



mcpl

Strategic Plan 2024-2026

APPROVED BY THE MCPL BOARD OF TRUSTEES ON DECEMBER 13, 2023

Monroe County Public Library 2024–2026 Strategic Plan

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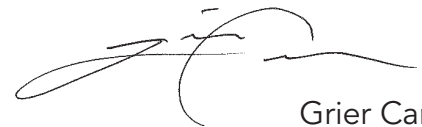
To Our Patrons, Neighbors, and Greater Community

On behalf of the Monroe County Public Library, our staff, and our Board of Trustees, I'm pleased to share with you this overview of the Library's 2024–2026 Strategic Plan. This plan will inform much of the work we do over the next three years, and it will serve as a set of guidelines for how well we are meeting your needs as we look to expand, refine, and continue the services you value most.

The Library has changed since our last strategic plan was developed back in 2020. After successfully navigating the hurdles of the COVID-19 pandemic by providing flexible, contactless, and virtual service options, we've seen a strong rebound of physical item circulation, in-person program attendance, and community room reservations—all of which confirm how valuable our Library facilities and services are to our patrons. We opened our new Southwest Branch Library to great fanfare and embracing support, and we are now operating as a three-branch library system reaching more and more people across Monroe County. At the same time, the modern workplace is changing, and we understand that ongoing institutional reflection, adaptation, and inclusion are key to becoming a truly great place to work. The last three years have found us reflecting deeply on who we are as an organization, and we're ready to embrace the goal of becoming an employer of choice throughout the region. We're proud of these and many other examples of our work, and we hope that has translated into the kind of excellent Library service you expect from MCPL.

Perhaps one of the greatest points of pride for any library is a commitment to intellectual freedom. The idea that library patrons have the right to explore or ignore whatever they find within our collections is not only fundamental to our collection development policy but is also the very foundation of our identity as an organization. We share this strategic plan at a time when, on a national scale, the notion of intellectual freedom itself is being questioned. In this, our 203rd year of service, we proudly and unambiguously reaffirm our commitment to intellectual freedom and the right of everyone in Monroe County to read, watch, listen to, play, or otherwise engage with library materials—to explore what interests them and to ignore what bores or offends them—and, above all, to respect the right of their neighbors and fellow patrons to do the same. That is the essence of equitable and impartial access, and it is something every library strives to uphold.

I'd like to thank our MCPL staff—the dedicated professionals who support our community and embody the spirit of cooperation and service that defines great public library work. I'd also like to thank our Board of Trustees—an equally-dedicated group of community members who come together as a governing body to help guide and support this remarkable institution. Finally, I'd like to thank you—our patrons, neighbors, and community partners; your valuable feedback has provided the framework for this strategic plan. We look forward to continuing to provide excellent service while striving to position MCPL as a leader and beloved space for lifelong learning.



Grier Carson
Library Director



Monroe County Public Library 2024–2026 Strategic Plan

Mission

The Library strengthens our community and enriches lives by providing equitable and impartial access to information and opportunities to read, learn, connect, and create.

Vision

A knowledgeable, inclusive, diverse, and engaged community empowered by the Library.

Goals

- Provide free and equitable access to information, materials, and services
- Support reading, lifelong learning, technological literacy, and other essential life skills
- Facilitate and promote inclusive, diverse, and respectful dialogue in safe and welcoming spaces
- Adapt and respond to community and partner needs



Values

- Accessibility
- Respectful Discourse
- Diversity
- Inclusiveness
- Integrity
- Intellectual Freedom
- Lifelong Learning and Literacy
- Safety
- Service
- Stewardship

Financial Stewardship Statement

The Library's primary sources of revenue are property taxes and local income tax (LIT). The Library has been very fortunate in the past decade to see a pattern of continued growth in both of these areas of revenue. Looking forward, the pattern of growth in revenue seems likely to continue as personal income for Indiana residents rises from year to year. Property values continue to rise which explains why the library tax rate has declined in recent years from around 9¢ per \$100 AV to about 8.5¢.

The new Southwest Branch opened to the public in June of 2023. The new cost structure is settling in and, as it does, the Library will be starting to look at annual operating surplus projections. Potential surplus funds may be used to finance future Library service expansion when the new bond renewal occurs in 2027.

Intellectual Freedom Statement

Informed by the Library's strategic plan, MCPL builds its collections for all Monroe County residents by assessing community needs and considering the interests of intended audiences. A diverse collection of physical and digital resources supports the Library's mission, vision, goals, and values. Intellectual freedom is the core tenet of collection development. Library material meeting the selection criteria is not excluded because of the origin, background, or views of those contributing to its creation, and the Library's collection may include items that are considered controversial and may offend some users. The Library affirms the rights of all individuals to choose whether or not to read something from the collection and to form their own opinions about resources they choose to read, watch, or experience.



Monroe County Public Library 2024–2026 Strategic Plan

Monroe County Public Library in 2023

The Monroe County Public Library (MCPL) serves an estimated 140,000 county residents across Bloomington and Ellettsville, Indiana. The Library also welcomes approximately 47,000 Indiana University undergraduate and graduate students throughout the academic year.

MCPL has three library facilities: the Downtown Library on Kirkwood Avenue, the Ellettsville Branch on Temperance Street and State Road 46, and the new Southwest Branch on West Gordon Pike. MCPL provides vibrant and dynamic community gathering places, including meeting rooms and event spaces where individuals of every age can read, learn, connect, and create. Community members value and promote a library that is inclusive, supportive, and low-barrier for everyone.

Adult Services

MCPL's Adult Services provides opportunities for patrons aged 18 and up throughout the county by partnering with many area agencies and allies to provide programs on a variety of topics including basic finance, technology, health and wellness, crafting, book clubs, and more. Adult Services also hosts the Nonprofit Central Resource Center which addresses the unique information needs of local nonprofit organizations, helping them increase their fundraising and resource development, and strengthening the collaborative environment in which they operate. Adult Services recently increased offerings for emerging adults aged 18 to 32, providing programs that develop life skills and create peer networking opportunities in a relaxed, social atmosphere.

