

1. Agenda - Board Strategic Plan Committee

Documents:

[AGENDA_MARCH 24, 2021_STRATEGIC PLAN COMMITTEE.PDF](#)

1.1. Board Strategic Plan Committee - Agenda Packet Items

Documents:

[MARCH 2021_STRATEGIC PLAN UPDATE FOR BOARD.PDF](#)
[MARCH 2021_WILLIAMSON COUNTY - COUNTY PROFILE TOOL - TENNESSEE DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT \(002\).PDF](#)

**Williamson County Public Library
1314 Columbia Avenue , Franklin, TN 37064**

**BOARD OF TRUSTEES
Strategic Planning Committee**

Wednesday, March 24, 2021 - 2:00 p.m.
In the Learning Center or by GoToMeeting*

AGENDA

I. Citizen Communication

II. Overview

III. Review Progress on the Strategic Plan for Board Approval at the April Meeting

*GoToMeeting log in information:

Strategic Plan Meeting
Wed, Mar 24, 2021 2:00 PM - 3:00 PM (CDT)

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Strategic Plan Update 3/16/2021

Here is an update on the strategic plan.

Attachments:

1. Strategic Plan 2021

The SP committee met yesterday, 3/15. We reviewed the survey and document draft. Jennifer completed the history portion. In addition, after her last day, she volunteered to finish her part of the part of the

2. Survey

Jeffie, created the survey using survey monkey. She distributed it on social media, WAKM radio, and Williamson County Chamber. The survey included both users and nonusers.

3. Williamson County – County Profile Tool

The committee is using the County Profile Tool created by the Tennessee Department of Economic and Community Development. The report includes Williamson County demographics from the 2019 census in areas such as education and diversity.

The committee members have the following assignments:

1. Tracy Ivey – Community Demographics
2. Dolores Greenwald – edit history
3. Committee and Focus – Lon Maxwell
4. Goals – Amanda, Jason
 - a. Collection
 - b. Community
 - c. Facilities
 - d. Organization
5. Measure of success – Dolores, Margaret
 - a. Collection
 - b. Community
 - c. facilities
 - d. Organization

The staff committee meets with the board on March 24 at 2 pm.

POPULATION & DEMOGRAPHICS

LOCATION	
Time Zone	Central Time Zone
Grand Division	Middle Tennessee
Area (Square Miles)	582.6
County Seat	Franklin
Metropolitan Area	Nashville-Davidson--Murfreesboro--Franklin, TN
ECD Region	Northern Middle

POPULATION		RACE (PERCENTAGE OF POPULATION)	
Population (2014)	205,334	White Alone	89.2%
Population (2019)	238,412	Black or African American, alone	4.3%
Population Change (2014-2019)	16.1%	American Indian And Alaska Native, alone	0.2%
Population Forecast (2040)	361,562	Asian, alone	4.1%
Foreign Born Population	16,471	Native Hawaiian or Other Pacific Islander, alone	0.0%
Foreign Born Persons (Percentage of Population)	7.5%	Some Other Race, alone	0.3%
Language Other Than English Spoken At Home	8.7%	Two or More Races	1.8%
Civilian Veteran Population	9,982	Hispanic or Latino	4.7%

AGE (PERCENTAGE OF POPULATION)			
Under 5 Years Old	Male: 6.2%	Female: 5.7%	Total: 6.0%
Under 18 Years Old	Male: 28.8%	Female: 26.6%	Total: 27.7%
18-64 Years Old	Male: 59.6%	Female: 60.2%	Total: 59.9%
65 Years and Over	Male: 11.6%	Female: 13.2%	Total: 12.4%
Median Age	Male: 38.6	Female: 39.8	Total: 39.2

Sources:

U.S. Census Bureau, 2014-2018 5-Year American Community Survey
 U.S. Census Bureau, 2018 Annual Population Estimates
 U.S. Bureau of Labor Statistics
 Tennessee State Data Center (2018)

