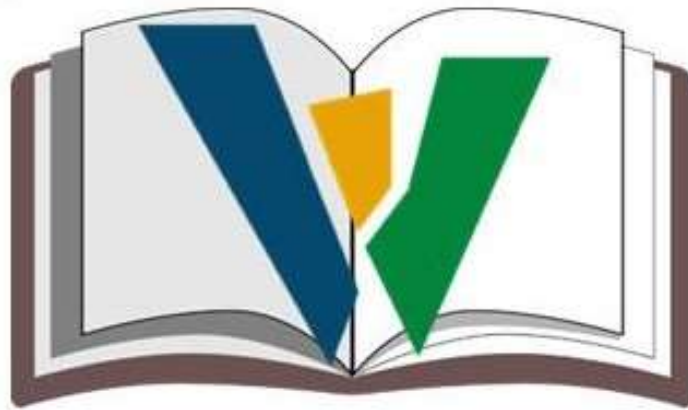




Williamson County Public Library

Strategic Plan, 2020-2023



Prepared By: Strategic Plan Committee



STRATEGIC PLAN COMMITTEE MEMBERS:

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LON MAXWELL, BRANCH MANAGER (BETHESDA/COLLEGE GROVE)

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JEFFIE NICHOLSON, ADULT SERVICES MANAGER

JENAN MERRILL, TRUSTEE

AMY BAGGETT, TRUSTEE

PLAN APPROVED BY BOARD ON 4/15/2021

PROGRESS TO BE EVALUATED AT THE END OF EACH FISCAL YEAR

PLAN TO BE REVISITED AND REVISED IN 2023



INTRODUCTION

The committee to create this strategic plan was assembled at the behest of the Williamson County Public Library Board of Trustees. For the first time, it was decided that library employees would play an integral role in the planning process. The committee membership was balanced to represent the staff in its entirety and to ensure a collective acceptance. Members came from diverse departments of the main library, including Adult Services, Technical Services, Circulation, and Administration. This group encompassed both management and other personnel. Likewise the staff and managers of the branch libraries were represented to bring a perspective that spoke to the needs of their sections of the county.

The focus of the committee's work was to create a series of long reaching goals to guide the library system's path for the next few years. The task was focused on laying out a pathway using specific goals that were achievable and measureable. Much of the planning process centered on expanding library use by both current patrons and potential patrons. A secondary goal of creating focused collections for the communities served by our locations was included, with each one dedicating some of their shelf space to specifically cater to local needs and tastes. The committee created and utilized a survey, to obtain feedback from existing library users and from those we hope will become future library users. Utilizing both the input from staff and the community, the Strategic Plan was formulated.

VISION

Cultivate an environment for lifelong learning, growth, and connection.

MISSION

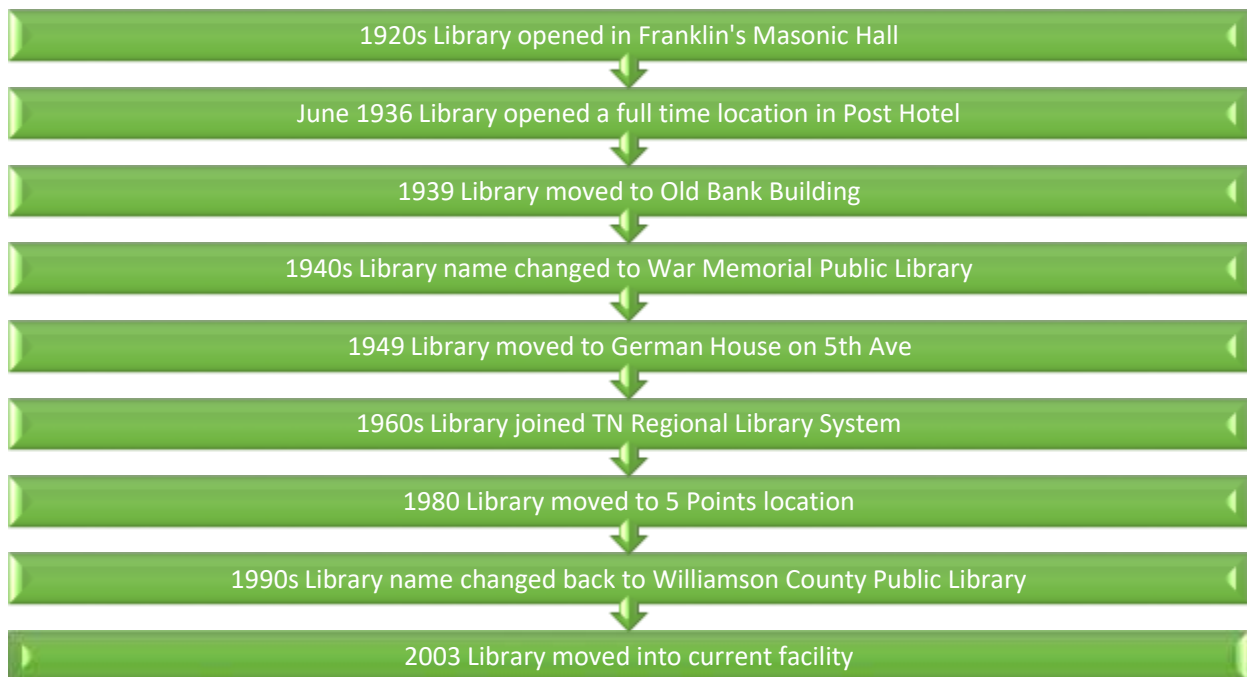
Create a diverse and accessible atmosphere that provides windows to the past, pathways to the future, and enrichment of the community in the present.

