant, welcoming spaces; efficient, cost effective processes; knowledgeable, passionate, and tech-savvy staff who provide excellent customer service; staying fiscally strong.

The demographics of the Library's service area also reflect Shaker community values: In 2014, it was estimated that 26.14% of residents have a Bachelor's degree; 39.65% possess a Master's or higher. Residents are socioeconomically and racially diverse as well.

Recurring themes are evident: cost-effective options, academic achievement, diversity, stable and desirable housing stock, the arts, distinctive architecture, and exceptional amenities. A survey of library literature reveals some of the ways public libraries address similar values in communities across the country.

Diversity

A study of libraries in Oslo, Norway, shows that public libraries promote inclusion and as a result, even though circulation is decreasing, visits are increasing.

The American Library Association, and the Public Library Association, understanding the diverse nature of library users, offer initiatives to increase representation in library collections, program and staffs.

To attract and retain staff that will be representative of the community and will innovate within the organization, public libraries need to build a culture that people want to be part of, empowering staff to make a difference.

Economic Development and Vital Neighborhoods

Public libraries add value to their communities/neighborhoods by offering materials, services and programs that empower residents. A 2016 study shows that libraries in Ohio improve quality of life and are a good value for residents. A report by the Institute of Museum and Library Services and the Local Initiatives Support Coalition asserts, "Our nation's libraries and museums have vast potential to develop the physical, social, and economic initiatives that are so necessary for comprehensive community revitalization efforts."

The Arts

Per the Library as Incubator Project: Libraries cultivate community art by: hosting writers, artists and tinkers; collecting local writing and music; showing artwork; hosting readings and performances and hosting hands-on opportunities for creativity and collaboration. 'The revived Albert Wisner Public Library (NY) (voted best small library in the country) built on the library's beloved traditional role while establishing new standards for innovation and creativity. The resulting vibrant, high-impact community center welcomes and inspires residents of all ages on a daily basis. "Loyal library patrons...enjoy the larger but still homey facility that boasts state-of-the-art green technology, a collection...double in size, and something else: *the first public cultural center in our town.*"'

Architecture

Distinctive architecture and stringent building codes have long been a hallmark of Shaker Heights. A variety of sources cite efforts to build or renovate libraries to succeed in the 21st century:

What should a contemporary library be? "Since the community library should ideally nurture users' sense of it as the anchor and symbol of their commonality, it must suit locational and cultural particularities and still stand out from its surroundings." *American Libraries 2015 Design Showcase* states that "New construction dominated this year's submissions, but renovated and repurposed spaces were a close second, showing how today's libraries are both conserving existing resources and adapting to economic realities."

Regarding learning gardens and outdoor classrooms in a public library, the "impact can be monumental, signaling sustainability, beautifying, attesting to value and worth—even prompting civic change."

Green initiatives like the ones taken by the San Francisco Public Library benefit both the Library and the community/immediate neighborhood.

Community-Focused Programming and Collections

"Libraries are local. Newspapers thrive when they cover local events. Libraries can too, if they stress what is unique nearby; highlight local events and community achievements, and offer programming that addresses the needs of the surrounding neighborhood."

A collaboration of the Free Library of Philadelphia and PhillyCAM, "the People's Media Collection will support libraries in flourishing as places where residents can access local information in new ways by creating and crowdsourcing media created by peers in the community."

An ALA initiative, *Libraries Transform Communities*, "will help librarians become more reflective of and connected to their communities. It will help libraries to build stronger relationships with local civic agencies, nonprofits, funders, and corporations. It will yield greater community investment in civility, collaboration, education, health, and well-being."

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Will the Option Encourage Community Partnerships?

To make the Library an indispensable part of the lives of individuals and community life requires the involvement of all sectors of the community. Decisions about space, collections and services need to be developed in response to people's needs and aspirations. A framework for this type of community and patron-centered design can be found in "Design Thinking."

Madison Public Library is an example of a library that undertook a major project to plan new branches with collections and services to meet the needs and interests of its very diverse constituencies. They invited both individuals and groups to answer questions about needs and interests (not about the library but about their lives and aspirations). The library is using the results to site new buildings, plan interiors and develop collections and services to meet expressed community needs.