HOUSING & INCOME

HOUSING & INCOME		HOUSEHOLD INCOME & BENEFITS	
Households	71,043	Less Than \$10,000	2.4%
Homeownership Rate	80.6%	\$10,000 to \$14,999	1.4%
Persons Per Household	2.90	\$15,000 to \$24,999	4.1%
Living In Same House 1 Year & Over	84.1%	\$25,000 to \$34,999	3.9%
Median Home Value	\$417,700	\$35,000 to \$49,999	8.0%
Annual Home Sales	6,110	\$50,000 to \$74,999	12.7%
Median Sale Price of Homes Sold	\$477,055	\$75,000 to \$99,999	12.4%
Persons In Households With Income Below Poverty Level	4.3%	\$100,000 to \$149,999	22.7%
Total Personal Income	\$21,984,699,000	\$150,000 to \$199,999	12.1%
Personal Income Per Capita	\$94,872	\$200,000 or More	20.3%
		Median Household Income	\$109,026

PERCENTAGE OF HOUSEHOLDS BY INCOME RANGE

Sources:
U.S. Census Bureau, 2014-2018 5-Year American Community Survey
Tennessee Housing Development Agency (2018)
U.S. Bureau of Economic Analysis (2018)

TAX STRUCTURE

PROPERTY TAX

Property Tax Rate (County)	\$2.22
State Property Tax	None
Assessment Ratio: Residential Property	25%
Assessment Ratio: Farm Property	25%
Assessment Ratio: Commercial/Industrial Property	40%
Assessment Ratio: Public Utility Property	55%
Assessment Ratio: Business Personal Property	30%

SALES TAX

State Sales Tax Rate	7.00%
County Sales Tax Rate	2.75%
Local Sales Tax Collections (FY 2017)	\$96,829,641
Local Sales Tax Collections (FY 2018)	\$107,874,188
Local Sales Tax Collections Growth (FY 2017-FY 2018)	11.4%

STATE BOND RATINGS

Moody's	Aaa
Standard & Poor's	AAA
Fitch	AAA

STATE TAX

State Income Tax on Wages	None
State Income Tax: Interest from Bonds and Notes and Dividends from Stock	1% (Hall Income tax is fully repealed after January 1, 2021)
Excise Tax (State)	6.5% of Tennessee taxable income
Franchise Tax (state)	0.25% of the greater of net worth or real and tangible property in Tennessee. The minimum tax is \$100.
Unemployment Insurance Tax (state)	2.7% of the first \$7,000 in wages for new employers

DEBT PER CAPITA

State Debt per Capita	\$929 (lowest in U.S.)
County Debt Per Capita	\$3,618

Sources:

Tennessee Comptroller of the Treasury (2019)
Tennessee Department of Revenue (2019)
The Tax Foundation (2020)

LABOR FORCE

LABOR FORCE ESTIMATES (2018)

Labor Force	Tennessee: 3,242,754	Williamson: 120,664
Employment	Tennessee: 3,129,078	Williamson: 117,623
Unemployment	Tennessee: 113,676	Williamson: 3,041
Unemployment Rate	Tennessee: 3.5%	Williamson: 2.5%

UNEMPLOYMENT RATE*

2015	Tennessee: 5.6%	Williamson: 4.0%
2016	Tennessee: 4.7%	Williamson: 3.4%
2017	Tennessee: 3.7%	Williamson: 2.7%
2018	Tennessee: 3.5%	Williamson: 2.5%

MONTHLY UNEMPLOYMENT RATE*

Tennessee	Current: 3.6%	12 Months Ago: 3.3%
Williamson	Current: 2.1%	12 Months Ago: 2.2%

UNEMPLOYMENT RATE (BY PERCENTAGE)

Sources:

Tennessee Department of Labor and Workforce Development (December 2018)
U.S. Bureau of Labor Statistics

INDUSTRIES (2019)

