

風華一甲子·創新續前行: 臺北市立圖書館 2011至2015 策略計畫

Reading with Taipei. Fragrance of book emitting happiness.

**Building on the Past Glorious Six Decades**:

the Strategic Plan of Taipei Public Library,

2011~2015

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#### **Outline**



- 1. Introduction to TPL
- 2. Strategic Plan and Public Library
- 3. Strategic Plan of TPL



#### Introduction to TPL



**History**: 1952~

System:

main library+53 branches+

4 intelligent libraries+ 2 circulation spots

## current snapshot

collection: > 6.4 million

yearly visits: 14.6 million(2011)

yearly checkouts: 11.4 million(2011)

weekly hours of operations: 78.5 hrs

registered users : > 2.2 million



#### Introduction to TPL



# Pioneering system and services in public Library community

.ISO 9001 quality management system

.no-branch-boundary circulation and reservation services, "door to door" book delivery

.Intelligent Libraries

."FastBook"—Automatic Book Stop

.Green Building Library—Beitou Branch

.Energy optimized House—Solar Library

.Multi-Cultural Information Center

.Senior Active Learning Centers



## Strategic Plan and Public Library



# **Elements of Strategic Management**

- 1. Strategy Planning
- 2. Strategy Implementation
- 3. Strategy Control



#### Strategic Plan and Public Library



#### **Strategic Management Process**

- 1. Evaluation of the status quo
- 2. Adjustment of missions and objectives
- 3. SWOT analysis
- 4. Detecting gaps in goals, environments and resources
- 5. Strategy formation—make and select possible strategies according to outcomes of analysis
- 6. Strategy implementation
- 7. Strategy control—assess outcomes, feedback and revise actions



#### Strategic Plan and Public Library

# Meaning of Strategic Management to Public Library

- 1. Push the administration to care about environmental changes, grasp timely opportunities for development, and prepare in advance for possible threats.
- 2. Achieve the optimized allocation of internal resources.
- 3. Lead the effective operation of all departments and facilitate organizational cooperation.
- 4. Motivate and inspire the staff.



# Strategic Plan of TPL



#### 1. Environment analyses

.analysis of public library development trends

.analysis of the environment and needs of

Taipei city

.TPL's SWOT analysis

- 2. Procedures of strategy formulation
- 3. Mechanism of strategy implementation and control



#### public library development trends



- 1. new missions and roles of public libraries
- 2. management
- 3. technical Services
- 4. information services
- 5. professional competences of the staff

# environment and need of Taipei city



- 1. changes in the population
- 2. transportation, industry, and urban development
- 3. government finance, income and family expenditures
- 4. education and business of publishing
- 5. development of information technology





#### **Strengths**

- 1. Young, professional and enthusiastic staff.
- 2. Encourage group cooperation.
- 3. Value satisfaction and need of readers.
- 4. Introduce business administration ideas and standards of operations.
- 5. Good reading atmosphere in the city.
- 6. Value library marketing and branding.
- 7. Updating and diversifying extension activities.
- 8. City residents' strong enthusiasm for volunteer services.
- 9. Continuously innovative services.
- 10. Introduce new technology and provide rich e-resources.
- 11. Abundant collections and branch collection specialties.
- 12. Sufficient, convenient and diverse service spots around the city.
- 13. Free(cheap) and highly accessible services.





#### Weaknesses

- 1. High staff turnover rate.
- 2. Insufficient human resources.
- 3. Lack of professional subject background besides library and information science.
- 4. Some traditional reading programs are unattractive.
- 5. Budget reductions imposed by the city government.
- 6. Official authorities pay little attention to librarianship.
- 7. Low position rank of department chiefs.
- 8. Weak force of constraints on readers' behaviors.
- 9. Value of library's importance needs establishing.
- 10. The idea of "user pays" needs popularizing.





#### **Opportunities**

- 1. Abundant social resources of the city.
- 2. Lasting e-Taipei policy of the city government.
- 3. The coming of an aging society with a declining birth rate.
- 4. Changes of population structure.
- 5. Mass rapid transportation networks in Taipei life circle.
- 6. Urban renewal policy of the city government.
- 7. Residents' increasing need for acquiring information.
- 8. Project grants from the central and local governments.
- 9. Changes of educational policies and teaching methods.
- 10. Transformation of social economy.
- 11. New developments in information technology.