Children's Services

Early literacy, play, and STEAM exploration are built into the Library's birth–6 and Tween spaces. In the community, staff provide early literacy support for Head Start locations and other preschool facilities through onsite programming, book deliveries, and Every Child Ready to Read workshops.

Teen Services

Teen patrons aged 12–19 have their own dedicated spaces at all three MCPL locations which foster teen leadership, creativity, collaborative work, quiet study, and recreation. They include DIY design studios, board games, video games, virtual reality, and more.

“I love the Library because they truly are a beacon of resource access for the entire community. Everyone from infants to seniors can find resources for entertainment, education, networking, and assistance. I am so proud to have such an outstanding local Library!”

Rebecca, MCPL Patron



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Outreach Services

The Bookmobile travels to rural locations around the county and visits more than 25 locations during its six days of operation each week. The Library provides personalized delivery of materials to Monroe County residents who are unable to visit due to physical disability, extended illness, or significant transportation problems through its Homebound Service. Additionally, the Outreach Van provides Library materials to residents of assisted-living and senior-living facilities. The Library's Outreach Services department also circulates approximately 1,000 books each month to an estimated 200 inmates at the county jail.

Outreach Services hosts Volunteers in Tutoring Adult Learners (VITAL). VITAL provides a safe and respectful learning environment for adults who want to improve their reading, writing, math, or English-language skills. It also helps learners prepare for the high school equivalency exam, driver's license test, and citizenship test.

CATS

Established in 1973, Community Access Television Services (CATS) provides coverage of local events, government meetings, and telecasts, all of which are dedicated constitutional forums for the purpose of providing citizens of Monroe County with access to the distribution of information, opinion, and other constitutionally protected forms of speech. In 2024, CATS will celebrate its 50th anniversary serving the Monroe County community.



Monroe County Public Library 2024–2026 Strategic Plan

Awards and Certifications

2022 Equity Spotlight Award from MCCSC Marian Armstrong Exhibit Committee

The Monroe County Community School Corporation Equity Spotlight Award recognizes student organizations, community partners, and faculty and staff members for their commitment to fostering an inclusive learning environment reflective of our mission, vision, and core values.

2023 Best Places to Work Community Innovation Awards

The Best Places to Work awards happen across the nation every year. Here in Monroe County, Best Places to Work celebrates our community's top employers. Surveys are distributed to nominated companies and weighted scores are compiled from employees (2/3) and the employer (1/3) to determine the final rankings.

2023 Kanopy Contest Third Place Winner

The online streaming platform Kanopy's "Adventure Never Ends" Contest provided a variety of role-playing game materials to use for future Library programs.



Dementia-Friendly Level 2 Certification



Monroe County Public Library 2024–2026 Strategic Plan

Improvements Summary 2021–2023

Operations and Administration

- The Library conducted a system-wide service model and workplace review focusing heavily on systemic procedures, staff roles and support, departmental structure, internal communications, and overall workplace norms and values. The result of this work has been a new operational service model, the creation of new departments and the modification of legacy departments, and the creation of new positions all aimed at strengthening, streamlining or otherwise improving public service for patrons.
- The Library completed a significant compensation study resulting in a new compensation philosophy, wage structure, and benefits package. The purpose of this project has been to attract and retain top talent within library services, information services, and related fields and to better support Library staff working and living in our thriving community.
- The grand opening of our Southwest Branch Library included a public event on June 9 with over 6,000 attendees over a 5-hour period. The Southwest Branch project began in earnest in 2018 with a feasibility study followed by the bidding and contract award process, groundbreaking in September 2021, construction from September 2021 through May 2023. The new Southwest Branch has so far been featured in the annual Year in Architecture issue published by *Library Journal*.
- 20 solar panels were installed on the roof of the Downtown Library thanks to a generous grant from the City of Bloomington.

Content and Circulation

- The Library adopted the digitized *Herald-Times* Archives via NewsBank in response to community need and evolving state of local journalism in the 21st century.
- The Library updated its Collection Development Policy, focusing heavily on intellectual freedom and patrons' right to request reconsideration of Library materials, programs, and displays.

“It’s just hard to believe that a city as small as Bloomington, a county the size of Monroe County, has a Library this great—continually modernizing and bringing new materials into the collection. We love our Library!”



MCPL Patron



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Children’s Services

- The Library hosted classes of 5th and 6th grade students from Templeton, Fairview, and The Project School in February 2022 to experience the Teen Space and view the special exhibit, “Our Voice: Celebrating the Coretta Scott King Illustrator Awards,” sponsored by the Friends of the Library.
- A new Tween Space was created in the existing Children’s Department of the Downtown Library. Special furniture, games, and other interactive materials—and a dedicated digital monitor for programming—have all been installed and enhanced over the past three years. These improvements have given a voice to a demographic who did not previously have one at MCPL.

Teen Services

- The Library added monthly outreach visits to Bloomington high schools and middle schools, including the distribution of 200 kits three times a year for back-to-school and finals weeks.
- Adopted three annual after-hours dances, including Zombie Prom, Masquerade Ball, and Know Your Glow, each of which sees between 70 and 100 teen attendees

Adult Services

- A new partnership with HealthNet was created, which includes a caseworker and nurse practitioner visiting the Library every Tuesday to assist patrons who are experiencing homelessness with anything from medical needs to applying for housing. HealthNet also trains Library staff about their services and how they are able to help our patrons.
- A new service/audience area focusing on “emerging adults”—those between ages 18–32—who are aging out of our teen spaces was created.

Outreach Services

- A brand-new, uniquely-customized Outreach Van for lobby stop services at senior and assisted living facilities was acquired.
- The Mobility Aids Lending Library was developed to distribute donated mobility devices to those who need them in conjunction with the Bloomington Council for Community Accessibility.