INDUSTRY			
Crop and Animal Production	Employment: 179	Establishments: 28	Avg. Annual Wages: \$39,561
Mining, Quarrying, and Oil and Gas Extraction	Employment: 39	Establishments: 2	Avg. Annual Wages: \$70,823
Utilities	Employment: 159	Establishments: 10	Employment: \$141,315
Construction	Employment: 6,269	Establishments: 552	Employment: \$79,133
Manufacturing	Employment: 3,188	Establishments: 181	Employment: \$88,949
Wholesale Trade	Employment: 3,709	Establishments: 793	Employment: \$128,658
Retail Trade	Employment: 15,313	Establishments: 750	Employment: \$41,881
Transportation and Warehousing	Employment: 1,559	Establishments: 100	Employment: \$97,996
Information	Employment: 4,330	Establishments: 389	Employment: \$102,517
Finance and Insurance	Employment: 11,937	Establishments: 761	Employment: \$117,188
Real Estate and Rental and Leasing	Employment: 1,876	Establishments: 345	Employment: \$84,671
Professional, Scientific, and Technical Services	Employment: 15,606	Establishments: 1,625	Employment: \$98,585
Management of Companies and Enterprises	Employment: 9,923	Establishments: 149	Employment: \$128,200
Administrative, Support, Waste Management and Remediation	Employment: 10,875	Establishments: 641	Employment: \$63,233
Educational Services	Employment: 1,834	Establishments: 157	Employment: \$49,417
Health Care and Social Assistance	Employment: 14,580	Establishments: 719	Employment: \$68,541
Arts, Entertainment, and Recreation	Employment: 2,481	Establishments: 307	Employment: \$44,096
Accommodation and Food Services	Employment: 12,630	Establishments: 536	Employment: \$25,221
Other Services (except Public Administration)	Employment: 3,820	Establishments: 774	Employment: \$38,917
Government	Employment: 11,571	Establishments: 52	Employment: \$62,444
Unclassified	Employment: 12	Establishments: 5	Employment: \$54,060
Total	Employment: 155,179	Establishments: 8,874	Employment: \$60,013

UNIQUE OCCUPATIONS*		
Gaming Managers	Employment: 49	Location Quotient*: 9.45
Sound Engineering Technicians	Employment: 99	Location Quotient*: 4.91
Physical Therapist Aides	Employment: 244	Location Quotient*: 4.83
New Accounts Clerks	Employment: 165	Location Quotient*: 4.31
Agents and Business Managers of Artists, Performers, and Athletes	Employment: 102	Location Quotient*: 4.28

KEY CLUSTER	
Advanced Materials	24
Aerospace & Defense	13
Appliances & Electrical	536
Automotive	128
Business Services	22,497
Chemicals	25
Distribution & Logistics	1,565

Film, Music & Entertainment	2,092
Food & Beverage	377
Healthcare & Medical Devices	738

TOP EMPLOYERS

TOP COUNTY EMPLOYERS

Williamson County School District	Est. Employees: 6,173	City: Franklin
Optum, Inc.	Est. Employees: 1,984	City: Brentwood
Nissan North America, Inc.	Est. Employees: 1,800	City: Franklin
County of Williamson	Est. Employees: 1,650	City: Franklin
Schneider Electric USA, Inc.	Est. Employees: 1,600	City: Franklin
United Health Group	Est. Employees: 1,467	City: Brentwood
Williamson Medical Center	Est. Employees: 1,330	City: Franklin
Lee Company	Est. Employees: 1,300	City: Franklin
Comdata Holdings Corporation	Est. Employees: 1,000	City: Brentwood
Ford Motor Credit Company LLC	Est. Employees: 875	City: Franklin

TRANSPORTATION & LOGISTICS

TRANSPORTATION

Nearest Commercial Service Airport	Nashville International
Distance to Nearest Commercial Service Airport	24
Daily Flights At Nearest Commercial Service Airport	380
Nearest General Aviation Airport	Nashville International
Distance to Nearest General Aviation Airport	24.6
Runway Length at Nearest General Aviation Airport	11,030'
Mean Travel Time to Work (Minutes)	27.2
Access of Interstate	I-40 & I-65
U.S. Highways	31, 41, 431
State Highways	6, 11, 16, 46, 96, 100, 106, 246, 247, 248, 252, 253, 396, 397, 441, 840
Nearest Port (From County Seat)	Nashville
Railroads Serving County	CSX

