

## Addendum 2

Date: February 9, 2024  
To: RFP Responders  
From: Marianne McKenzie  
Re: Addendum 2  
FOCUS GROUP FACILITATOR AND COMMUNITY FEEDBACK ANALYSIS

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This Addendum, issued prior to submission of a Proposal, alters, amends, corrects, or clarifies the RFP documents to the extent stated herein and does thereby become a part of the RFP and the subsequent Contract Documents.

Response to Questions posed in the Pre-proposal Conference and Submitted prior to Pre-proposal conference:

Q1: • Can IndyPL please clarify the due date? Attachment D indicates proposal are due 2/16, but the evaluation period is 2/10-2/15. Would IndyPL consider extending the due date by 1 or 2 weeks, to allow sufficient time to incorporate answers to any questions that may be asked?

A1: Addendum 1 clarifies the proposal evaluation period has been adjusted to be February 16 to February 20. IndyPL is unable to extend the proposal due date as the strategic planning timeline delivered to the library's board of trustees outlines that the selected vendor will be presented to the board at their monthly meeting on February 26, 2024.

Q2: If understanding correctly, by March 18<sup>th</sup> we will know who is identified and the deliverables are due April 30<sup>th</sup> so all focus groups sessions will need to occur between March 18<sup>th</sup> and April 30<sup>th</sup>?

A2: Yes, vendor selection notice will be given by February 26<sup>th</sup>, commencement of services is March 18<sup>th</sup> to give us time to get a contract in place. In-between notification to vendor and commencement of services the SP Officer can book library spaces and begin promoting focus groups, so focus groups can begin as soon as March 18<sup>th</sup> provided a contract is signed and in place. Final deliverable due by April 30<sup>th</sup>.

Q3: Is the timeline just for the internal focus group? Or is that also including the external ones?

A3: That would include external ones. Unfortunately due to timeline of delivery for the final plan. The library needs to have the report to be delivered to the community strategic planning committee by the first week of May. So the April

30<sup>th</sup> deadline includes external focus groups.

Q4: Should the quoted cost include book on external spaces?

A4: The library recommends that the cost of booking external locations is included within your proposal.

Q5: Can you share a little about the work the library has already done around DEI and what this might be adding to?

A5: There is 2025-2027 Strategic Plan – provided link of process overview for context to existing work : [https://www.youtube.com/live/Rv3Z\\_Tw3PO0?si=z7LGht\\_9uLLXcg-k&t=6822](https://www.youtube.com/live/Rv3Z_Tw3PO0?si=z7LGht_9uLLXcg-k&t=6822)

Our website contains some information about DEIA Work as part of the Climate Improvement Process : <https://www.indypl.org/about-the-library/climate-improvement-process>

Other efforts include:

Recently adopted an internal facing DEIA Plan for Staff. Information on this plan were presented in our December board meeting:

Last Strategic Plan centered our work through a lens of Racial Equity. The library is confident that work will carry forward into our 2025-2027 Strategic Plan

Member of the Government Alliance on Racial Equity. We use their toolkits to help center our programs and service around racial equity. Toolkits are linked here: <https://www.racialequityalliance.org/tools-resources/>

Also, although not related to Racial Equity specifically, there is a forthcoming Long-term Facilities Plan that will be published and shared in early March. Usually gets pulled into Strategic Planning to indicate building and major maintenance occurring during the Strategic Plan timeline. Would share that plan in case it became relevant to the focus group sessions.

Q6: Regarding the RFP, would you accept an XBE business certification that is out of state of Indiana?

A6: For our XBE Goals, it is not. However there is a waiver process that is included in Attachment A. Out of state certification can be included and considered in the waiver process.

RFP states

“At the request of IndyPL and if a Vendor does not meet the stated minimum utilization goals, the Vendor shall complete Attachment A – SAMPLE Application for MBE/WBE/VBE/DOBE Program Waiver Form. IndyPL will review the submitted documentation to determine a score for the Vendor’s outreach and good faith efforts.”

Q7: Clarification Question around Focus Group Sessions. RFP states “Provide the focus groups with data, library services overview, strategic priority focuses, and survey provided by the SP Officer.” Is that information that has been previously developed and sent out during the promotional period referenced or is any of it new and would need to be created prior to the session being sent out?

A7: Some of this is in development – staff strategic planning committee begins February 20<sup>th</sup> and has 3 meetings during which strategic priorities will be developed. Confident that would be able to have available the information about library services. For Strategic Priorities would have a preview by March 18<sup>th</sup>, but there may be some tweaking after that preview is delivered to the board on March 25<sup>th</sup>. Should be able to provide a set of content to be delivered during the focus group by March 18<sup>th</sup>.