Monroe County Public Library 2024–2026 Strategic Plan

- 118 VITAL volunteers provided learning opportunities for 386 adults focused on improving their reading, writing, math, and English language skills as well as passing driver's license test, High School Equivalency test, U.S. Citizenship test, self-sufficiency skills, and community engagement.

Ellettsville Branch

- A donation garden was developed in partnership with Purdue Extension Monroe County, providing an average of 120 pounds of produce to Pantry 279 on an annual basis.
- The Library hosted the Richland Bean Blossom School Corporation lunch truck, helping to provide over 1,000 free lunches to community youth per year.

Southwest Branch

- The Library partnered with Purdue Extension Monroe County, People's Cooperative Market, and Mother Hubbard's Cupboard to host nearly 20 cooking programs for patrons age 8 and up in the new Teaching Kitchen. The presenters have used local produce and recipes from local farmers.

CATS

- CATS acquired new and improved field equipment for meeting coverage thanks to the 2021ARPA grant, and added streaming hardware in the field along with new live stream tabs to the CATS website to facilitate additional live-streaming of government meetings and events.

Friends of the Library

- MCPL Foundation raised \$650,000 for the new Southwest Branch.
- MCPL Foundation and the Friends of the Library worked closely with Library Administration to establish a Naming Policy for major donors.



Monroe County Public Library 2024–2026 Strategic Plan

Community Feedback

Process

The Library convened a Strategic Road Map Team composed of staff representatives to lead the planning process. The team determined the process for gathering community feedback on how the Library continues to serve the needs of Monroe County residents and how the Library might expand and/or improve services going forward. The team also determined the process for gathering staff feedback on how the Library supports and engages employees and the ultimate impact of employee engagement efforts on providing excellent public service.

The Team conducted its work from April to November 2023 by way of community surveys, partner conversations, and Library staff surveys and discussions. The survey was posted to the Library's website on April 10, and over 62,000 surveys were distributed to Library patrons by mail on July 19. Print copies of the survey were made available at all Library locations from July 19 to August 31. Staff surveys were distributed on October 9 and were completed by November 2.

The Team received 1,744 community survey responses and 72 staff survey responses. Quantitative results were analyzed to determine most commonly-expressed needs and/or use on the part of Library patrons, while qualitative feedback accompanied each question and served to provide additional insight into specific areas of service development. The Team then discussed how the feedback should guide the Library's action items over the next three years and how those actions either build on existing services or lead to new service opportunities. The Team also considered how community and staff feedback reflected wider societal conversations surrounding the role of public libraries in the 21st century.

Results

When survey respondents answered how the Library could better serve them, clear and familiar themes emerged. These themes are group under three broad categories:

Content and Circulation

- More adult print books
- More eAudiobooks
- More non-traditional circulating items (i.e., the Library of Things collection)

“As a college student who is not from Bloomington, getting my MCPL card was a way to feel more at home. I have been able to save money on class books, enjoy literature for fun, and I LOVE the book sale! The Library is a safe space that just feels comfortable. Thank you for taking care of our community.”

Anna, MCPL Patron



Monroe County Public Library 2024–2026 Strategic Plan

Programs

- More health and wellness programs
- More technology programs (both introductory and advanced)
- More science, technology, engineering, art, and math (STEAM) programs
- More programs for homeschooled children and their families
- More opportunities and scheduling options for program attendance

Spaces

- An enhanced focus on maintaining safe and enjoyable spaces and opportunities for all patrons
- Updated signage, furniture, and other aspects of spaces at the Downtown Library
- Explore new uses for existing spaces at the Downtown Library, including the Level Up Digital Creativity Center, the Silent Reading Room, the Library of Things Collection room, and the Indiana Room
- Continue developing the Ellettsville Branch and Southwest Branch facilities and grounds to provide additional opportunities for programs and casual use



Monroe County Public Library 2024–2026 Strategic Plan

Professional Development Strategy

In support of the strategic plan, Library administration commits to identifying and providing opportunities for continued, individualized, and job-embedded staff development. The objective of staff development will be to improve Library service skills in support of the Library's public service mission and to facilitate ongoing career development for all employees.

To ensure each employee's success, the Library commits to:

- Using an enterprise platform to develop and deploy a performance management program for every employee with professional development at its core.
- Creating a transparent process for each department to use professional development funds to achieve yearly development goals for their staff.
- Supporting Organizational Development, Technology Integration, and ILS Coordinator positions as they lead staff development work throughout the Library.

Collaboration with Other Public Libraries and Community Partners

Local Organizations

Many of the programs and services provided by the Library are due to collaboration and partnership with local organizations, schools, and government entities. These partners provide expertise, data, and in some cases personnel, which increases the capacity or reach of the Library into the community.

The Friends of the Library

The Library works very closely with The Friends of the Library who support the mission, vision, and values of the Library. The Friends advocate for Monroe County Public Library and support Library collections, services, programs, and staff development.

The Library partners with Indiana University in many ways. A new partnership with the School of Social Work provides the Library with interns to improve staff training and services to patrons in need. The Library has also had recent partnerships with the School of Optometry and with Cox Scholars in four-year mentoring roles for our teen patrons. Librarians also play an active role in presentations to classes of Library students in the Luddy School of Informatics, Computing, and Engineering, providing their expertise and experience in practical Library topics.

Children's and Teen services partner with multiple youth service organizations, including the Boys and Girls Clubs, Girl Scouts, Scouts, the Monroe County YMCA, Bloomington (and Monroe County) Parks and Recreation, among others, to promote Library services, provide opportunities for collaborative activities, and to share information and learning and teaching moments.

MCPL partners with other Indiana public libraries in a number of ways, many of which involve peer-to-peer connections and professional development. Recently, the Library has begun an ongoing partnership, both virtually and in-person, with Johnson County Public Library to share experiences, expertise, and resources.