Sources:

Tennessee Department of Transportation

U.S. Census Bureau, 2010-2014 5-Year American Community Survey

EDUCATION

GENERAL STATS

Population Aged 25-64 With High School Degree Or Higher	Williamson: 96.40%	Tennessee: 89.50%
Population Aged 25-64 With Associate's Degree Or Higher	Williamson: 67.90%	Tennessee: 36.70%
Population Aged 25-64 With Bachelor's Degree Or Higher	Williamson: 61.40%	Tennessee: 28.70%
High School Graduation Rate	Williamson: 96%	Tennessee: 89%
College Going Rate	Williamson: 84.50%	Tennessee: 63.40%
Average ACT Score	Williamson: 25.4	Tennessee: 20.2

HIGH SCHOOL GRADUATION RATE

COLLEGE GOING RATE

AVERAGE ACT SCORE

WILLIAMSON COUNTY SCHOOLS

Elementary Schools	Enrollment: 15,831
Middle Schools	Enrollment: 7,921
High Schools	Enrollment: 11,918

FRANKLIN SPECIAL SCHOOL DISTRICT

Elementary Schools	Enrollment: 2,315
Middle Schools	Enrollment: 1,061
High Schools	Enrollment: 0

REGIONAL HIGHER EDUCATION INSTITUTIONS

Middle Tennessee State University	City: Murfreesboro	Enrollment: 22,159
Vanderbilt University	City: Nashville	Enrollment: 12,587
Nashville State Community College	City: Nashville	Enrollment: 9,509
Tennessee State University	City: Nashville	Enrollment: 8,770
Belmont University	City: Nashville	Enrollment: 7,723
Tennessee College of Applied Technology-Murfreesboro	City: Murfreesboro	Enrollment: 6,022
Columbia State Community College	City: Columbia	Enrollment: 5,762
Lipscomb University	City: Nashville	Enrollment: 4,632
Trevecca Nazarene University	City: Nashville	Enrollment: 3,221
Tennessee College of Applied Technology-Nashville	City: Nashville	Enrollment: 1,486
Tennessee College of Applied Technology-Dickson	City: Dickson	Enrollment: 1,006
Meharry Medical College	City: Nashville	Enrollment: 831
Fisk University	City: Nashville	Enrollment: 761
Welch College	City: Nashville	Enrollment: 349
Aquinas College	City: Nashville	Enrollment: 342

Watkins College of Art Design & Film

City: Nashville

Enrollment: 251

Middle Tennessee School of Anesthesia Inc

City: Nashville

Enrollment: 229

Sources:

U.S. Census Bureau, 2017 1-Year American Community Survey,
U.S. Census Bureau, 2013-2017 5-Year American Community Survey
Tennessee Department of Education (2017-2018)
National Center for Education Statistics (2016-2017)
Tennessee Higher Education Commission

† Regional higher education institutions include those within the selected and surrounding counties.

