

A STUDY OF CULTURAL CENTER FACILITIES MANAGEMENT IN TAIWAN

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Summary

This paper aims at investigation on facilities management status of Taiwan Cultural Center. By referring the literatures, there are 4 items of facilities management were discussed in this paper. 1: building management and maintenance. 2: living service. 3: property management. 4: performing of equipments. This study carried out field study to understand the cultural center facilities management.

A major finding is that the “building management and maintenance”, “performing of equipments”, “living service”, “property management” are very important. Moreover, living service must be strengthened. Almost 50 % of Cultural Center have to strengthen on reading service and consulting service. The results indicate that it should need to strengthen at hardware and software facilities. The findings of this study were creation important items for facilities management of Cultural Center.

Keywords: facilities management, Taiwan Cultural Center

1 Introduction

From 2007 to 2010, the government enlisted NTD1.3 billion of funding subsidies to locals for the renovation of cultural centers. Due to the current shortage situation, the cultural centers proposed a renovation project and applied to the government for the funding required. The outcome will be important to the development of Taiwan’s future cultural facilities and resources. This study will, from a property management perspective, explore the effectiveness of operational management after the renovation of the cultural centers.

2 The Method

In this study, the main research methods are literature induction and the status survey. The survey project contains six sections: basic information, staffing, facilities management, operation funding, mode of operation, and activity sessions, as shown in Tab.1 and fig.1.

Tab. 1 Cultural Center Operation Management Status Survey Projects

Major Categories	Survey Projects
Basic Information	Including the facility name, enabling time, operating units, type of organization, set purpose, main services, and facilities class attributes.
Staffing	By employee gender and employment attributes, divided into administrative, show, performing arts, books, and other departments to fill the staffing situation.
Facilities Management	Contains energy consumption management, security access control management, environmental clean management, and equipment and facilities management methodology
Operating Funding	Investigate the operating cost and items of income and expenses, in order to understand the facilities industry cost structure.
Mode of Operation	Contains the activity advocacy form, method of the number of library users, the development way to counsel and promote local arts and culture, consulting services, provision of navigation service object, manner and period of application, user services, and publication type.
Activity Sessions	Learn about indoor and outdoor exhibition space, and indoor and outdoor auditorium activity sessions in the past three years.