Monroe County Public Library 2024–2026 Strategic Plan

Strategic Goal 1

Facilitate and support intellectual freedom for all patrons through proactive and responsive collection development

Strategies

- Adopt new strategic approaches to the development of popular and critical collections, including print and electronic books and media, Library of Things, and digitized materials

Action Items

- » Enhance awareness of lesser-known and under-used collections
- » Adopt and implement a new online catalog discovery interface (i.e., Vega Discover)
- » Define and implement a development plan for Library of Things collection, including cataloging of in-house materials
- » Update digitization plan with priority for local history content

- Explore new marketing and promotional strategies for Library collections to connect with new Library patrons

Action Items

- » Regularly spotlight resources that develop patron literacy and continued learning
- » Create and maintain inclusive branding guidelines for all communications and marketing purposes, including ADA design compliance with accessible and inclusive language
- » Select tactics and marketing avenues that connect with patrons on platforms they already use

- Develop new community messaging and outreach strategies to explain and emphasize the importance of every patron's right to read
- Identify and pursue opportunities to connect with and advocate for peer libraries specific to issues surrounding intellectual freedom in public libraries
- Engage staff in workshops and training opportunities surrounding intellectual freedom, reconsideration processes, and the role of public libraries in providing free and equitable access to content



Monroe County Public Library 2024–2026 Strategic Plan

Strategic Goal 2

Promote and support literacy, learning, and digital equity through programming and services

Strategies

- Adopt strategic approaches to program proposal and evaluation

Action Items

- » Adopt consistent proposal and evaluation methods across all audience levels
- » Improve system-wide program coordination and marketing strategies
- » Solicit ongoing and streamlined participant feedback to better gauge program impact and interest

- Focus new programming on learning and development for the public

Action Items

- » Expand program offerings for emerging adults ages 18–32
- » Increase volume of public access to technology and staff-led technology assistance and literacy
- » Expand homeschooling support programs and resources
- » Support student learning about essential life skills through STEAM initiatives with maker activities and craft programs

- Develop staff scheduling and workflows that ensure we offer the right programs at the right times to the right patrons



Monroe County Public Library 2024–2026 Strategic Plan

Strategic Goal 3

Develop unique, welcoming, safe, and secure physical spaces for patrons of all backgrounds and experiences

Strategies

- Review and update behavior policy, rules enforcement, and patron engagement strategies and practices

Action Items

- » Review and improve patron behavior policy
- » Review and improve existing incident report system and procedures

- Repurpose and/or rebrand existing spaces within the Downtown Library

Action Items

- » Update Downtown Library directional signage
- » Reconsider Digital Creativity facilities locations and resources to improve accessibility for all audiences
- » Upgrade and possibly expand numerous quiet areas of the Downtown Library

- Develop additional Southwest Branch outdoor spaces, resources, and accessibility solutions

Action Items

- » Install additional sidewalks and sidewalk connectors to increase accessibility for Batchelor Middle School students and faculty
- » Explore options for nature walks, story walks, and other outdoor enhancements for Library programming and open public use
- » Coordinate community art project featuring outdoor sculptures for plaza



Monroe County Public Library 2024–2026 Strategic Plan

- Improve access to and engagement with Ellettsville Branch spaces and facilities

Action Items

- » Install permanent bike parking solution near entrance
 - » Extend sidewalk connector from public sidewalk to Library parking lot
 - » Repurpose outdoor space between existing Ellettsville Branch parking lots
 - » Enhance art gallery and programming wing
- Begin planning for Bookmobile replacement in 2028

Strategic Goal 4

Identify and cultivate new partnerships in order to create community connections and expand the Library's reach

Strategies

- Define "Library partnership," its evaluation process, and the expectations for shared commitments and mission alignment between the Library and partner organizations

Action Items

- » Implement partnership program and reservation software upgrades
- Explore and pursue new community partnerships throughout Monroe County
 - Focus on underserved populations and locations

Action Items

- » Expand Teen Services outreach to area youth-serving agencies, schools, and homeschool families to cultivate a wider range of targeted partners
- » Increase access to CATS community collection and public channel



Monroe County Public Library 2024–2026 Strategic Plan

Strategic Goal 5

Ensure excellent public services by investing in competitive staff retention and development strategies to become an employer of choice among peer organizations

Strategies

- Build on new recruiting practices and strategies for attracting and retaining top talent across librarianship and related fields
- Adopt Continuous Improvement thinking and action into workplace philosophy, policy review, and practical decision-making
- Enhance employee lifecycle program, including new staff-wide professional development and performance management processes

Action Items

- » Develop an intuitive, communication-based performance management program that reaches all levels of staff and promotes development and supervisor-report relationships throughout the Library
- » Create a transparent and equitable professional development program which serves the needs of each individual employee, as well as each specific department
- » Provide monthly in-house training and development opportunities

- Commit to ongoing compensation reviews and updates

Action Items

- » Continue working with outside consultants to conduct iterative wage schedule reviews
- » Continue to review peer organization compensation models

- Develop communication norms, solutions to workload imbalances, and support staff roles/responsibilities with structural solutions

Action Items

- » Conduct job description and scope reviews to allow more time for training
- » Pace and prepare for significant internal changes through systematic discussion, feedback, and roadmapping



Monroe County Public Library 2024–2026 Strategic Plan

- Continue to explore the possibility for flex and hybrid work policies where appropriate

Action Items

- » Adopt new Human Resources information system with simplified timesheet and scheduling functionality
- » Complete staff survey and feedback process to gauge needs, interests, and opportunities for flexible scheduling
- » Review personnel manual for necessary updates

“We’re so thankful for our librarians and all the cool services provided to us here. We especially love the Bookmobile! It is always there for us with ideas, smiles, and of course loads of books! Thanks for always being there for us and encouraging our readers to grow.”

