Taipei Public Library Strategic Plan 2005-2010

I. Origin

Public libraries are usually entrusted with the main functions of the implementation of the lifelong learning, the dissemination of information, the maintenance of culture and the promotion of the proper leisure activities. But in the current twenty-first century they are confronted in the operations and the management with unprecedented challenges such as the decrease of the learning abilities of children and the youngsters, the increasing rate of crimes, the economic depression, the escalating family and social problems, the constant changes of the educational systems, the diverse approaches to the enrollment in schools at various levels and many other social changes.

Moreover, public libraries are encountered with the imposing influences of the information technology and the network development over the life of the public in general, the substitution of knowledge for the manual labor, the advent of the knowledge economy era with the capital as the deciding factor for the individual, organizational and national competitiveness and the subsequent tendencies of the lifelong learning and the like. All these obvious phenomena have had unavoidable impacts on public libraries that are closely related to the life of the public in general and the information and resources required in their learning.

Therefore, Taipei Public Library (TPL) has formulated its "Strategic Plan 2005-2010" as a guideline for its operations and management development in the future since the beginning of 2004 under the leadership of its Director Dr. Shu-hsien Tseng.

II. Planning

To cope with various internal and external environmental changes of the library and effectively raise the library information service efficiency TPL has been embarked on the revision of its organizational goals, the formulation of the strategic plan and the like with a view to streamlining its sustainable operations. The planning mainly covers the following five aspects:

1. Activation of the Task Force

    The task force of the said Strategic Plan is to be activated with TPL's Director as organizer and with meetings held whenever necessary for panel or group discussions.

2. Library State-of-the-Art Analysis

    Evaluations and analyses will be made on the basis of SWOT principles about the S(strength), W(weakness),O(opportunities), and T(threats) confronted by TPL for references in the formulation of the

implementation strategy.

3. Environmental Analysis of Taipei City

    Evaluations and analyses will be made on the influences over the Taipeilanders' requirements for the necessary information in the tendencies of the future development in the following seven spheres: population growth, traffic constructions, urban developments, financial accounts, publication of books, educational environments and information technology.

4. Analysis of the Library Professional Tendencies

    To meet the rapid information and technical developments and social changes and people's requirements and expectations for the library functions TPL will analyze the professional development tendencies of the information and library science for planning its future and rendering the best-quality service in six aspects: the missions and roles of the library, operations and the management, technical service, readers' service, library environments and librarians' professional expertise.

5. Opinion Survey

    (1). Surveys of TPL Counselors' and Librarians' Opinions

        In the first TPL counselors' meeting for TPL's development held on May 31 ,2004, opinions were solicited about TPL's future vista, missions, values and objectives. And during August 2004 heads and staff workers of all departments in TPL were also asked about TPL's state-of-the-art and the future development. All these opinions have been included as important references in the formulation of the said strategic plan.

    (2). Surveys of External Opinions

        In order to get opinions from people of all walks of life TPL has cooperated with the Era TV Station in the program "Good Reading Age" to have interviews on the topic of "Urban Libraries and Reading" with Taipei City Mayor Dr. Ing-chiu Ma and TPL's Director Shu-hsien Tseng so as to promote the reading marketing and encourage Taipeilanders's participation for building up mutually a bright future for the urban libraries.

        A. Sponsorship of Districts Panel Discussions

            From July 25-31,2004 seven panel discussions were held at seven administrative districts of Taipei City on the topic of "Building Up the Bright Future of the Urban Library"

with the emcee of the said program "Good Reading Age" Miss Wen-yi Lee as chairperson and about 280 parliamentarians, districts chiefs, boroughs heads, principals of schools at various levels, social elites and districts residents invited for the mutual discussions on the ideal blueprint for the urban library development.

B. Surveys of Opinions from Networks

During the holdings of the said panel discussions, opinions of all walks of life were simultaneously collected from TPL's networks.

C. Telephone Interviews

From August ll-l3, 2004 telephone interviews were made with Taipei citizens over the age of fifteen, asking them "about "The Reading Atmosphere and Modes of Taipei Citizens". 1,073 questionnaires have been collected and the results of such surveys have been considered as good references in the formulation of the said TPL's strategic plan.