Q8: Is the expectation to have all content available to all the focus group to have equal visibility to what’s being discussed or is it OK to have stuff that comes after that board approval?

A8: The library overview of services would be expected to be consistent between each group. However there may be some narrowing of content as we deliver parts of the strategic plan. Hope it will be minimal, but since it is live process things may evolve.

Q9: Can you give a high level overview of survey volume or a sample survey that could be distributed?

A9: For Staff SOAR – no more than 50 surveys – each survey will list a top 10 for the category of Strengths, Opportunities, Aspirations, and Results.

For community partners and patron surveys. Previous strategic plan engagement gathered 4760 surveys between patrons and partners. Expect a similar result, around 5000 surveys. The actual survey content should be selected by first week of March but has to go through the Staff Strategic Planning Committee. Anticipated to be a short survey with mostly multiple choice and only a handful of open-ended responses to make sure that the ability to analyze results can occur in the short timeframe allotted for analysis.

Q10: When will the survey be distributed?

A10: March 25<sup>th</sup> through April 12<sup>th</sup> is the projected survey window to coincide with focus groups. May be available sooner but that would begin the big promotional push. Delivered through newsletter, highlighted on our website, also have staff members promoting at community events and directly in branches.

Q11: Mention 6 solid focus groups in terms of demographics. Are there are additional detailed demographics you are hoping to engage with?

A11: Yes, we would like to see a diversity of experiences in the respondents. However we are not asking any focus group to be targeted in a particular way, hoping to get a broad range of experiences together. Only delineation made was for focus group for community partners versus patrons. Recognize there is a heavy overlap between the two groups, but wanted to allow partners additional feedback on through partnership lens. But ideally, focus groups are open to all patrons and sharing a variety of experiences.

Q12: Proposal allows for up to 15 but does not require that 15 focus groups are completed.

A12: Correct. Some of this is tied to strict budget. Although not required, since cost is a weighted factor in this decision. Listing cost by focus groups session would be allowed and an option.

Q13: Any insights into budget?

A13: Have to stay under \$30,000. Pulling from a shared budget across multiple consultants so \$30,000 would be a max.

Q14: RFP mentions utilization rates apply for contracts for proposal of over \$50,000. If proposal is under \$50,000 are we still held to the standardization?

A14: Correct, that requirement is only for contracts that require board approval which is those over \$50,000. However, Strategic Planning is led by our board and we anticipate that they will request the same verification process for XBE utilization goals for vendor. If a vendor

Q15: What would be verification process for subcontractor utilization?

A15: Written communication such between the vendor and a subcontractor such as an email or written agreement can be provided to confirm utilization or good faith effort and outreach. If the vendor does not meet the stated minimum utilization goals, the Vendor shall complete Attachment A – SAMPLE Application for MBE/WBE/VBE/DOBE Program Waiver Form. IndyPL will review the submitted documentation to determine a score for the Vendor's outreach and good faith efforts.

Q16: You mentioned three surveys – Community Member Survey and Community Partner Survey and SOAR analysis survey (staff brainstorming)?

A16: SOAR Analysis – staff brainstorming survey.

The remaining are community partners and community members. Two surveys are very similar and will include some of the same questions but the partner survey will include some questions targeting their partner experience as well. Previous versions of this survey about 50% of the questions were the same but the partner version has some more intentionality around the partner experience.

Q17: Final Deliverable – What should the final report look like – findings, strategic priorities?

A17: Report containing an analysis of the themes that you identify across all the data regarding community needs as related to the strategic priorities that are provided by the SP Officer.

That report is delivered to community and staff steering committee for the strategic plans goals. The strategic priorities should have been identified by that point, but we hope this report will help steer the committees to set goals that are designed to meet the community need around those priorities.

Q18: So you are not looking for recommendations as an outcome. You are looking for an analysis, quantitative and qualitative?

A18: Yes, primarily looking for analysis and summary to inform the strategic planning committees work. If you chose to include recommend outcomes they would be considered by the respective committees – the community strategic plan committee and the staff strategic plan committee. Ultimately how the report's analysis and/or recommendations are incorporated will be in the hands of the committee.

Can review presentation to board given on January 22 to learn more about the strategic plan committees and how this report informs that process.. The slides are also included as an attachment to this addendum. Link to recorded presentation: [https://www.youtube.com/live/Rv3Z\\_Tw3PO0?si=z7LGht\\_9uLLXcg-k&t=6822](https://www.youtube.com/live/Rv3Z_Tw3PO0?si=z7LGht_9uLLXcg-k&t=6822)

Q19: I have a question about Attachment B in the RFP. What is the E-Verify program\and how can I enroll in the E-Verify program or confirm I am already participating in it?