MCPL Patron



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Monroe County Public Library 2024–2026 Strategic Plan

Life Cycle Maintenance—Updated November 20, 2023

Facility Part or Equipment	Facility	Life Cycle	Maintenanc				Installation	Estimated
Elevator 1 (north public)	Downtown	20 years	annual	\$ 3,000	\$ 56,000	Y	May-96	2023
Elevator 2 (south public)	Downtown	20 years	annual	\$ 3,000	\$ 56,000	Y	May-96	2023
Auto door opener 1 (accessible)	Ellettsville	20 years	as needed		\$ 2,000		approx. 2004	2024
Auto door opener 2 (accessible)	Ellettsville	20 years	as needed		\$ 2,000		approx. 2004	2024
CCTV System	Downtown	10 years	as needed		\$ 50,000	Y	2017	2024
DMP Access Control	Ellettsville	10 years	as needed		\$ 8,000	Y	2015	2024
Roof 1970 building	Downtown	20 years	annual		\$ 125,000		2005	2025
Vehicle-Black Dodge van	MCPL-Wide	20 years	annual	\$ 500	\$ 25,000		2006	2026
Cooling towers	Downtown	30 years	annual	\$ 500	\$ 50,000		1996	2026
Bookmobile	MCPL-Wide	15–20	as needed		\$ 200,000		2011	2026
Server room a/c unit	Downtown	20 years	annual	\$ 100	\$ 46,000		2006	2026
Master Control (CATS) Air	Downtown	20 years			\$ 20,000		2017	2027
Vehicle-Honda	MCPL-Wide	20 years	annual	\$ 500	\$ 25,000		2008	2028
Parking lot resurface/reseal	Southwest	5 years	as needed		\$ 15,000		2023	2028
AHU2 (1 motor)	Downtown	15 years	bi-annual	\$ 200	\$ 3,500		2015	2030
Auto sliding doors. Cost per door	Downtown	15 years	annual	\$ 1,000	\$ 12,500	Y	2015	2030
Fire alarm panel	Downtown	15 years	annual	\$ 350	\$ 6,000	Y	2015	2030
Fire field devices	Downtown	15 years	annual	\$ 350	\$ 10,000	Y	2015	2030
Generator	Downtown	35 years	bi-annual	\$ 1,800	\$ 100,000		1996	2030
Secondary Pump motors 40hp,	Downtown	15 years	bi-annual	\$ 100	\$ 6,000		2015	2030
Security system (Honeywell entry,	Downtown	15 years	annual	\$ 100	\$ 4,000		2015	2030
Sump pump 1 plus backup	Downtown	15 years	as needed		\$ 4,440	Y	2015	2030
Sump pump 2	Downtown	15 years	as needed		\$ 4,440	Y	2015	2030
Roof	Ellettsville	40 years			\$150,000.00		1990	2030
sump pump outside teen center	Downtown	15 years	as needed	unsure	\$ 15,000		2016	2031
Security camera system	Downtown	15 years	N/A	N/A	\$ 15,000		2017	2032
Vehicle-Blue Dodge van	MCPL-Wide	20 years	annual	\$ 500	\$ 25,000		2013	2033
Parking lot resurface/reseal	Southwest	5 years	as needed		\$ 18,000		2023	2033
Boilers (2 units)	Ellettsville	15 years	as needed		\$ 26,000		2018	2033
AHU1 50hp motors (1 of 2)	Ellettsville	15 years	annual	\$ 800	\$ 5,000		2018	2033
AHU1 50hp motors (2 of 2)	Ellettsville	15 years	annual	\$ 800	\$ 5,000		2018	2033
SW CCTV system	Southwest	10 years	as needed		\$ 25,000		2023	2033
Chillers (2)	Downtown	20 years	annual	\$ 3,000	\$ 350,000		2014	2034
Roof 1997 addition	Downtown	20 years	annual		\$ 325,000		2014	2034
Sewer ejector pumps	Downtown	20 years	annual	\$ 200	\$ 15,000		2015	2035
Exterior light upgrade	Ellettsville	20 years	annual	\$ 100	\$ 5,000		2015	2035
Parking lot (staff lot) resurface,	Ellettsville	20 years	5 yrs.		\$ 11,000	Y	2015	2035
Elevator 4 (staff near garage)	Downtown	20 years	annual	\$ 3,000	\$ 56,000	Y	2015	2035
Elevator 3 (staff in old building)	Downtown	20 years	annual	\$ 3,000	\$ 56,000	Y	2016	2036
Resealing/tuckpointing limestone - inspect & repair as needed	Downtown & Ellettsville	20 years	20yrs.		\$ 150,000		2017	2037
Curtain wall 2B/2C	Downtown	20 years	annual	\$ 200	\$ 10,000		2016	2036
Parking lot resurface/reseal	Southwest	5 years	as needed		\$ 20,000		2023	2038
Boiler	Southwest	15 years	as needed		\$ 13,000		2023	2038
Teaching Kitching update	Southwest	15 years	as needed		\$ 30,000		2023	2038
Curtain Wall - meeting room	Ellettsville	20 years	as needed		\$ 20,000		2018	2038
Grey Ford Van	MCPL-Wide	20 years	annual	\$ 500	\$ 45,000		2019	2039
Storm Ejector Pumps (2 on 1st level)	Downtown	20 years	annual	\$ 200	\$ 26,000		2019	2039
Parking lot resurface/reseal	Downtown	5 years	as needed		\$ 10,000.00		2020	2040
Parking lot resurface/reseal (back)	Ellettsville	5 years	as needed		\$ 9,000.00		2020	2040
Sewer ejector pumps (2 on 1st floor)	Downtown	20 years	annual	\$ 200.00	\$ 30,000.00		2020 - new	2040
								2041
Privacy Fence	Ellettsville	20 years	as needed		\$ 12,000.00		2022	2042
Roof top HVAC units (3 units total)	Southwest	20 years	annual		\$ 75,000.00		2023	2043
Elevator	Southwest	20 years	annual	\$ 3,000	\$ 56,000	Y	2023	2043
Curtain wall - meeting room	Southwest	20 years	as needed		\$ 20,000		2023	2043
Roof	Southwest	20 years	annual		\$ 250,000		2023	2043
Windows	Downtown		as needed					TBD
Windows	Ellettsville		as needed					TBD
Windows	Southwest		as needed					TBD