III. Contents

l. Future Vista

To build up a vigorous Taipei City characterized with happy reading and enthusiastic learning of its citizens

2.Missions

To provide people with an approachable, efficient, best-quality and innovative excellent public library as the core mission based on the multiple requirements of the people in various communities and have the said mission fulfilled through the enthusiastic professional groups, update abundant resources, the clean and comfortable environment and the conveniently approachable facilities.

3.Value

(1). To emphasize the intellectual freedom, cultural multiplicity and the fair accession to information

(2). To lay emphasis on the individual learning rights and growth requirements and promote the reading and learning aspirations of people of different age

(3). To emphasize readers' complete and convenient utilization of resources, facilities and various kinds of service available

(4). To stress on TPL patrons' requirements and introduce them the new conceptions and technology

(5). To emphasize the professional attitudes in the teamwork, aggressive innovations and the active growth

4. Goals, Strategies and Implementation Plans

Goal 1   Conglomerating the internal consensus in the organization, developing the personal potentialities and creating the outstanding professional images

Strategy 1   To elevate librarians' professional abilities

Implementation Plans:

1. To offer annual educational training courses and encourage and recommend librarians to participate in such studies available inside and outside TPL so as to increase their professional expertise and humanistic literacy and to better their service conceptions and approaches
2. To stimulate researches and innovations
3. To set up the Librarians Development Day with the sponsorship of the forums on the prospective topics and demonstrations of the librarians' research achievements
4. To establish the databases of distance e-learning materials
5. To organize librarians' reading clubs and regularly offer them selected new professional know-how
6. To sponsor international seminars and encourage librarians to attend
7. To administer the combat camps for TPL's recruits
8. To activate professional workshops
9. To cultivate librarians' abilities of knowing and explaining various books with a view to elevating librarians' professional images

Strategy 2   To improve the manpower framework

Implementation Plans:

1. To review the personnel quota and adjust the manpower resources
2. To assign contractors for the commitments of TPL's routines and technical work
3. To embark on the cooperative education programs with the departments of the related fields of study of various colleges and universities.

4. To use the public reading room as the community cultural base and have it operated jointly with the organized community volunteers groups.

5.To conglomerate broadly the social manpower and talents resources.

Strategy 3   To create the best library service image

Implementation Plans:

1. To set up a friendly reading environment through enthusiastic and approachable best-trained librarians

2. To confirm the librarians' self-evaluation values by their pursuits of the excellent service quality

Strategy 4   To set up the personnel interflow channels and reinforce the functions of mutual operation communications

Implementation Plans:

1. To issue the egret electron newspaper

2. To install a mail box respectively for TPL's Director and for operations consultations with TPL's librarians

3. To formulate the system of the short-term observation and apprenticeship programs within TPL for its librarians

4. To strengthen the interflow visits or observation learning with librarians at home and abroad

5. To lay emphasis on the guidepost learning and introduce from the civic business circles their operations conceptions, marketing strategies and service approaches

6. To allocate a common room for librarians' discussions

Goal 2   Reinforcing the library collections resources and provisions of the quality-and-quantity-oriented collections service to cater to readers' requirements in their daily life and researches, thereby increasing readers' satisfaction with the library collections

Strategy 1   To increase audio-visual collections and strengthen the audio-visual service scopes

Implementation Plans:

1. To adjust the budget ratio for the procurement of the audio-visual data

2. To emphasize the digital video service functions

3. To enrich the online video recordings and have them cataloged to facilitate users' retrieval

Strategy 2   To provide abundant, systematic electron resources
    Implementation Plans:
1. To collect and systematize network resources for facilitating the retrieval and utilization
2. To increase and enrich various categories and contents of the databases through procurements and connections with the free-of-charge databases
3. To enrich continuously electron books and periodicals

Strategy 3   To provide handicapped learning resources (including visible and invisible ones)
    Implementation Plans:
1. To increase recordings, books in large printing, tactile books and dual-vision books
2. To set up the handicapped electron library for serving the handicapped readers
3. To design the handicapped homepages

