

ADDENDUM #3
January 24, 2025

This Addendum #3 is issued to the Kansas City Public Library’s Request for Proposal for a Comprehensive Strategic Plan to make the following changes, additions, deletions, and/or clarifications:

Questions/Responses:

The following information is a response to questions asked by firms from January 23, 2025. If you feel that a question has been asked that is not represented/addressed below, please contact Jessica Addo as soon as possible at purchasing@kclibrary.org to address the question. The responses to the questions are indicated in **BOLD**:

1. Related to your current strategic plan:

- a. Did you hire outside counsel in the past to develop your most recent strategic plan?

We have hired consultants several times in the past to begin strategic visioning work but not for the full scope of creating a strategic plan as outlined in this RFP.

- b. If so, what worked well and what did not work well?

Those processes were different enough from this RFP that the takeaways of what worked/ didn’t work are not applicable here.

- c. Where would you say you are on executing the plan’s strategic goals and/or objectives?

Our most recent strategic planning was an internal process with staff to establish priorities for the organization as we underwent leadership changes and reopened after the COVID-19 pandemic. While some identified next steps have been taken, there was not community or Board engagement in this prior process.

2. Please share with us a little about how you are structured:

Please see the organization chart at the end of this addendum.

- a. How large is your staff?

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- b. How many volunteers are there?

The Library has a small number of volunteers in several departments, recruited and managed by those departments. This number fluctuates depending on current programming.

- c. How many staff members comprise the executive team and how often do they meet?

Our Executive Team of 8 people meets three times per month.

3. What are the Board expectations in terms of participation in this process?

Specific to this question, the Board will be part of the vision, mission and values work, as well as key stakeholders in the engagement process as we work to identify the Library's strategic priorities.

- a. Have you formed or are you in the process of putting together a Strategic Planning Committee comprised of the Board and other volunteer leaders?

Part of the expertise we are seeking from an identified consultant is best practices for forming such a committee.

- b. Have you already identified the individual/s and/or team that will take ownership and drive the project forward from your end?

Internal project managers have been identified, and we will work with the consultant to identify a structure for ensuring the project moves forward in a timely manner (e.g. executive team sponsor, steering committee, work group).

4. What is your organization's current DEI work as it relates to your goal to be responsive to the needs of a diverse community?

In the past couple of years, the Library has engaged with KJR Consulting to assess and evaluate DEI needs. The evaluation resulted in Library-wide training on the topics of "Managing Bias in the Workplace," "Developing an Equity Mindset," and "Strengthening Inclusion." The need to fill a new full-time position focused on DEI was also met at the end of 2023 by hiring a DEI Officer.

Upon starting, the DEI Officer focused on establishing trust among employees, refocusing the purpose and work of the Racial Equity Team, and providing support to resolve team dynamics through facilitated conversations. We are now moving towards finalizing the DEI Strategic Plan, which focuses on the following goals:

- **Workforce Diversity**
- **Workplace Inclusion**
- **Strengthen Partnerships**

Our library envisions an inclusive, equitable, and dynamic environment that not only meets the diverse informational, educational, and recreational needs of our community but actively fosters an internal learning culture for staff of all levels and backgrounds. We are dedicated to offering a welcoming space for every individual to learn, grow, and connect through the materials we provide and the services we offer.

5. The RFP lists October 31, 2025 as the Expected Completion Date, but Addendum 2 states that End of 2025 is the goal for roll out in January 2026. As we develop the project workplan and timeline, is it appropriate to allow until December for all deliverables – such as the final report and communications materials?

End of 2025 is the goal for roll out in January 2026.

6. In the data package referenced as a deliverable, is the data to be provided for the Kansas City Public Library overall or is there an expectation that location-specific analysis will also be provided?

We want the data package to reflect the Library overall with attention to unique assets and needs at each of our branch locations..

7. As we consider costs for translation services, what languages would we need to consider? If verbal translation is required, does the library have local translators they can refer?

Our most recent patron demographic survey was translated into Arabic, Dari, English, French, Pashto, Somali, Spanish, Swahili, and Vietnamese. The Library does have a translation service we can refer consultants to.

8. The RFP requests data analysis and a robust outreach strategy. However, it appears that the concurrent facilities planning process will also include a needs assessment and stakeholder engagement. Can you clarify how these approaches will be coordinated or differentiated?

In hiring a consultant for this work, we will be looking for a consultant that can present a plan for how best to coordinate and capitalize on the parallel processes.

9. Given the Library serves multiple municipalities (Kansas City, Independence, Sugar Creek), how do you envision the community engagement strategy to ensure representative input from these different jurisdictions?

In hiring a consultant for this work, we will be looking for a consultant that has experience working with urban libraries or similar sized nonprofits who serve multiple municipalities and what best practices/approaches have been used to engage the public in the strategic plan process.

Kansas City Public Library - Organizational Chart