Monroe County Public Library 2024-2026 Strategic Plan

IT Long-Term Replacement and Recycle Plan

1		Equipment	Facility	Life Cycle (yrs)	Installation or Purchase Date	estimated unit replacement cost	# of units
2	BRANCH	Branch equipment annual repl estimate	SW Branch	1	2021	\$ 25,000.00	0
3	BRANCH	Branch equipment purchase estimate (sorter, self check, staff PCs, scanner, public computers, mtg rm equip, etc.	SW Branch		2022	\$ 250,000.00	0
4	ILS	AMH 3-bin sorter - new branch	SW Branch		2022	\$ 110,000.00	1
5	ILS	RFID workstations	SW Branch	5	2022	\$ 1,200.00	5
6	NETWORK	Network Switches	SW Branch		2022	\$ 5,000.00	2
7	NETWORK	Wireless - AP - Meraki MR52	SW Branch	5	2022	\$ 900.00	10
8	NETWORK	Phone System	SW Branch		2022	\$ 20,000.00	
9	NETWORK	Wireless - AP - Meraki external	SW Branch	5	2022	\$ 1,000.00	1
10	NETWORK	Security Cameras	SW Branch	8	2022	\$ 800.00	10
11	NETWORK	Security Gates	SW Branch	10	2022	\$ 15,000.00	3
12	NETWORK	People Counter	SW Branch		2022		
13	PUBLIC	Patron Laptops (PC Teen)	SW Branch	4	2022	\$ 650.00	4
14	PUBLIC	public computers (laptops - Windows)	SW Branch	4	2022	\$ 650.00	6
15	PUBLIC	public computer (laptops - Macbooks Pro)	SW Branch	4	2022	\$ 2,000.00	4
16	PUBLIC	public computers (PCs)	SW Branch	4	2022	\$ 650.00	8
17	PUBLIC	Patron Misc (iPads, iPods, Teen gear)	SW Branch		2022	\$ 5,000.00	1
18	PUBLIC	AWE computers or other CH	SW Branch	4	2022	\$ 3,500.00	2
19	PUBLIC	public scanner Book Scan station	SW Branch	5	2022	\$ 5,000.00	1
20	PUBLIC	public copier	SW Branch	10	2022	\$ 3,500.00	1
21	PUBLIC	photocopier coin boxes/credit	SW Branch	10	2022	\$ 5,000.00	1
22	PUBLIC	Patron Laptops (Mac Teen)	SW Branch	4	2022	\$ 1,500.00	2
23	PUBLIC	Patron Laptops (Mac Public)	SW Branch	4	2022	\$ 1,500.00	2
24	STAFF	Staff Laptops - branch	SW Branch	4	2022	\$ 1,500.00	2
25	STAFF	Staff Laptops - branch	SW Branch	4	2023	\$ 1,500.00	10
26	STAFF	Staff PCs - branch	SW Branch	4	2022	\$ 650.00	10
27	ILS	Self Checks	SW Branch	8	2022	\$ 10,000.00	2
28	PUBLIC	Meeting Room equipment	SW Branch		2022	\$ 15,000.00	1
29	PUBLIC	Teen Room equipment - TV Monitors	SW Branch		2022	\$ 1,100.00	2
30	ILS	AMH - Ellettsville Sorter (3 bin)	Ellettsville	8	2017	\$ 110,000.00	1
31	ILS	Self Checks	Ellettsville	8	2017	\$ 10,000.00	2
32	NETWORK	Security Cameras	Ellettsville		2017		
33	NETWORK	Security Gates	Ellettsville		2010	\$ 12,960.00	2
34	NETWORK	Network Switch Meraki MS250 48	Ellettsville	10	2018	\$ 5,000.00	2
35	NETWORK	Wireless - AP - Meraki MR52	Ellettsville	5	2018	\$ 900.00	7
36	NETWORK	Wireless - AP - Meraki external	Ellettsville	5	2020	\$ 1,000.00	1
37	NETWORK	Backup Appliance (Barracuda)	Ellettsville	n/a	2013		
38	PUBLIC	Public printers (replace as needed)	Ellettsville	1	n/a	\$ 5,000.00	1
39	PUBLIC	public scanner Book Scan station	Ellettsville	5	2015	\$ 5,000.00	1
40	PUBLIC	public computers (PCs)	Ellettsville	4	2016	\$ 600.00	6
41	PUBLIC	Credit Card Terminals (leased)	Ellettsville	5	2018	\$ 3,000.00	1
42	PUBLIC	AWE computers or other CH	Ellettsville	4	2018	\$ 3,300.00	3
43	PUBLIC	Ellettsville Renovation new equipment	Ellettsville	4	2018	\$ 10,000.00	
44	PUBLIC	TV Monitors - Meeting	Ellettsville	5	2018	\$ 1,100.00	3
45	PUBLIC	TV Monitors - Teen	Ellettsville	5	2019	\$ 1,100.00	1
46	PUBLIC	photocopier coin boxes / no credit	Ellettsville	10	2016	\$ 5,000.00	1
47	PUBLIC	photocopier coin boxes/credit	Ellettsville	10	various	\$ 5,000.00	1
48	PUBLIC	public computer (laptops - Macbooks Pro)	Ellettsville	4	2018	\$ 1,500.00	2
49	PUBLIC	public computers (laptops - Windows)	Ellettsville	4	2018	\$ 650.00	4
50	PUBLIC	Game Consoles	Ellettsville	4	2018	\$ 300.00	2
51	STAFF	training/program computers (cart Mac Laptops)	Ellettsville	4	2016	\$ 1,500.00	10
52	STAFF	Staff communication tools (ipods)	Ellettsville	3	2017	\$ 200.00	20
53	ILS	New ILS	Downtown		2025	\$ 300,000.00	1
54	ILS	AMH - Downtown 1st Floor 3-bin sorter	Downtown	8	2019	\$ 12,000.00	1
55	ILS	AMH - Downtown 2nd Floor Sorter	Downtown	8	2019	\$ 175,000.00	1
56	ILS	AMH - Downtown RFID Book Drops	Downtown	8	2019	\$ 9,000.00	4
57	ILS	AMH - Downtown 1st Floor (retired)	Downtown	8	2011	\$ 50,000.00	1
58	ILS	AMH - Downtown 1st Floor dropbox (retired)	Downtown	8	2011	\$ 8,000.00	1
59	ILS	AMH - Downtown 2nd Floor (9 bin retired)	Downtown	8	2011	\$ 250,000.00	1
60	ILS	AMH - Downtown 2nd Floor dropbox (retired)	Downtown	8	2011	\$ 8,000.00	1
61	ILS	Self Checks	Downtown	8	2017	\$ 10,000.00	9
62	LU	Advanced Video Studio Gear - LU	Downtown	5	2015	\$ 6,500.00	1
63	LU	Devices/for checkout (hotspots, hard drives, headphones (higher cost)	Downtown	1	2017	\$ 2,500.00	1
64	LU	Audio Studio Gear - LU	Downtown	4	2015	\$ 8,000.00	1
65	LU	Game Consoles (includes VR)	Downtown	4	2015	\$ 600.00	2
66	LU	iPads Teen	Downtown	4	2015	\$ 400.00	8
67	LU	Mac Minis Teen	Downtown	4	2015	\$ 500.00	2
68	LU	MacBookPro - LU Staff	Downtown	4	2015	\$ 1,700.00	1
69	LU	Public Computer (iMacs) 21.5" LU	Downtown	4	2015	\$ 2,100.00	2
70	LU	Public Computers (iMacs) 27" LU	Downtown	4	2015	\$ 3,500.00	3