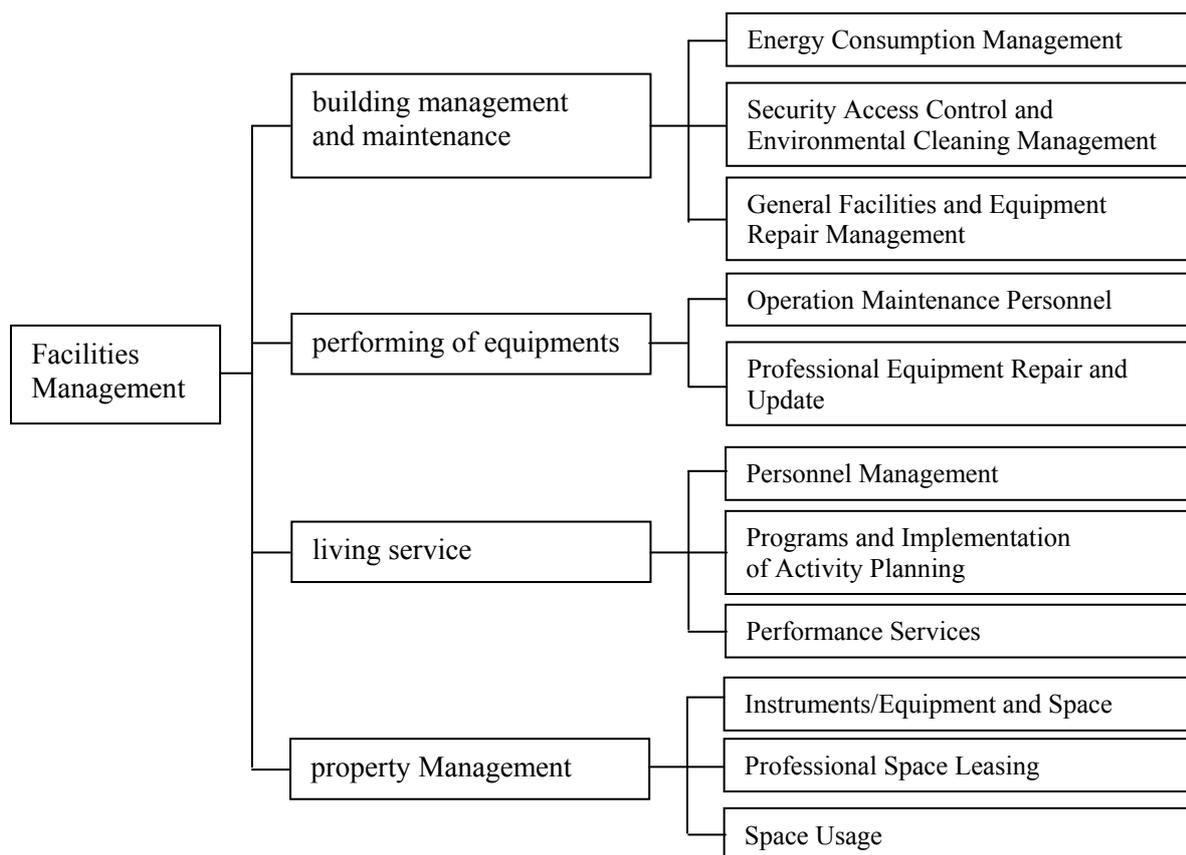


Fig. 1 Cultural Center Property Management Survey items

3 The Cultural Center Facilities Management Topics

According to the results of the assessment of the four main areas of “Building Management and Maintenance,” “Professional Performances Equipment Management,” “Life and

Business Support Services,” and “Asset Management,” this study will synthesize the county and city issues and subsequently propose conclusions and recommendations.

3.1 “Building Management and Maintenance” Issues Compilation

In the “Building Management and Maintenance” project of the county and city cultural centers, the results that this study surveyed are divided into the following three categories:

1. Energy Consumption Management Side

Energy consumption management in facility management is an important issue; as electricity costs often account for more than half of the total energy consumption, the energy consumption management of the building pinpointing water/electricity consumption monitoring and energy-saving equipment is set to achieve the purpose of reducing the energy consumption of the building, and the effect of energy saving and carbon reduction.

2. Security Access Control and Environmental Cleaning Management Side

The building security access control management will discuss the setting and projects of the security management system and security patrols. The environmental cleaning management will discuss the internal and external environmental cleaning and regular cleaning of lawns and pools. The effective implementation of the security access control management can upgrade the environmental safety maintenance and order of the cultural center, reducing the risk of disasters due to human factors. The good or bad performance of the environmental cleaning management has a close impact on the overall environmental health quality of the cultural center, and the regular maintenance cleaning, in addition to making the entire cultural center clean, it will raise users’ health and satisfaction.

3. General Facilities and Equipment Repair Management Side

The general building facilities and equipment repair management includes the maintenance and procurement of facilities and equipment, fire public safety inspection, and general facilities and equipment maintenance cycle. The presence or absence of the equipment maintenance and procurement of the cultural center decides the actual implementation of the maintenance and management of the cultural center. Fire and public safety inspection affects the public safety of the space itself and can prevent sudden disasters, protect the users’ safety in the use of the space, and reduce the hazards when a dangerous disaster occurs.