A19: The E-Verify webpage is loated at: <https://www.e-verify.gov> and additional information regarding the E-Verify and libraries can be found at: <https://www.in.gov/library/services-for-libraries/e-verify-for-libraries/>

**Attachments:**

- **Pre-proposal Meeting Notes**
- **Stratgic Planning Process Overview Slides**

End of Addendum 2.



# Pre-Proposal Conference Notes

Date: February 9, 2024  
Time: 2:00 P.M.  
Location: Virtual  
Re: RFP  
FOCUS GROUP FACILITATOR AND COMMUNITY FEEDBACK ANALYSIS

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**A recording of this meeting is posted here:**

[2PM - RFP Pre-Proposal Conference - FOCUS GROUP FACILITATOR AND COMMUNITY FEEDBACK ANALYSIS-20240207\\_140312-Meeting Recording.mp4](#)

## 1. VENDOR SIGN-IN

Attendees were requested to put their name and company into the Teams meeting chat as a sign-in sheet.

## 2. INTRODUCTION

IndyPL Staff

Marianne McKenzie, Strategic Planning and Assessment Officer  
Nathanial Weber, Diversity and Equity Specialist

## 3. PROJECT INFORMATION

Current RFP and Addendums: <https://www.indypl.org/vendor-opportunities>

M. McKenzie, Strategic Planning Officer at the Indianapolis Public Library shared the following overview for the project:

Goal 1 - Provided external and objective analysis of community and staff engagement as an accountability measure to the IndyPL interpretation of those data sets. Those data sets are:

- Staff SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis for 40-50 teams
- Community partners and community members (current and potential patrons) Surveys

Selected vendor would be asked to analyze those datasets and report on themes identified in the content.

Goal 2 - Broaden the library's community engagement

Looking for assistance expanding beyond the library's existing patron populations and partnerships to patrons who may be interested in using the library's services if we made adjustments.

- Looking for between 7-15 focus groups. Gave a range as we have budgetary constraints on project, allow for range may expand the pool vendors we are able to engage for the project.
  - 1 Virtual Sessions
  - 1 Session each Service Region, see Attachment C for the library branches contained in each service region.
  - Date and time are coordinated by SP Officer so that they can coordinate booking branch within the library, but vendor is expected to help pull an audience for the focus group sessions
- 1 External Session for community members  
At least 1 session not virtual and external to the library, vendor is responsible for identifying location, booking and pulling in and audience. Ideally looking for individuals who might not be aware of library already and wouldn't attend a library-based session.
- Can propose 1-9 additional sessions
  - Cost is a weighted factor in evaluation of proposals, so vendor may choose to list cost per focus group session beyond the required 7 listed below.
  - If at library locations or virtual, SP Officer will assist in selecting date, time, location
  - If external to the library (no more than 3 additional, max of 4 focus groups external to the library) then vendor is responsible for identifying location and time for these sessions

Project has a tight timeline – timeline is outline in Attachment D of RFP.

Proposal Submission Deadline  
February 16, 2024 at 2:00 PM Eastern time

Proposal Evaluations  
February 16 – February 20, 2024

Vendor Selection Recommendation to IndyPL Board at their Regular Monthly Public Meeting  
February 26, 2024

IndyPL's Written Notice of Intent to Enter into an Agreement February 27, 2024



Commencement of Services  
March 18, 2024

Community Survey and Staff SOAR Analysis Delivered for Analysis  
April 15, 2024

Final Report and Community Survey Data Analysis Due  
April 30, 2024

#### **4. QUESTIONS**

Questions from the pre-proposal meeting have been combined with submitted questions, with answers supplied in Addendum 2.



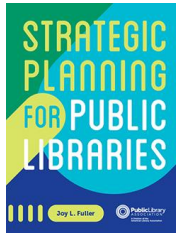
# Strategic Planning Process

2025-2027 Strategic Plan Development  
Plan 1.0

Development Process (“the Process”)

**STRATEGIC PLAN**  
**(“THE PLAN”)**

# Recommended Plan Structure



## Mission, Vision, and Values

- Vision accompanies to define the desired outcomes for the community as a result of achieving the mission
- Values are guiding principles and collective beliefs

## Strategic Priorities

- Areas of focus that frame how the library will address community needs and aspirations
- 3-5 priorities aligned with mission and aspirations