HEALTH & PUBLIC SAFETY

DOCTORS

Number of Doctors 1,086

OVERWEIGHT & OBESITY PREVALENCE

Adults* 25.9%

Children (Grade 8)** 23.8%

REGIONAL HOSPITALS

Williamson Medical Center	Number of Beds: 185	City: Franklin
Healthsouth Rehabilitation Hospital of Franklin	Number of Beds: 40	City: Franklin
Vanderbilt University Medical Center	Number of Beds: 1,051	City: Nashville
Tristar Centennial Medical Center	Number of Beds: 686	City: Nashville
Saint Thomas Midtown Hospital	Number of Beds: 683	City: Nashville
Saint Thomas West Hospital	Number of Beds: 541	City: Nashville
Tristar Skyline Madison Campus	Number of Beds: 385	City: Madison
Tristar Skyline Medical Center	Number of Beds: 385	City: Nashville
Saint Thomas Rutherford Hospital	Number of Beds: 286	City: Murfreesboro
Maury Regional Hospital	Number of Beds: 255	City: Columbia
Tristar Summit Medical Center	Number of Beds: 200	City: Hermitage
Tristar Horizon Medical Center	Number of Beds: 157	City: Dickson
Metropolitan Nashville General Hospital	Number of Beds: 150	City: Nashville
Tristar Southern Hills Medical Center	Number of Beds: 126	City: Nashville
Tristar Stonecrest Medical Center	Number of Beds: 109	City: Smyrna
Trustpoint Hospital	Number of Beds: 101	City: Murfreesboro
Vanderbilt Stallworth Rehabilitation Hospital	Number of Beds: 80	City: Nashville
Select Specialty Hospital - Nashville	Number of Beds: 70	City: Nashville
Curahealth Nashville	Number of Beds: 60	City: Nashville
Marshall Medical Center	Number of Beds: 25	City: Lewisburg
Saint Thomas Hickman Hospital	Number of Beds: 25	City: Centerville
Saint Thomas Hospital for Specialty Surgery	Number of Beds: 23	City: Nashville
Tristar Ashland City Medical Center	Number of Beds: 12	City: Ashland City

Sources:

Tennessee Department of Health (2014)

Tennessee Bureau of Investigation (2014)

† Regional hospitals include those within the selected and surrounding counties.

CLIMATE

CLIMATE

Average High Temperature	70.4°F
Average Low Temperature	47.2°F
Average Annual Temperature	58.8°F
Annual Rainfall	52.84"
Elevation (at County Seat)	655'
Prevailing Winds	Southeast

Sources:

usclimatedata.com (2015)

COMMUNITY INFORMATION

BRENTWOOD

Population (2013)	39,059
Charter Type	General Law Manager-Commission
Local Option Sales Tax Rate	2.25%
City Property Tax Rate	\$0.44
Phone Number	(615) 371-0060
Retire Tennessee Participant	No
Tennessee Downtowns Participant	No
Main Street Participant	No

FAIRVIEW

Population (2013)	8,020
Charter Type	General Law Manager-Commission
Local Option Sales Tax Rate	2.75%
City Property Tax Rate	\$1.00
Phone Number	(615) 799-2484
Retire Tennessee Participant	No
Tennessee Downtowns Participant	No
Main Street Participant	No

FRANKLIN

Population (2013)	66,596
Charter Type	Private Act
Local Option Sales Tax Rate	2.25%
City Property Tax Rate	\$0.41
Phone Number	(615) 791-3217
Retire Tennessee Participant	No
Tennessee Downtowns Participant	No
Main Street Participant	Yes

NOLENSVILLE

Population (2013)	6,131
Charter Type	General Law Mayor-Alderman
Local Option Sales Tax Rate	2.25%
City Property Tax Rate	\$0.15
Phone Number	(615) 776-3633
Retire Tennessee Participant	No
Tennessee Downtowns Participant	No
Main Street Participant	No

SPRING HILL

Population (2013)	31,467
Charter Type	General Law Mayor-Alderman
Local Option Sales Tax Rate	2.25%
City Property Tax Rate	\$0.5767 - \$0.5903
Phone Number	(931) 486-2252
Retire Tennessee Participant	No
Tennessee Downtowns Participant	No
Main Street Participant	No

THOMPSON'S STATION

Population (2013)	2,552
Charter Type	General Law Mayor-Alderman
Local Option Sales Tax Rate	2.25%
City Property Tax Rate	\$0.10
Phone Number	(615) 794-4333
Retire Tennessee Participant	No
Tennessee Downtowns Participant	No
Main Street Participant	No

ADDITIONAL COMMUNITY INFORMATION

ThreeStar Certified County	Yes
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Sources:

Tennessee Municipal Technical Advisory Service

Tennessee Department of Revenue (2015)

Tennessee Comptroller of the Treasury (2015)

U.S. Census Bureau, 2010-2014 5-Year American Community Survey