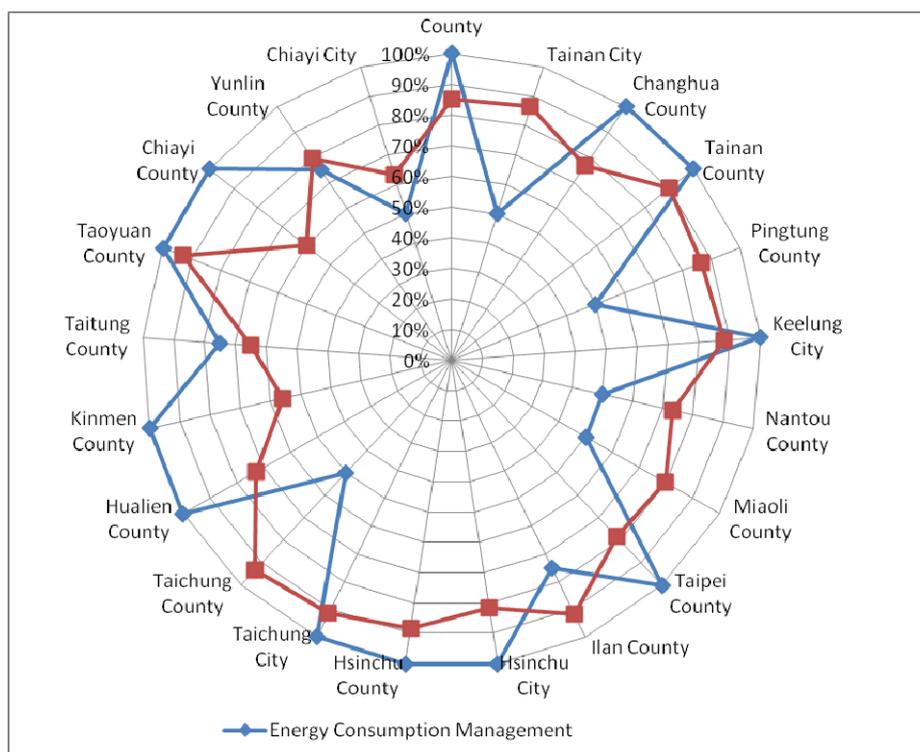


Fig. 2 Building Management and Maintenance

3.2 Compilation of “Professional Performances Equipment Management” Topics

In the “Professional Performances Equipment Management” project of the county and city cultural centers, the results that this study surveyed are divided into the following two categories:

1. Operation Maintenance Personnel

The operation maintenance personnel will explore the establishment of general maintenance and professional service personnel. The establishment of the relevant professionals stands for availability of periodic maintenance in general or specialized facilities in the cultural center. The cultural center will carry out regular maintenance and repair management of facilities and equipment and also apply for the maintenance and repair treatment for accidental failures.

2. Professional Equipment Repair and Update

The professional equipment of the cultural center includes repairs and updates of auditorium equipment, display equipment, library equipment, etc. It also includes its maintenance expenditures and maintenance situation, whether the installation of professional facilities and equipment is appropriate and if the quantity is adequate will affect users’ feelings and satisfaction in the space. Whether the effect presented by the space and the function has reached its effectiveness, if insufficient or improperly installed, it will result in short supply or inconvenient use, leading to lower satisfaction after use. The maintenance spending for professional facilities and equipment will affect the actual implementation of maintenance management within the cultural center, for good maintenance of the professional equipment and the setting of the maintenance cycle. In addition to reducing the failure rate of the equipment use by maintenance, its life cycle is prolonged and the use satisfaction increased.

3.3 Compilation of the “Life and Business Support Services” Topics

In the “Life and Business Support Services” project of the county and city cultural centers, the survey results in this study are divided into the following four categories:

1. Personnel Management Side

It includes the service projects of administrations, volunteers, security guards, cleaning personnel, and work projects of internal maintenance personnel, external contract maintenance personnel, and outsourcing vendors. The higher the integrity of the service projects of the various types of personnel, the higher the performance satisfaction of the cultural center software will be as well.

2. Programs and Implementation of Activity Planning Side

The advocacy strategy, activity planning, promotion strategy of the cultural center, and the cooperation with local communities and agencies are mainly covered. The use of advertising or other relevant activities to promote the cultural centers can improve the visibility of the activities and enhance competitiveness. The cooperation with local communities and agencies can effectively lead to the development of the local arts and cultural industry, and the use of cross-industry strategic alliances can also enhance the diverse competitiveness of the cultural centers.

3. Performance Services Side

Performance Services include the nature of the show, performing arts, and the use of library space. Due to differences in size and needs of the cultural centers, the contents in use are not exactly the same, but in professional space, the higher the use form, the more diversification there will be relative to the public service of the cultural center.