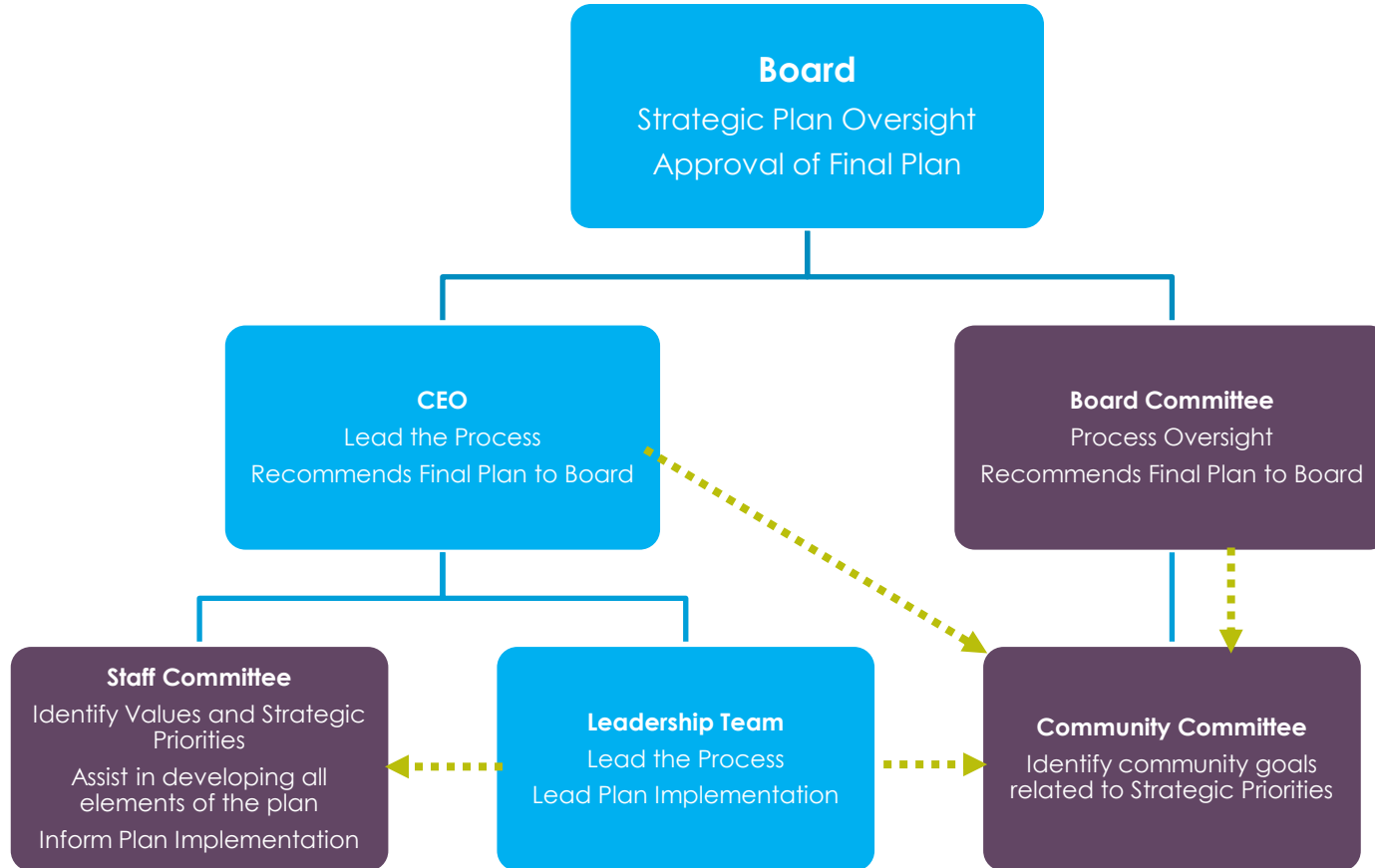
## Goals

- Specific results that we are aiming to achieve for the community, aligned with each strategic priority
- 3-5 goals per priority

## Objectives

- Discrete, specific actions that are taken to bring the strategic goals and priorities to life
- 5-10 SMART Objectives per Goal

# Plan Committees and Leadership



# Plan Committees

- **Board Committee**
  - 1 member serves on Community Committee
  - Invite Community Committee Members
- **CEO + Leadership Team**
  - Invite Community Committee Members and Staff Committee Members
  - Assigns plan tasks to appropriate member of Leadership Team
- **Community Steering Committee**
  - 5-10 Community Members with insights into Strategic Priorities
  - 1 Board Member
  - 2 Staff Members: CEO, Chief Public Service Officer
  - 3 Leadership Team Facilitators
- **Staff Strategic Plan Committee -**
  - 10-15 Staff Members
  - Staff committee may form Focus Groups for additional insights
  - Facilitated by Strategic Planning Officer