SYSTEM CHRONOLOGY

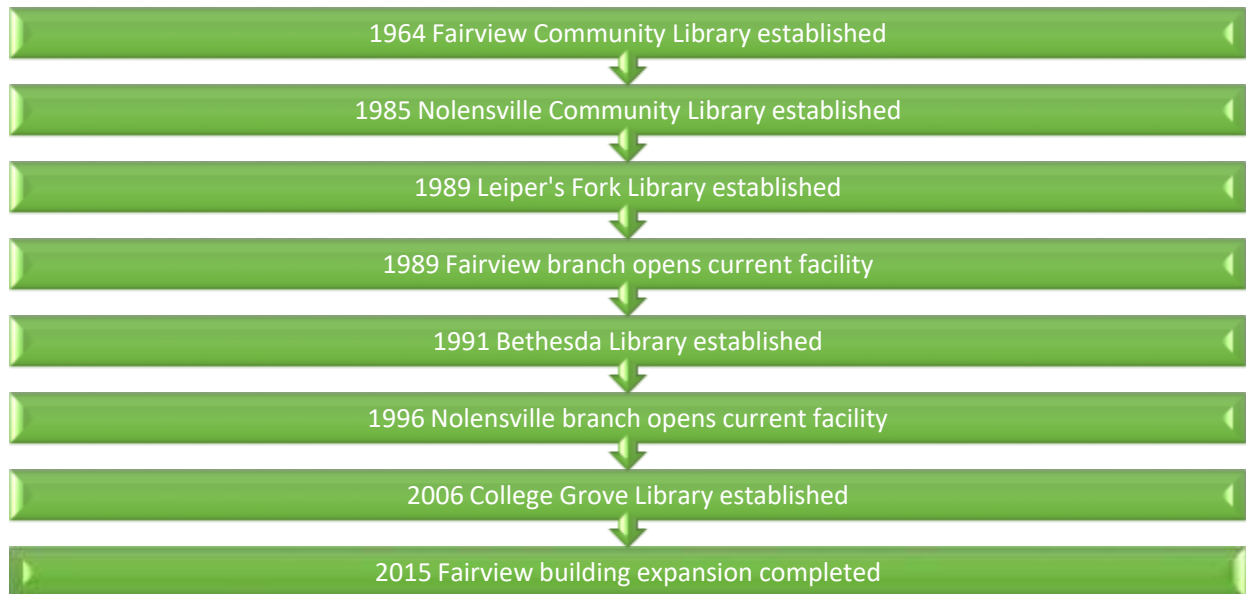
Williamson County Public Library is comprised of the main location in Franklin and five branch libraries scattered throughout the county. The entire system is built upon a foundation of volunteerism, community collaboration, and resource sharing, evident throughout its history₂.