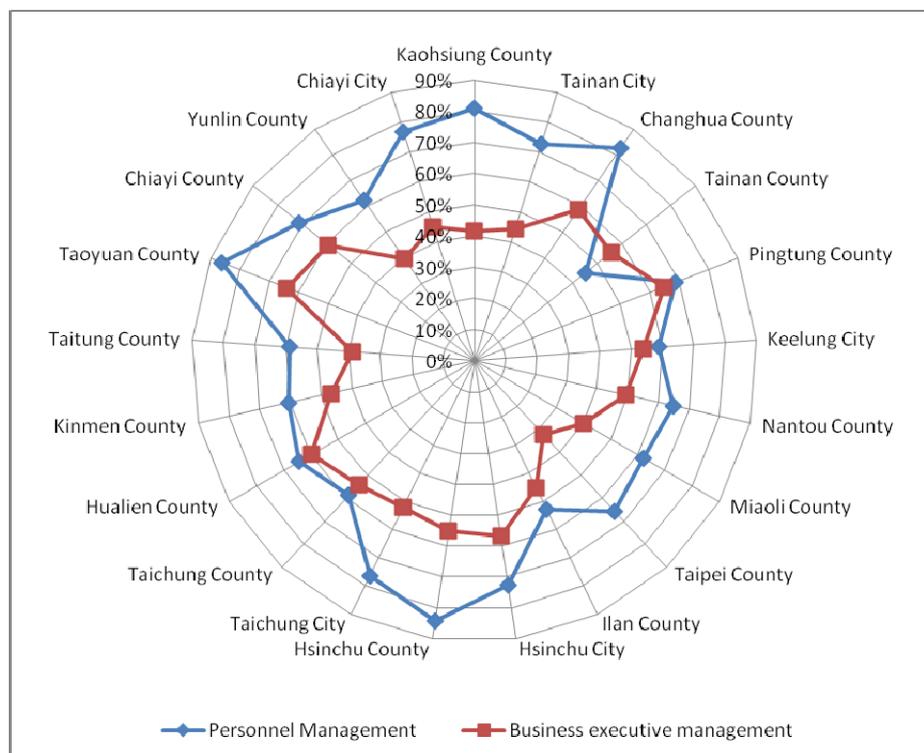


Fig. 3 Life and Business Support Services

3.4 Compilation of “Property Management” Issues

In the “Property Management” project of the county and city cultural centers, the results that this study surveyed are divided into the following four categories:

1. Instruments/Equipment and Space Management Side
The exhibition form is mainly to show the installation of the equipment storage room and professional equipment filing management and professional space. The installation management of equipment filing inventory can be efficiently and systematically managed, and the usage and maintenance of the controlled instruments/equipment can avoid inadequacy of use.
2. Professional Space Leasing Side
The professional space leasing covers mainly the leasing of learning classrooms, lecture halls, large conference rooms, satisfaction with rental services and costs of exhibition and performance space and outsourcing business. The space lease income can be used for space maintenance costs, not only adding to or maintaining the operation of facilities, but also increasing the economic function of the cultural center.
3. Space Usage
The auditorium, exhibition space, study space, and book circulation rate are explored. High or low use frequency will also relatively affect the professional space leasing side. The higher the space usage, the higher the efficiency of the space will be, and vice versa.

4 Conclusion

The site survey results show that the maintenance situation of general equipment (such as air conditioning, lighting, water supply and drainage, etc.) showed good function on the premises. With reference to the installation situation of professional performance equipment (such as a stage monitor system, boom system, lighting system, etc.), the common issues are that a small number of cities and counties are failing to set the temperature and humidity control equipment in the control room and performance equipment machinery rooms (9 places), poor lighting in the dressing rooms (8 places), failing to set the stage monitor or listening equipment in the dressing rooms (5 places), and an excessive background noise or air conditioning (5 places). On the maintenance aspect, only three counties/cities (Yilan County, Hsinchu City, and Chiayi County) did not enlist the maintenance budget, six counties/cities did not establish the professional equipment repair and update cycle, and four counties/cities do not have normal maintenance for lighting, audio, and spreader equipment. The domestic cultural centers themselves have a set of systems for facilities management and maintenance of buildings. Due to the different types of facilities and equipment of the center buildings, the maintenance content was developed by the managers themselves and therefore it is they who can develop the suitable management and maintenance processes.

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