Version 1.0 Timeline

**CURRENT TIMELINE**

STEPS AND TASKS	WEEK #											
	1	2	3	4	5	6	7	8	9	10	11	12
Board Meeting Week	12/31	1/7	1/14	1/21	2/4	2/11	2/18	2/25	3/3	3/10	3/17	3/24
<b>Phase 1: Prepare for Strategic Planning: January - March</b>												
Form board and staff strategic planning committee				Form Board Committee								
Form community strategic planning committee												Community Committee Announced
Evaluate the need for external support								Committee Approve Consultant				
Create the project plan and timeline				Timeline in CEO Report								
Prepare the communications plan												



STEPS AND TASKS	WEEKS															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Board Meeting Week	12/31	1/7	1/14	1/21	2/4	2/11	2/18	2/25	3/3	3/10	3/17	3/24	3/31	4/7	4/14	4/21

**Phase 2: Conduct Community Assessment**

Determine Data Needs																
Collect and Analyze Existing Data (Strategic Planning Officer)																
Design Primary Data Collection Approach (Strategic Planning Officer)																
Collect Primary Data (Consultant) - Survey Analysis, Focus Groups, Community Conversations											Plan	Collect				
Inform and Engage Staff with SOAR (Staff Committee)																
Identify Themes from SOAR + Community Assessment (Staff Committee)																
Identify Themes from Community Feedback (Consultant)															Analyze	

STEPS AND TASKS													
	4	5	6	7	8	9	10	11	12	13	14	15	16
Board Meeting Week	1/21	2/4	2/11	2/18	2/25	3/3	3/10	3/17	3/24	3/31	4/7	4/14	4/21
<b>Phase 3: Develop Strategic Plan Content – Strategic Priorities</b>													
Adopt Mission, Vision, and Values													
Map Assessment Findings to Library Capabilities and Impact (Staff Committee)													
Define Strategic Priorities													

STEPS AND TASKS																					
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
Board Meeting Week	4/7	4/14	4/21	4/28	5/5	5/12	5/19	5/26	6/2	6/9	6/16	6/23	6/30	7/7	7/14	7/21	7/28	8/4	8/11	8/18	8/25

**Phase 3: Develop Strategic Plan Content – Goals from Community Committee to final draft**

Define Goals (Community Comm.)	Community Comm. Onboarding			Community Comm. Drafting Session		Draft 1 for Staff Comm. Input		Draft 2 – Leadership Team		Community Comm. REVIEW Draft 2		Final Draft – Leadership Team + Board Comm.										
Put the Plan Together			Plan Design Begins								Comment Period <u>all</u> Comm. and Staff Focus Groups			Board Feedback and Final Language Review, Design for Publication								
Formally Adopt																						FORMALLY ADOPT