Monroe County Public Library 2024-2026 Strategic Plan

IT Long-Term Replacement and Recycle Plan

		Equipment	Facility	Life Cycle (yrs)	Installation or Purchase Date	estimated unit replacement cost	# of units
71	LU	Public Computers (iMacs) 27" LU	Downtown	4	2015	\$ 3,500.00	3
72	LU	Public Laptops Macs LU/Teen	Downtown	4	2015	\$ 2,100.00	2
73	LU	Public Laptops Windows LU/Teen	Downtown	4	2015	\$ 650.00	8
74	LU	Staff Macs LU/Teen	Downtown	4	2015	\$ 1,600.00	2
75	LU		Downtown	4	2015	\$ 650.00	2
76	LU	Video Gear LU	Downtown	4	2015	\$ 6,000.00	1
77	LU	Windows laptops LU/Teen	Downtown	4	2015	\$ 800.00	8
78	LU	3D printing equipment	Downtown	4	2021	\$ 1,000.00	2
79	NETWORK	Security Camera System	Downtown		2017	\$ 18,350.00	1
80	NETWORK	Security Gates	Downtown		2010	\$ 12,960.00	6
81	NETWORK	Network Switch HP 5406zl	Downtown	7	2013	\$ 38,000.00	1
82	NETWORK	Network Switch Meraki MS250 48	Downtown	10	2023	\$ 5,000.00	11
83	NETWORK	Server VRTX	Downtown	5	2016	\$ 60,000.00	1
84	NETWORK	Wireless - AP - Meraki MR52	Downtown	5	2019	\$ 900.00	21
85	NETWORK	Wireless - AP - Meraki external	Downtown	5	2020	\$ 1,000.00	2
86	PUBLIC	public computers (PCs) Env Downtown 2nd Fl + Children's	Downtown	4	2015	\$ 650.00	40
87	PUBLIC	TV Monitors - LU/Teen/2A/IT	Downtown	5	2015	\$ 1,100.00	11
88	PUBLIC	Indiana Room Scanner	Downtown	5	2015	\$ 6,500.00	1
89	PUBLIC	public scanner Book Scan station IN Room copier - Ind Rm Bk Rm Office - Sharp MX-315NT	Downtown	10	2010	\$ 3,500.00	1
90	PUBLIC	Credit Card Terminals (leased)	Downtown	5	2018	\$ 3,000.00	1
91	PUBLIC	Meeting Room equipment	Downtown	1	n/a	\$ 3,000.00	1
92	PUBLIC	AWE computers or other CH	Downtown	4	2018	\$ 3,300.00	3
93	PUBLIC	copier - Childrens' public RICOH MPC3503	Downtown	10	2016	\$ 3,500.00	1
94	PUBLIC	copier - Ell public RICOH MPC3503	Downtown	10	2016	\$ 3,500.00	1
95	PUBLIC	copier - Ind Rm Public Copier - Sharp ARM237	Downtown	10	2016	\$ 3,500.00	1
96	PUBLIC	copier - Downtown 2nd Fl Public - Sharp ARM237	Downtown	10	2016	\$ 3,500.00	1
97	PUBLIC	copier - Public- Homework Center - Sharp ARM237	Downtown	10	2016	\$ 3,500.00	1
98	PUBLIC	copier - VITAL - Ricoh MP C2051 (leased)	Downtown	10	2014	\$ 4,000.00	1
99	PUBLIC	Credit Card Terminals (leased)	Downtown	5	2019	\$ 3,000.00	1
100	PUBLIC	Indiana Room Microfiche Reader	Downtown	10	2013	\$ 18,000.00	2
101	PUBLIC	photocopier coin boxes / no credit	Downtown	10	various	\$ 5,000.00	7
102	PUBLIC	photocopier coin boxes/credit	Downtown	10	various	\$ 5,000.00	1
103	PUBLIC	public computers (PCs)	Downtown	4	2016	\$ 650.00	20
104	PUBLIC	public computers (PCs) Env Downtown 2nd Fl	Downtown	4	2014	\$ 600.00	31
105	PUBLIC	Public Laptops Windows - Downtown 2nd Floor	Downtown	4	2019	\$ 650.00	4
106	PUBLIC	Public Printers (replace as needed)	Downtown	1	n/a	\$ 1,000.00	1
107	PUBLIC	public scanner Book Scan station 2nd Floor	Downtown	5	2017	\$ 5,000.00	1
108	PUBLIC	Game Console - Switch	Downtown	4	2019		1
109	STAFF	training/program computers (cart Mac Laptops)	Downtown	4	2016	\$ 1,500.00	10
110	STAFF	staff PCs	Downtown	4	2016	\$ 650.00	28
111	STAFF	Cell phones	Downtown	2	2018	\$ 650.00	4
112	STAFF	Staff communication tools (ipods)	Downtown	5	2017	\$ 200.00	32
113	STAFF	Cell phones	Downtown	2	2017	\$ 650.00	2
114	STAFF	Cell phones	Downtown	2		\$ 700.00	4
115	STAFF	Cell phones	Downtown	2		\$ 700.00	4
116	STAFF	iPads children	Downtown	4	2014	\$ 400.00	4
117	STAFF	iPads other (IT - Board)	Downtown	4	2014	\$ 400.00	8
118	STAFF	staff PCs	Downtown	4	2017	\$ 650.00	50
119	STAFF	staff PCs	Downtown	4	2014	\$ 650.00	8
120	STAFF	Staff PCs	Downtown	4	2015	\$ 650.00	11
121	Z-NEW	new technology funding	Downtown	1	2017	\$ 5,000.00	1
122	NETWORK	Phone system (includes Ell equipment)	Downtown/Ell	10	2014	\$ 80,000.00	1
123	STAFF	Staff Laptops	Downtown/Ell	4	2017	\$ 1,500.00	15
124	STAFF	Staff Laptops	Downtown/Ell	4	n/a	\$ 1,500.00	15
125	STAFF	Staff Laptops	Downtown/Ell	4	2018	\$ 1,500.00	10
126	ILS	Discovery system		4	2023	\$ 50,000.00	1
127	ILS	ILS Telephony server		5	2017	\$ 30,000.00	1
128	NETWORK	Network		10	2013	\$ 140,000.00	1
129	PUBLIC	Mobile Audio/video gear		3	2015	\$ 1,000.00	1