#### **Threats**

- 1. Users' new expectations for libraries compared with large bookstores.
- 2. Challenges from Google and other search engines.
- 3. More diverse leisure channels affecting the frequency of using libraries.
- 4. Various internet resources changing people's needs for libraries.



#### Procedures of strategy formulation



- 1. Forming a task force
- 2. Analysis of the development trends in librarianship and public library services
- 3. Analysis of Taipei City's environment
- 4. Analysis of the present state of the library
- 5. Soliciting opinions

#### **Strategy Implementation and Control**



#### 1. Strategy Implementation

Each plan of action has a responsible department to ensure its adequate implementation and has an annual target for assessing the extent of accomplishment.

#### 2. Strategy Control

Each plan of action should be reviewed by a designated committee every half year. Committee chairs are to report the review outcomes at the TPL's Affair Meeting for final confirmation of the implementation and effects of all strategies.



# **Vision**

To build a lively city with a public that enjoys reading and is enthusiastic about learning.





# **Mission**

To create a warm, welcoming, efficient and innovative public library of high quality serving as a community learning center and meets the learning and personal growth demands of the general public through a dedicated team of professional librarians, updated and abundant resources, a comfortable environment and conveniently accessible facilities.



#### **Values**

- 1. To increase the value of the library's diversified and rich collections.
- 2. To meet new service demands of readers of all ages.
- 3. To provide readers with new methods for more convenient access to a full range of resources.
- 4. To build up a dedicated, positive, innovative and professional team.
- 5. To utilize new ideas and technologies to offer a broader range of new and innovative services.



- Objective I: to build up collections of good quality and sufficient quantity to meet the diverse needs of its readers.
  - S1. Enrich library collections by increasing the number and types of books and by appealing more broadly to readers' demands.
  - S2. Build versatile collections with in-depth content.
  - S3. Enrich the collections in accord with the development strategy of establishing a research-oriented and metropolitan public library.
  - S4. Offer barrier-free learning resources.
  - S5. Create mechanisms to activate the library collections.



Objective II: to develop a knowledgeable professional staff and create a favorable image in offering quality service.

- S1. Enhance the professional competence and expertise of the staff.
- S2. Focus on staffing allocations and strengthen the service effectiveness provided by the staff.
- S3. Forge an image of quality service of the staff.
- S4. Create channels for internal communication, interaction and experience sharing.



Objective III: to create a digital learning environment and a mobile library in light of technological advances.

- S1. Make use of new technologies to strengthen services and streamline operational processes.
- S2. Establish a sound network infrastructure to improve network performance and transfer security.
- S3. Provide a complete and convenient electronic resources platform.
- **S4.** Create e-learning service materials.



# Objective IV: to offer services to readers of all ages and backgrounds.

- S1. Outline reading-service strategies and establish a service mode.
- S2. Enhance the reading capability of and cultivate good reading habits in children.
- S3. Enhance the reading and self-learning capabilities of young adult readers and work to encourage a lifelong reading habit in young adult readers.
- S4. Strengthen services to senior citizens in response to an aging society.
- S5. Integrate lifelong-learning resources and organize various learning activities.
- S6. Meet the reading and information-retrieval needs of new immigrants.

- Objective V: to create a barrier-free reading and learning environment (including software, hardware, and use of skills).
  - S1. Improve the accessibility and facilities of a barrier-free environment.
  - S2. Strengthen the services for readers with special needs.
  - S3. Improve readers' access to library resources and services.
  - S4. Create a bilingual environment to make it easier for foreign residents to utilize library resources.
  - S5. Eliminate the digital divide and increase readers' information literacy.



- Objective VI: to employ a variety of strategies to promote, market and establish library's image.
  - S1. Design a new visual identification system to establish a distinctive image.
  - S2. Organize various events and activities to attract readers to the library.
  - S3. Establish effective publicity channels to strengthen the marketing outreach of the library.
  - S4. Create a comfortable and welcoming reading environment to attract more people to enter the library.



Objective VII: to expand collaboration with domestic and international libraries to enrich its reading resources and increase the library's exposure.

- S1. Strengthen communication and collaboration with domestic and international libraries.
- S2. Cooperate with domestic and international libraries to promote library services and activities.

- Objective VIII: to offer more effective professional services by integrating the organization and related service mechanisms and by establishing more service points.
  - S1. Review current operations to improve organizational and service effectiveness.
  - S2. Encourage the private sector to participate in library management and/or services.
  - S3. Establish more effective service points.
  - S4. Utilize social resources to expand services to diverse readers.