The Flow of Decisions

# THE PROCESS

# Values – Responsible Parties

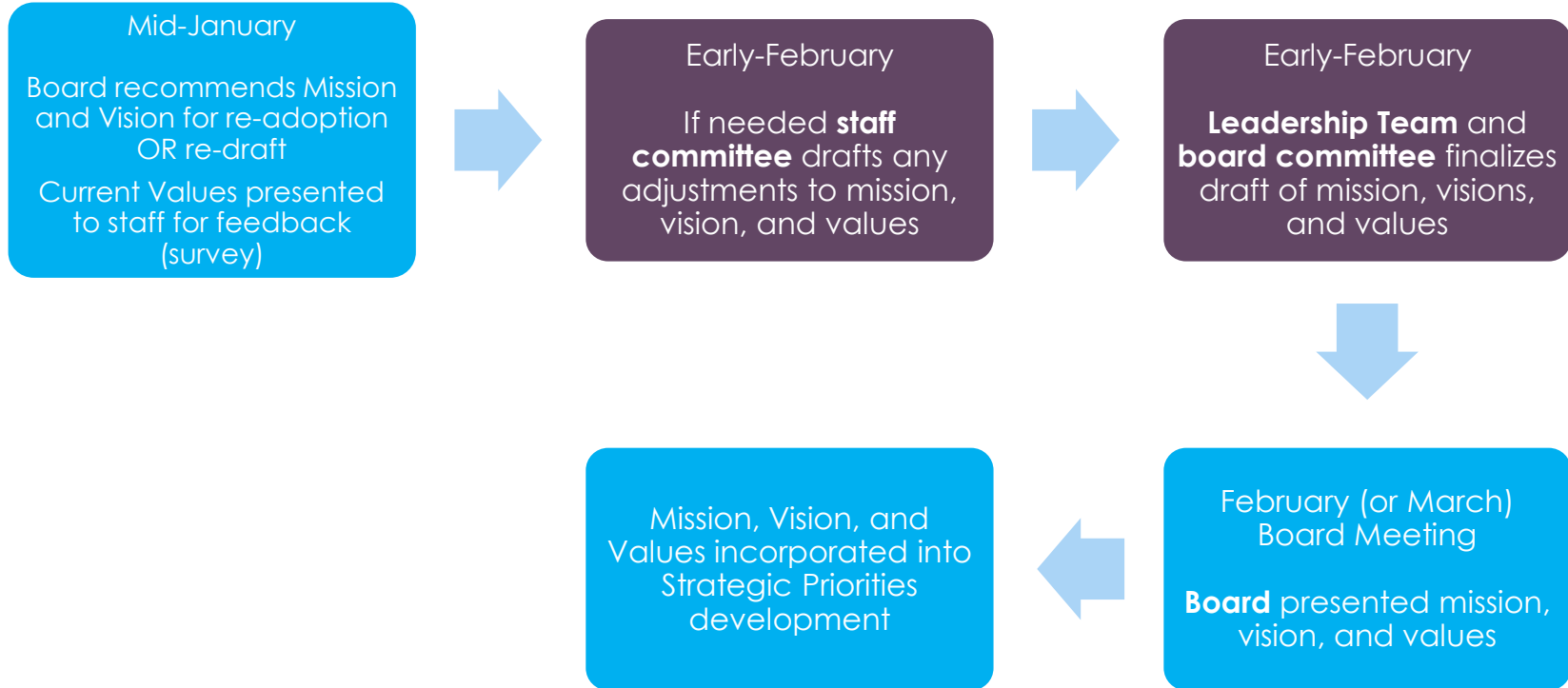
- **Mission + Vision**

- Due to recent adoption, recommended for review by **staff committee**

- **Values**

- Survey Staff in January, introducing value of “Freedom to Read” for feedback.
- **Staff committee** develop and recommend to Leadership Team and board committee.

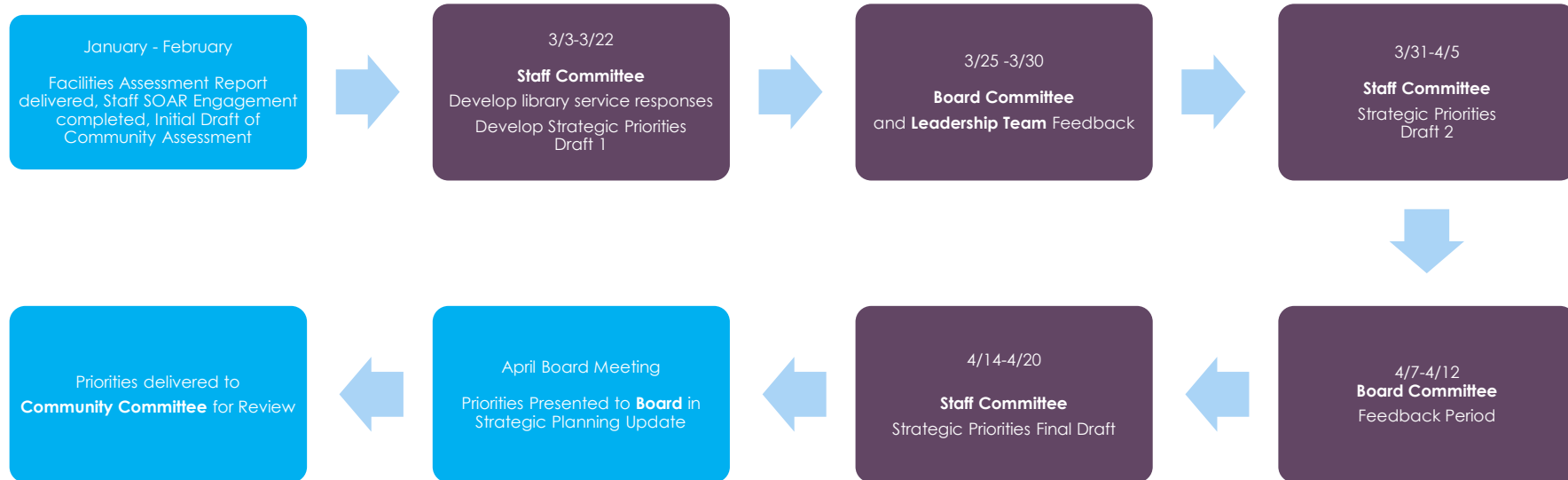
# Mission, Vision, Values



# Priorities – Responsible Parties

- **Board committee** and **staff committee** make joint recommendation to board
  - Selected based on staff engagement (SOAR Analysis), facilities long-term plan community engagement results, needs assessment report
  - Community committee provides feedback prior to final adoption
  - Library Service responses defining core library services develop to balance priorities conversation