There are a number of other pathways to community partnerships in relation to a building or renovation project. Some libraries have experimented with co-location of library services with various community partners, usually other government offices, social service agencies or arts organizations. An example would be Cleveland Heights' partnerships with the Small Business Association, Dobama Theater and other groups. Shaker Library currently has similar arrangements with Family Connections and the Career Transition Center.

The structure and amenities of the library buildings may serve community use of the library and its role in civic engagement. The current trend away from libraries as storage for collections and towards libraries as flexible civic, arts and creation space supports use by community members to interact and develop relationships. As society becomes more complex and fragmented due to modern technologies, there is a resulting need for spaces that promote social inclusion and provide for low-intensive meetings where participants can be exposed to values and interests different from their own. These opportunities would include both formalized programs and projects led by library staff or community partners, and for informal meetings and collaborations of individuals.

The Dayton Metro Library has created "Opportunity Spaces" in half of its buildings. These are simple spaces allotted for periods of time to various community groups to provide programming and outreach. Each space has simple furnishings and a durable floor that is easily cleaned. Some have cooking facilities. The groups get space for their projects and increased exposure. The library gets increased programming and traffic.

While partnerships may enhance both institutions' services and missions, not all are successful. Community organizations tend to be less established than the library and may come and go as funding streams and community priorities change. Partnerships have sometimes led to a perception that the services and mission of both the library and the partner were diminished, or concerns about the reputation and service standards of the partnering agency reflecting on the library. Maintaining partnerships must be an ongoing project that is continuously renewed as community life changes over time.

Some libraries are finding an opportunity to create community connections, as well as to generate private funding, by offering naming rights to locations within the library during building or renovation projects.

The Library building(s) will influence how we go about Community Engagement work. Public service staff has traditionally spent the majority of their time at public service desks providing reference services to individuals coming into the Library. As reference service transforms, a new library building design might streamline services or shift staffing models so librarians can be working in the community, delivering services where people are and providing programming to bring individuals and groups into the Library.

Supporting City and School objectives is important to maintaining community partnerships. The City's strategic plans include the revitalization of the Moreland Neighborhood and the creation of an Innovation Zone in the one-quarter mile radius around the Lee-Chagrin intersection. Specific objectives include creating a "fiberhood" with high-speed internet access and digital skills training to create a skilled workforce to support businesses in this area and develop higher incomes for Moreland Neighborhood residents. Conversations with Neighborhood Revitalization Director Kamla Lewis and Economic Development Director Tania Menesse have focused on the Library as an anchor in this neighborhood and as a partner in addressing the digital divide. The City's Climate Change Taskforce seeks to prepare the City for resiliency through goals which include improving fuel and power efficiency, switching where possible to clean energy, and pursuing LEED certification for City buildings. Along with reducing the use of carbon, the Task Force is interested in marketing Shaker Heights as a "green city." Supporting these goals can be a part of planning as the Library moves forward.

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Will the Option Grow Usage?

Nationwide, of the four main indicators of public library use (physical visitation, circulation, program attendance, and use of public-access computers), all but program attendance have been trending downward nationally in recent years. Some studies and library projects, however, have found pathways that may potentially lead to increased usage.

One such pathway is the creation of positive user experiences. Libraries have begun to employ the marketing concept of the "experience economy," the idea that customers now want not just service, but an experience, when they visit an establishment. Customers come to a location for an experience, and will return if they enjoy the experience.

To improve user experiences, libraries are exploring user-centered design. This may include renovations, such as making entrances more inviting or improving layout and building flow, or replacing old library facilities with new ones. A case study in Australia found increases in library visits and circulation when they replaced their aging facility with a newly-built one.

As part of this user-centered design model, libraries are also beginning to employ principles associated with retail marketing. Retail anthropologist Paco Underhill equates library facilities with retail ones. The longer people spend in the facility, the more they buy (or check out). According to this approach, library space should be designed to encourage people to linger, incorporating decompression zones between outdoors and indoors, open spaces, clear sight lines, environmental cues and floor plans that encourage "sales," and areas specifically designed for children and teens.

Overall, people want to visit safe, welcoming, comfortable spaces. The most important system for human habitability is HVAC. Accessibility is also vital to making the library usable and inviting to all residents. This includes physical accessibility, which allows equitable movement in and through built spaces, as well as technological and educational accessibility.