Strategy 4   To deliberate about reading requirements of various kinds of readers
    Implementation Plans:
1. To pay attention to the balance of collections with subject categories, readers' different age and various ethnic groups' culture taken into careful consideration
2. To deliberate about the reading requirements of new immigrants and foreigners of short duration in Taiwan and increase the collections of books in foreign languages (including those Southeastern Asian ones), books about life in Taipei and the related cultural information so as to cope with the internationalized metropolitan characteristics of Taipei City

Strategy 5   To enrich precious rare collections
    Implementation Plans:
1. To collect rare books and manuscripts
2. To collect local literary and historical data

Strategy 6   To evaluate collections effectiveness and strive for the worldly-rank metropolitan library collection resources
    Implementation Plans:
1. To evaluate TPL's collections and revise its collections development policy in terms of the evaluation results

2. To estimate the propriety of collections on the basis of the social developments and utilization surveys

3. To invite experts in various fields of study for the book selection meetings

4. To activate a center for the mobilization and utilization of information resources so as to have various kinds of resources fully utilized and their maximum effectiveness fulfilled

Goal 3   Building up the handicapped learning environment (including the software, the hardware and their utilization skills)

Strategy 1   To improve the handicapped installments and facilities

Implementation Plans:

1. To install in the existent library building the handicapped elevator and phase in the improvement of all handicapped installments and facilities

2. To take into consideration the safety and comfortable measures for requirements of children, **t**he elderly and the handicapped by adjusting the breadth of their walking space and the height of their reading tables and chairs and adding the related auxiliary facilities for their utilization

Strategy 2   To reinforce special readers' service

Implementation Plans:

1. To offer relevant educational training or practical courses to special readers, increase librarians' empathy and recognition with such handicapped readers and thereby reinforce librarians' service knowledge for them

2. To get more social welfare resourses, increase the information service to those minority ethnic groups and provide them with the relevant favorable measures so as to improve their life adjustments and social competitiveness

3. To sponsor extension reading activities for the handicapped in order to increase their learning resources and opportunities for their social participation

Strategy 3   To set up the bi-lingual environment so as to minimize foreigners' utilization obstacles

Implementation Plans:

1. To have allout bi-lingual guiding marks, regulations and documents of important policies
2. To work out the handicapped bi-lingual homepages and the check system
3. To work out the Japanese-edition homepages and enrich the contents of the English-edition homepages

Strategy 4   To welcome the advent of the digital learning era and emphasize the provision of training courses concerning the computer utilization and information retrieval

Implementation Plans:

1. To design basic computer courses for training readers' abilities of information retrieval through computers
2. To offer network resources utilization courses so as to introduce electronic resources and their retrieval methods

Goal 4   Elevating the functions of information and network systems and establishing the electron library to facilitate readers' rapid and convenient accession to their learning information

Strategy 1   To use the update science and technology for speeding up the relevant service and shorten the operation procedures

Implementation Plans

1. To let readers enjoy the multiple use of the "many-in-one" card including TPL Reader Card, the census ID Card, the transport Easy Card and the insurance IC Card
2. To use the networks or the mobile newsletters for such services as the introduction of new books , the confirmation and notification of the registration for various activities, the notice of books due for return, the notice for the availability of the reserved books and the notice of books over due
3. To make the allout utilization of the offline identification system for rendering the automatic book loan and return service and for the inventory of collections so as to raise the efficiency of the collections circulation and management
4. To activate the storage supply center for the processing of new books and the automatic storage management of duplicate copies

Strategy 2   To establish electronic collections

    Implementation Plans:

1. To apply positively for more funds so as to enrich various categories of electronic collections
2. To develop electronic collections in balance with the intellectual, cultural, learning and leisure recreation aspects simultaneously included
3. To provide the friendly utilization and retrieval interfaces
4. To cooperate with the mobile communication circles for streamlining the utilization of the electronic collections
5. To evaluate the establishment of the special electronic library

Strategy 3   To set up a perfect network framework, raise the network efficiency and emphasize the transmission safety

    Implementation Plans:

1. To use at any time along with the development tendencies the most update science and technology compatible with TPL's network framework
2. To set up various backup network systems so as to minimize the influences from the network interruptions
3. To establish a complete anti-virus and anti-hackers system for controlling the network safety alarms and duly renewing the system safety information

Goal 5   Revealing the multiple cultural value, deliberating about the reading requirements of the multiple ethnic groups, and providing the multiple ethnic groups at home and abroad with abundant leisure and learning resources

Strategy 1   To collect the multiple cultural information

    Implementation Plans:

1. To sponsor the "Book Donation Festival" for soliciting the donations of books in foreign languages or for the procurement funds from people of all walks of life and for emphasizing the collection of publications printed by countries all over the world with a view to broadening the international vistas of the people and thereby increasing the cultural interflow
2. To collect the cultural information of various ethnic groups (including the Hakka, the aborigines, etc.) and

connect and promote the network resources of the related organizations

   3. To lay stress on the reading requirements of foreigners and the collection of basic reading materials of various countries as well as the essential leaning data of the Chinese language and literature, the resources of the local leisure life, cultural activities and tourism information in order to enrich the learning and reading resources for foreign readers

Strategy 2   To promote the multiple cultural interflow

   Implementation Plans

       1. To promote in coordination with the reading festivals of various countries the academic forums, exhibitions and other reading activities with a view to increasing the Chinese people's understanding of foreign culture

       2. To sponsor reading activities with the participation by foreigners only or jointly with the Chinese people

       3. To recruit foreign volunteers for helping the collection and organization of the relevant information as well as the planning and execution of the related activities

Strategy 3   To sponsor new aliens' and immigrants' reading activities for increasing their abilities in learning and life adjustments

   Implementation Plans:

       1. To encourage new aliens and immigrants to participate in TPL's various reading activities

       2. To offer jointly with the related organizations the various long-term courses so as to upgrade the Chinese language level of foreigners' spouse and increase their abilities of the information retrieval and the utilization of the social resources

Goal 6   Rendering the professional service to people of different age in line with their characteristics and requirements

Strategy 1   To establish an international children library

   Implementation Plan:

       1. To solicit donations or the adoptive approaches of the entrepreneurs for the funds necessary for the establishment and operations of an international children library

2. To design a studio for children literature writers of the world

3. To set up the "Children's International Electronic Library" available with the touch screen as the interfaces for users and with digital collections of important world literature for children

4. To co-sponsor reading activities with foreign organizations in Taiwan and with children reading promotion institutions at home and abroad

5. To allocate the story-telling room with various time schedules arranged for children of different age and language background and with renowned writers and prestigious people in society invited as story-tellers to children

Strategy 2   To reinforce service to children

Implementation Plans:

1. To provide the "Infant Lucky Reading Bag" for laying the foundation of reading since the infanthood by making great efforts to get more social resources and collaborating through the business and medical channels

2. To cooperate actively with various schools or pre-school-age -children educational organizations for setting up the reading marketing channels to students, parents or teachers so as to effectively integrate the related resources and lay the solid foundation on the children reading

3. To promote cooperatively with schools the establishment of the "classroom libraries" and co-sponsor exhibitions of good books awarded in TPL's "Reading Good Books Together" program and other similar activities, thereby escalating jointly the reading atmosphere for children

4. To cope with the guidelines of the nine-year curriculum integration project of the compulsory education by providing teachers with the necessary teaching resources and leading students to the proper methods of the retrieval of the information required in their assigned homework

5. To issue the parent-child shared reading handbook so as to increase parents' understanding about their children's

reading and the library resources and help their children to cultivate the reading habits and interests

Strategy 3   To upgrade children's reading ability and literacy and cultivate their good reading habit**s**

Implementation Plans:

1. To sponsor the language competition activities for upgrading children's reading and writing abilities
2. To sponsor frequently, in addition to the intellectual reading activities, the book discussions, the story-telling and the writing of the reflections on their reading so as to encourage children to promote their basic reading literacy through such intellectual thinking and creative writing
3. To edit the library utilization handbook and learning leaflets suitable for children of different age in order to positively promote the library utilization education