# Strategic Priorities

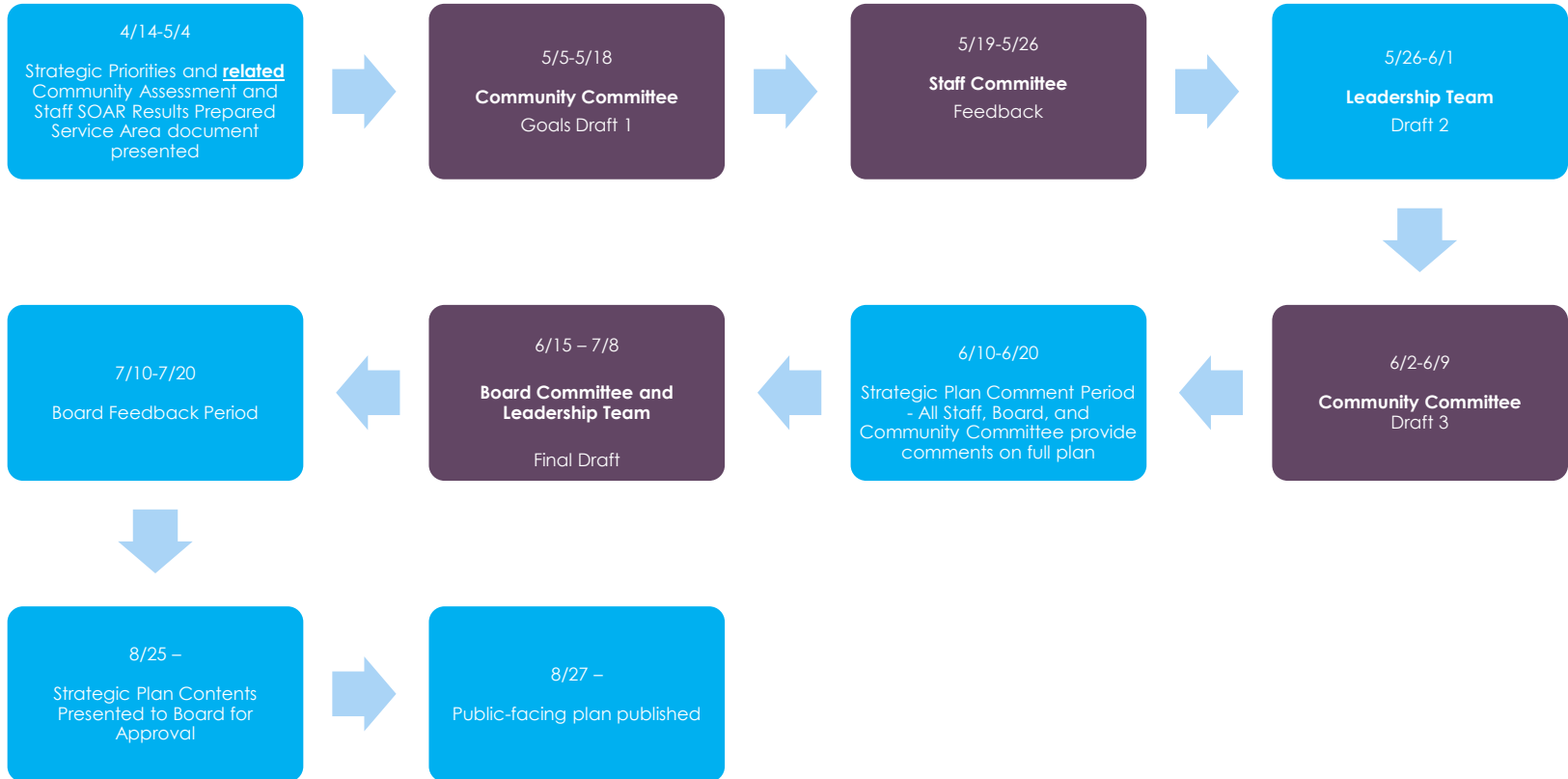




# Goals – Responsible Parties

- **Board committee** and **Leadership Team** make joint recommendations to board guided by **community committee**
  - **Community committee** provides initial draft and feedback on final draft