Another pathway toward library usage increasing is the level of service offered by the library. The [Public Libraries in the United States Survey](#) (PLS) annual statistical report by the Institute of Museum and Library Services (IMLS) has demonstrated a correlation between library usage and the library's investments in collections, programs, computers, staff time, and expertise. One study of high school students found that even after controlling for personal differences such as each student's socioeconomic status and achievement motivation, higher service levels in the student's neighborhood public library contributed to more frequent library usage.

Other pathways which may influence library usage are the convenience of the location and open hours. Shaker Library's study of facilities that share library space and resources between public and school libraries found that this model had a significant impact on convenience for customers. For example, many joint-use facilities limit the hours or areas of the library that are open to the public to keep the public separate from school students, for safety and security reasons.

Libraries in Cuyahoga County have generally seen the same downward trend in both circulation and visits that libraries around the country are experiencing. This holds true even when older buildings have been renovated or replaced with new buildings, with a few notable exceptions, such as the newly-constructed Warrensville Heights Branch of Cuyahoga County Public Library, which has seen increased usage over the previous building which was much smaller and offered fewer services.

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Will the Option Make Shaker Library a Destination?

The 21st Century public library is less a storage facility for information, and more space for sharing ideas and experiences. Today's new and renovated libraries reflect this change in emphasis.

"From special spaces for one-to-one health information or job counseling services, to group study areas, auditoriums and community gardens, library design today reflects the need to convert spaces to active places." (Schull)

People are more likely to want to spend time at the library when it meets their needs and suits their lifestyles. The most successful seem to be those which tap into the unique needs of their communities. As a 2014 report from the Aspen Institute describes:

"The public library is a welcoming space for a wide range of purposes—reading, communicating, learning, playing, meeting and getting business done. Its design recognizes that people are not merely consumers of content but creators and citizens as well. Its physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity. The library is also a virtual space where individuals can gain access to information, resources and all the rich experiences the library offers. In the creative design of its physical and virtual spaces the public library defines what makes a great public space." (Garmer)

In a 2009 article by Senville, several new public library buildings are described, in communities of various sizes, with an emphasis on what makes them unique community gathering places. Of these, the best comparison to Shaker Heights, in terms of community size, is the library in Hudson, Ohio, where the library is located in the heart of the downtown area and offers weekly musical performances, a coffee shop, laptops that patrons may borrow and use in the library, an outdoor patio, and a separate room for teens.

Studies conducted in Denmark and Norway found that 55-60% of library users did not return or borrow library materials in their visits to the library, but rather came for other reasons. The public library serves as a neutral meeting place where individuals from a vast array of backgrounds come together and interact.

Cafés in libraries are a relatively new trend, but one that has seen an increase in traffic for libraries on several occasions. Tates Creek High School in Lexington, Kentucky began selling coffee, hot chocolate, and tea in their school media center and began to draw students who may not have otherwise visited the library (Keller, 2004). In addition to potentially increasing traffic in the library and encouraging users to stay longer, library cafés may help to provide additional funds for the library. Cafés may be as simple as a coffee cart or vending machines and as complex as a dining facility that serves soup, salads, and sandwiches. Public libraries may choose to have an outside vendor run the café, freeing library staff from the responsibility of having to worry about regulations for food handling and other concerns.

Modern libraries are also integrating outdoor spaces as part of their overall design and use. These uses may range from elaborate landscape architecture, to literacy play spaces for children, to urban sidewalk reading cafes. Many of these outdoor features can be available to the public even when the library is closed. The Greenwich Free Library in New York observed that customers would sit in their cars in the library's parking

lot when the library was closed so they could access free Wi-Fi. In response, the library has initiated plans to create a covered outdoor space where customers can comfortably access the internet at all times.

Providing spaces for community groups to gather and discuss important issues is a great way for libraries to promote bridging social capital within their communities. Bridging social capital allows communities to work together to improve their neighborhoods, resulting in stronger, more vibrant spaces and services. One prevalent trend in spatial planning in libraries is the creation of Learning Commons, which are often seen in academic libraries. When creating the Meeting Places for the Middle Tennessee State University (MTSU) library, designers determined that the most critical element was creating a multifunctional area where students could rearrange and organize meeting spaces in ways that best suited their own needs.

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