Monroe County Public Library 2024–2026 Strategic Plan

IT Long-Term Replacement and Recycle Plan

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
71	\$10,500.00				\$10,500.00				\$10,500.00				\$10,500.00			
72	\$4,200.00				\$4,200.00				\$4,200.00				\$4,200.00			
73	\$5,200.00				\$5,200.00				\$5,200.00				\$5,200.00			
74	\$3,200.00				\$3,200.00				\$3,200.00				\$3,200.00			
75	\$1,300.00				\$1,300.00				\$1,300.00				\$1,300.00			
76	\$6,000.00				\$6,000.00				\$6,000.00				\$6,000.00			
77	\$6,400.00				\$6,400.00				\$6,400.00				\$6,400.00			
78			\$2,000.00													
79																
80				\$77,760.00												
81																
82					\$55,000.00											
83			\$60,000.00					\$60,000.00								
84	\$18,900.00					\$18,900.00					\$18,900.00					
85																
86			\$26,000.00				\$26,000.00				\$26,000.00				\$26,000.00	
87			\$12,100.00				\$12,100.00						\$12,100.00			
88			\$6,500.00				\$6,500.00						\$6,500.00			
89			\$5,000.00				\$5,000.00						\$5,000.00			
90			\$3,500.00										\$3,500.00			
91			\$3,000.00				\$3,000.00						\$3,000.00			
92	\$3,000.00		\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00			
93			\$9,900.00					\$9,900.00					\$9,900.00			
94								\$3,500.00								
95								\$3,500.00								
96								\$3,500.00								
97								\$3,500.00								
98								\$3,500.00								
99						\$4,000.00										
100	\$3,000.00				\$3,000.00											
101					\$36,000.00											
102																
103							\$5,000.00									
104			\$13,000.00				\$13,000.00				\$13,000.00					
105	\$18,600.00				\$18,600.00				\$18,600.00							
106	\$2,600.00				\$2,600.00				\$2,600.00							
107			\$5,000.00													
108																
109																
110			\$15,000.00				\$15,000.00				\$15,000.00				\$15,000.00	
111			\$18,200.00				\$18,200.00				\$18,200.00				\$18,200.00	
112		\$2,600.00	\$2,600.00			\$2,600.00		\$2,600.00		\$2,600.00		\$2,600.00		\$2,600.00		\$2,600.00
113	\$1,000.00		\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
114	\$1,300.00		\$1,300.00		\$1,300.00		\$1,300.00		\$1,300.00		\$1,300.00		\$1,300.00		\$1,300.00	
115	\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00	
116	\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00		\$2,800.00	
117				\$1,600.00			\$1,600.00		\$1,600.00		\$1,600.00		\$1,600.00		\$1,600.00	
118			\$3,200.00				\$3,200.00		\$3,200.00		\$3,200.00		\$3,200.00		\$3,200.00	
119			\$32,500.00				\$32,500.00		\$32,500.00		\$32,500.00		\$32,500.00		\$32,500.00	
120	\$5,200.00				\$5,200.00				\$5,200.00				\$5,200.00			
121	\$7,150.00				\$7,150.00				\$7,150.00				\$7,150.00			
122	\$5,000.00		\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00				
123						\$80,000.00										
124			\$22,500.00				\$22,500.00				\$22,500.00				\$22,500.00	
125	\$15,000.00		\$7,500.00		\$22,500.00				\$22,500.00		\$22,500.00					
126			\$15,000.00				\$15,000.00				\$15,000.00					
127				\$50,000.00					\$50,000.00				\$50,000.00			
128				\$30,000.00					\$30,000.00				\$30,000.00			
129																
130			\$1,000.00			\$1,000.00			\$1,000.00				\$1,000.00			
	\$384,550.00		\$293,100.00	\$508,880.00	\$313,450.00	\$134,100.00	\$710,000.00	\$226,450.00	\$504,550.00	\$41,700.00	\$192,700.00	\$118,800.00	\$114,000.00	\$57,500.00	\$223,400.00	\$5,100.00