# Goals



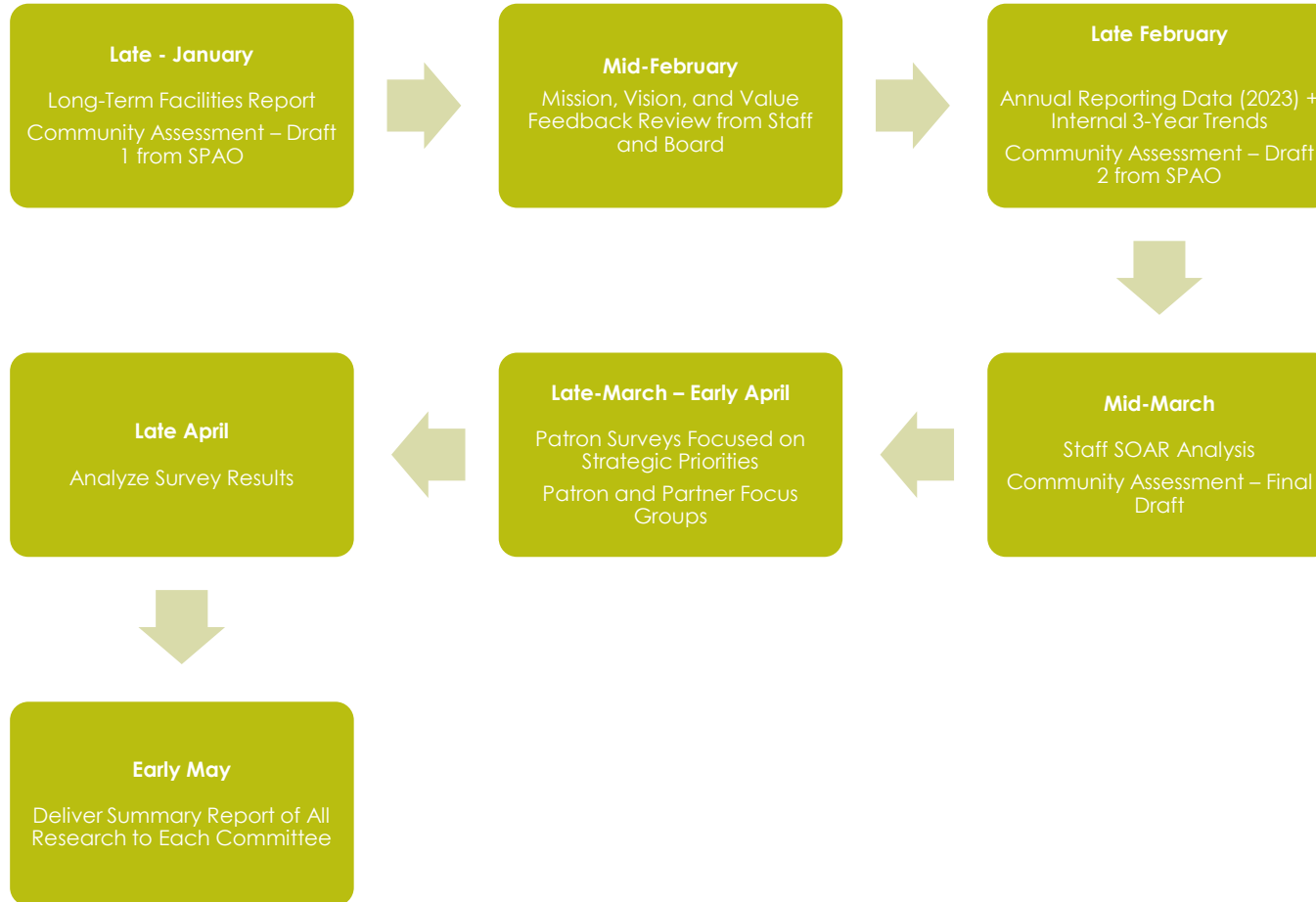
What We are Doing Now

**CURRENT STEPS**

# In Progress

- **Finalizing Communications Plan for Each Phase and Step**
- **Mission + Vision Discussion**  
Recommend Readoption. Board committee or staff committee review language.
- **Values Review**  
Survey to be sent to staff end of January, survey available for 10 days.
- **Forming Staff Committee**
- **Data Analysis and Community Research**
  - Reviewing Partners Community Assessments and Primary Data Sources
  - Long-term Facilities Plan Assessment
  - 2023 Annual Data + 3-Year Trends Data

# Key Community and Staff Research Steps



Thanks!

**QUESTIONS?**