Strategy 4   To elevate youngsters' reading and self-study activities and cultivate their lifelong reading habits

Implementation Plans

1. To promote reading and the library utilization together with junior and senior high schools and the related organizations
2. To focus on the proper control of reading materials and information concerning those most welcomed topics, youngsters' reading interests and those subjects closely related to youngsters' personal life
3. To invite youngsters' mental idols for promoting their reading so as to influence them through their hero worship mentality to make the reading literacy of famous people as models and guideposts in the youngsters' learning
4. To activate more youngsters' reading clubs for guiding them to have the accurate viewpoints of value and thereby help to minimize the decrease of their language ability
5. To work out the evaluation guidelines of high school students' reading abilities
6. To design youngsters' reading corners by offering the exclusive reading space to youngsters and attracting them

to visit libraries

Strategy 5　To reinforce the service to the elderly for coping with the senility in our society

　Implementation Plans:

1. To cooperate with the related organizations (such as the evergreen schools for the senior generation, seniors' activity centers, etc.) for promoting senior citizens' reading and rendering them the library information service
2. To enrich reading resources suitable for the elderly such as books in large printing, recordings, early publications in the Chinese language (including the literary and historical information during the Japanese-occupied periods in Taiwan, old photographs, music,local plays, dramatic data), etc.
3. To sponsor reading activities for the elderly such as the elderly reading clubs, forums on the elderly life planning, medical care, traveling, the current information literacy, seminars on the elderly-related courses or panel discussions, etc.
4. To render the considerate service to the elderly such as the special discount for the book delivery service charges, the availability of the convex reading glasses, microscopes, as well as tables and chairs suitable for the elderly, etc.

Goal 7　Extending the service scope and expanding the service system to facilitate people's accession to the relevant information and reading resources

Strategy 1　To encourage the civic bodies to participate in the library operations through their investments, donations or adoptive approaches

　Implementation Plans:

1. To work out the management and utilization highlights for donations and investments to pave the way for the finalized donation system
2. To formulate plans for the exclusive donations and adoptive approaches
3. To activate a task force for the marketing donations

Strategy 2   To develop the service bases
 Implementation Plans:

   1. To prepare for the new building of Taipei Public Library and develop its research collections

   2. To set up intensive stacks so as to completely and concentratively keep the rare and earlier information

   3. To set up the unmanned library in the expensive buildings of emporiums crowded with customers or at various metro rapid transport stations

   4. To conglomerate the community manpower and commodity resources for developing the community service bases

   5. To render the new-era mobile library service

Strategy 3   To render the customerized service
 Implementation Plans:

   1. To offer the information service at the request of individuals, business circles or the government for their special project(s)

   2. To analyze records of readers' book loans and their participation in TPL's activities so as to render the customerized value-added service

Strategy 4   To promote the participation from the civic bodies and extend readers' multiple service
 Implementation Plans:

   1. To provide in cooperation with the network bookstores the prompt information and the requested purchase service for readers

   2. To open a bookstore in TPL by means of putting out to tender or cooperating with the business circle and to render also the leisure activities as well as meals and soft drinks service for readers

Goal 8   Providing people with various required lifelong learning information

Strategy 1   To integrate lifelong learning resources for people's satisfaction of their information requirements
 Implementation Plans:

   1. To collect lifelong learning resources by means of the issuance of periodicals and the establishment of

networks

2. To edit the lifelong learning resources so as to offer people references for their self-learning and advanced study

3. To utilize the multiple mass media for transmitting the information of TPL's activities

Strategy 2   To sponsor the multiple lifelong learning activities
Implementation Plans

1. To sponsor continuously study activities for elevating people's lifelong learning abilities

2. To hold the lifelong learning fair for observations by the organizations concerned and for demonstrations to them

3. To organize a consultation service group for assisting readers' planning for their lifelong learning

4. To render the lifelong learning consultation service to people for their accession to the necessary learning information and for their proper planning approaches

Strategy 3   To recruit co-sponsoring organizations for setting up a lifelong learning strategy league

Implementation Plans:

1. To set up an integrated lifelong learning network through the conglomeration with schools, community civic bodies, social educational agencies or business companies