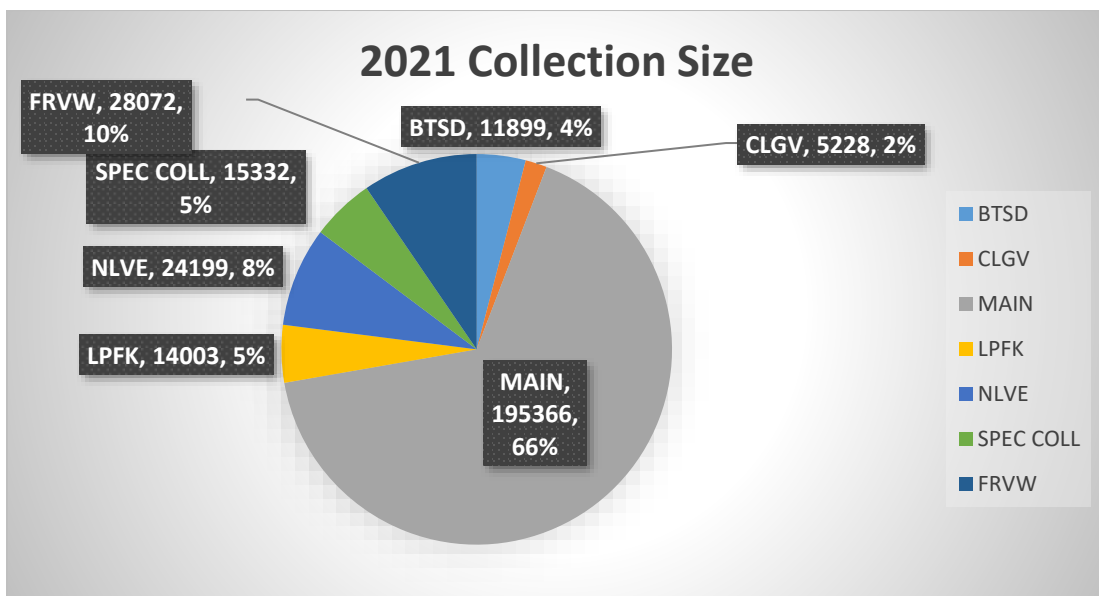
Main Location: The main library has, in some form, been operating for almost 100 years. It originated in the 1920s in the Masonic Hall on 2nd Avenue in downtown Franklin with a few books donated by the American Legion. The early success of the library prompted multiple moves over the following decades to gain more space for the growing collection. The current facility, which the library has inhabited since 2003, is approximately 50,000 square feet and is located on Columbia Avenue.



Branch locations: All of the branch libraries were originally established through local volunteer efforts. Multiple community groups banded together to start Fairview’s library in a coin operated laundry. The Nolensville and Leiper’s Fork libraries were formed by community groups and located in facilities that formerly operated as schools. Bethesda followed suit, as did College Grove. Each branch was established as community needs warranted more localized resources.



Our entire collection originated from community donations and has grown to the 294,099 items we cultivate today. The history of the library and its evolving role within our community must be taken into account when envisioning the system’s future. These factors are embedded in our mission and will impact our approach to our patrons, our collection, and our service offerings.



POPULATION PROFILE

The population of the county, according to the 2019 census³, is 238,412. When examined as a single entity, there appears to be little diversity in the County. 89.2% of the population is white, 4.7% is Hispanic and Latino, and 4.1% Black and African American. 59.9% of the population is between the ages of 18-64, and the County as a whole is fairly wealthy and educated, with a median household income of \$109,102 and 61.40% of the population between the ages of 25-64 holding a Bachelor's Degree or higher.

However, when individual communities served by the various WCPL branches are examined in finer grain detail, significant diversity emerges. For example, while County-wide, there is only 4.1% Black and African American residents, it is important to note that almost the entirety of that segment of our population lives in Franklin, where there is a historically important African American presence. Conversely, while the majority of County residents are highly educated and comparatively wealthy, this does not reflect the significant number of patrons who reside in more rural areas of the county. Many of these residents, whose income falls below the median, utilize our branch locations.

As the demographics of our County continue to change, our collections should reflect the interests of the physical communities our branches serve. To that end, the strategic planning committee composed a survey of library non-users in Williamson County. 778 individuals participated. Among the 89 people who answered the age question, 23 were between the ages of 45-54 and 23 between the ages of 65+. Among current library users who participated, there were several survey comments regarding a desire to see more diversity in our collection. In addition, survey participants wished to see more popular materials and eBooks in the collection. This feedback assisted in the formulation of the goals and strategies herein.

“Q17 How likely is it that you would recommend this library system to a friend or colleague?”

DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
6.01% 31	15.89% 82	78.10% 403	72

GOALS AND ACHIEVEMENT STRATEGIES

GOAL 1 - EXPAND COMMUNITY OUTREACH: *Increase patron and general public awareness of programs, materials, and services that engage the community.*

ACHIEVEMENT STRATEGIES:

1. Provide institution cards to organizations
 - a. Expand card services to assisted living communities
 - b. Review WCPL's institutional card policy and make necessary changes
2. Cultivate and maintain relationships with local school systems
 - a. Carry out card drives on a yearly basis
 - b. Review WCPL's card policy for patrons under age 18
3. Create and implement engaging card drive challenges for the general public to increase the percentage of cardholders within the county and in surrounding counties
4. WCPL will increase physical and virtual programming from fiscal year 2021 to fiscal year 2022; success to be measured through an annual narrative report

GOAL 2 - IMPROVE COLLECTION RELEVANCE: *Adapt physical, digital, and technology collections to reflect interests and needs of patrons.*

ACHIEVEMENT STRATEGIES:

1. Create and adhere to a Collection Development plan that will maintain collection currency and diversity by encompassing the following:
 - a. Assess materials in the circulating collection using the CREW (Continuous Review, Evaluation, and Weeding) method; note that circulating materials at branches that focus on the local community of that branch are exempt from this at the discretion of the branch manager
 - b. Reference materials that are utilized will be scanned as in house so weeding assessments can be made on the non-circulating collection
 - c. Special Collections Department to be weeded at the discretion of the departmental librarian
2. Refine acquisitions process and re-evaluate circulation rules in order to reduce the average wait time for the newest and most popular materials
3. Adhere to the established Technology Plan⁴ which will allow staff and patrons access to current devices and resources

GOAL 3 - REFINE ORGANIZATIONAL STRUCTURE: *Develop an organizational structure that is clear and effective.*

ACHIEVEMENT STRATEGIES:

1. Maintain an organizational chart₅ that accurately reflects the current organizational structure, to be reviewed every 3 years
 - a. Institute a performance evaluation policy by fiscal year 2021-2022
 - b. Design and implement a standardized introductory process for newly hired staff and an evaluation process for exiting staff
2. Investigate possibilities for hiring a Systems Librarian within our current organizational structure; success to be measured through a narrative report due March of 2022 OR the hiring of a Systems Librarian

GOAL 4 - ORCHESTRATE FACILITY ENHANCEMENTS: *Maximize function and use of current spaces to create a welcoming and purposeful environment.*

ACHIEVEMENT STRATEGIES:

2. Set parameters for staff to maintain a “welcoming spaces and faces” tone per department and location
 - a. Improve entry areas
 - b. Create engaging spaces in both Children’s and Young Adult departments
3. Complete a space study of all locations; success to be measured by narrative report compiled by branch staff and patrons
 - a. Main library during FY 21/22; areas to be addressed will include additional community spaces, gathering spaces (study rooms and/or corners), flexibility of shelving and furniture for larger programs
 - b. Branch libraries during FY 22/23; areas to be addressed will include flexibility of shelving, utilization of existing spaces, and potential for expansions



Reference links:

1. User Survey: <https://www.surveymonkey.com/stories/SM-GLCWPRLC/>
Non-User Survey: <https://www.surveymonkey.com/stories/SM-DBK2T852/>
2. <https://www.wcpltn.org/258/Library-History>
3. <https://www.census.gov/quickfacts/fact/table/williamsoncountytennessee/POP060210>
4. <https://www.wcpltn.org/448/Technology-Plan>
5. <https://www.wcpltn.org/DocumentCenter/View/1254/Org-chart-CURRENT-2021->

Williamson County Public Library Locations

Williamson County Public Library (Main Location)

1314 Columbia Avenue

Franklin, TN 37064

(615)595-1277

Bethesda Public Library (Branch Location)

4905 Bethesda Road

Thompson's Station, TN 37179

(615)790-1887

College Grove Public Library (Branch Location)

8607 Horton Highway

College Grove, TN 37046

(615)368-3222

Fairview Public Library (Branch Location)

2240 Fairview Boulevard

Fairview, TN 37062

(615)224-6087

Leiper's Fork Public Library (Branch Location)

5333 Old Highway 96

Franklin, TN 37064

(615)794-7019

Nolensville Public Library (Branch Location)

915 Oldham Drive

Nolensville, TN 37135

(615)776-5490