2. To promote the lifelong learning network and emphasize the life information, life planning, technical learning, etc.

Strategy 4   To encourage people's independent study and self-learning
Implementation Plans

1. To plan for rendering the individualized learning service

2. To provide people with self-learning materials/resources for encouraging their self-study

Strategy 5   To establish the complete distance e-learning resources and increase people's learning channels

Implementation Plans:

1. To enrich electronic learning resources, increase people's opportunities for the lifelong learning and

streamline their learning

2. To plan for the distance e-learning courses by working out digital learning materials through the conglomeration of resources of social educational organizations and the related civic bodies

3. To utilize the self-selected multiple mass media service for providing the distance e-learning materials

Goal 9   Offering people more abundant learning resources and undertaking the international library cooperation

Strategy 1   To become members of international library organizations

Implementation Plans:

1. To register as a member of OCLC with a view to rendering service in the aspects of the international inter-library loan and literature transmission

2. To integrate through OCLC's WorldCat the cataloging resources and thereby internationalize TPL's collection catalogs and share the global catalog databases

Strategy 2   To emphasize the international interflow and cooperation

Implementation Plans:

1. To set up the sisterhood with important foreign metropolitan libraries by signing cooperation agreements and establishing the mutual exchange systems

2. To render the inter-library loan and literature transmission service

3. To exchange books with foreign libraries for promoting the cultural interflow and enriching TPL's collections

Strategy 3   .To sponsor extraterritorial activities

Implementation Plans:

1. To promote the Taipei marketing and works by writers written in the Chinese language through the exchanges of books or the co-sponsorship of book exhibitions

2. To respond to the important international reading activities or co-sponsor reading promotion activities with foreign libraries

Goal 10   Reinforcing the marketing, promoting the library resources,

building up the comfortable and approachable reading environments and streamlining the professional images

Strategy 1   To set up TPL's identification system and its remarkable quality and service images

  Implementation Plans

   1. To solicit openly TPL's special identification system
   2. To use broadly the said identification system in TPL's sign systems, publicity information, librarians' and staff workers' uniforms, stationeries, facilities and various activities

Strategy 2   To increase readers' interests in the participation of the library activities and make such participation as one of their leisure activities

  Implementation Plans

   1. To understand readers' requirements through questionnaires and plan to sponsor proper reading activities for coping with people's interests and requirements
   2. To advocate the topic-reading activities and properly control and create relevant topics for making reading as a popular fashion
   3. To sponsor cooperatively with publishers and writers of books the demonstrations and autographs of their new books
   4. To integrate resources available in the library and plan for the annual large-scale activities so as to upgrade the visibility of such activities and expand the participation ratios and activity effectiveness

Strategy 3   To set up the effective publicity channels and strengthen the library marketing

  Implementation Plans:

   1. To use properly TPL's service bases prevalent all over Taipei City for setting up integrated information marketing channels
   2. To set up an ad hoc working group responsible for planning the large-scale activities and strengthening the marketing
   3. To plan for the sponsorship of the library tours and the

related library utilization guidance so as to show the importance of libraries in the current knowledge economy era and in the lifelong learning society

4. To activate a marketing advisors' group for holding marketing advice meetings, helping the establishment of the relationship with the mass media, and offering educational training courses related to the public relationship, marketing and creative planning

5. To set up the spokesman system in charge of holing the press conferences for important activities or the implementation of new service measures and releasing news for communications with the mass media and people in our society

Strategy 4　To build up a warm, comfortable and approachable reading and learning environment so as to attract people to visit the library and enjoy reading there

Implementation Plans:

1. To work out the humanistic design in the space planning of TPL's new building with the equal attention paid to the architectural aesthetics, environmental protection, energy conservation and readers' aptitudes

2. To review gradually the space allocation, the planning for the walking space breadth, library furniture and facilities so as to improve the space functions and build up the favorable reading environment

3. To beautify the reading space, undertake collections marketing and service with innovative, eye-catching and readers' viewpoints in order to eliminate the dull image of TPL in our readers' minds

4. To revise TPL's standards of the available facilities so as to meet the requirements for facilities of the modern library.