

July 1, 2021

In response to questions received, the Board of Trustees of the Enoch Pratt Free Library provides the following information to further inform those that may wish to respond to the RFP.

- **What if any DEI conversations already have happened with the Board?** Preliminary conversations, only. Five years ago, the Board had a diversity committee which served as a subcommittee of the Governance Committee. The goal of that subcommittee was to identify people who enrich the diversity of our board. In contrast, the current committee is now a standalone committee and with a broader mandate that includes not just diversity but also equity and inclusion. The Board identified DEI issues as of critical importance and asked the CEO to include DEI efforts as part of the library's current strategic plan. And the Board has discussed in general terms the importance of DEI issues, discussed these issues at a Board retreat in general terms, and the Board is aware of this RFP. In direct answer to your question, however, the Board has not engaged in a sustained, DEI-directed educational plan to raise awareness and be specifically trained on these issues that would enable all Board members to review existing library efforts and to execute their fiduciary oversight duties as members of the Board, including identifying priorities and strategic vision for the CEO concerning the next strategic plan.
- **Has it been considered (at any level) that to fill Mr. Pratt's DEI mission, additional work may be necessary at the branch level (possibly Phase 3)?** The library is implementing DEI issues at the branch level. The current RFP is intended to educate the Committee (Phase 1) and then the greater Board (Phase 2). **If so, what has been the result of those discussions?** In implementing the current strategic plan, the CEO may take into consideration additional work that may be necessary at the branch level. The Committee is interested in community outreach but anticipates currently working through existing mechanisms (collaboratively with existing Board committees or other outside groups engaged with and supportive of the library) rather than directing the branches on the implementation of DEI.
- **What is your budget for Phases 1 & 2 of this project? This will influence whether and what kind of proposal my company might be able to make.** We request that you identify what work you believe is required to meet the needs identified in the RFP and propose a pricing schedule appropriate to meet such needs. We encourage all considering the RFP to submit a proposal and to price such response as you see fit, i.e., in a manner you believe is fair.
- **To confirm, the members of the DEI Committee are also members of the Board, i.e. there are 35 Board Members in total, 7 of which are on the DEI Committee?**  
Correct.
- **Not limited to a DEI-focus, has the Board gone through any previous learning and development programs, leadership training, etc.? Yes. If yes....**
  - **What was the format? For example, was it instructor-led, live-virtual, live-in-person, etc.?** Pre-COVID, we have had instructor-led, live-in-person events (e.g., at a retreat). During COVID, we have had live-virtual discussions (e.g., with the library's DEI employee).

- **What was the response? What parts were (not) successful? For example, were classes too long/short, etc.?** Board members were able to raise frank concerns, which has generated positive efforts and discussions to address issues and effect change. If the classes or exercises are well designed and do not waste people's time, often they are well received. The members of the Board have limited time, so any single effort on the same day that exceeds two hours is likely to be disfavored.
- **Could you share a little about the members of the Board? For example, are they all in people manager positions with direct reports, is it a mixture of experience levels, expertise backgrounds, etc.?** We recognize that the Board needs to conduct a benchmarking exercise to identify the current composition of the Board. In late 2014, the Board self-identified as 52.5% female, 72.5% over age 50, 80% Caucasian/20% African American, 70% living in Baltimore City/22.5% in Baltimore County, and 34% in law (with 14% in finance, 11% in community service/volunteer, and 9% politics). For those living in Baltimore City, 68% lived in North Baltimore (e.g., Guilford, Roland Park, Homeland), 18% lived in Central Baltimore (Bolton Hill, Inner Harbor, Federal Hill), and 11% lived in Canton. For those living in Baltimore County, 30% lived in Pikesville, 20% lived in Ruxton, and 20% lived in Woodbrook. Expertise includes a broad range, including 13% legal affairs, 12% governance--nonprofit, 11% administration--general, 11% strategic planning, 8% financial planning, and 8% fund raising. Likely these late 2014 statistics are outdated at this time.
- **What opportunities and challenges have been experienced that is driving the need for DEI consulting services?** The drive for DEI consulting services is articulated in the RFP and is based, in large measure, on the Pratt's mission and a desire to continue the strong level of trust experienced currently with those to whom the Pratt serves.
- **Is the Board Chair driving the DEI integration and setting the tone that DEI is important to the Pratt and how the Board governs?** Among others, yes. The Board Chair is committed to the DEI process and RFP initiative.
- **Has there been any DEI consulting to date with either the full Board or the DEI Committee?** Preliminary conversations, only. Five years ago, the Board had a diversity committee which served as a subcommittee of the Governance Committee. The goal of that subcommittee was to identify people who enrich the diversity of our board. In contrast, the current committee is now a standalone committee and with a broader mandate that includes not just diversity but also equity and inclusion. The Board identified DEI issues as of critical importance and asked the CEO to include DEI efforts as part of the library's current strategic plan. And the Board has discussed in general terms the importance of DEI issues, discussed these issues at a Board retreat in general terms, and the Board is aware of this RFP. In direct answer to your question, however, the Board has not engaged in a sustained, DEI-directed educational plan to raise awareness and be specifically trained on these issues that would enable all Board members to review existing library efforts and to execute their fiduciary oversight duties as members of the Board, including identifying priorities and strategic vision for the CEO concerning the next strategic plan. **If so what were the outcomes achieved?** The RFP.

- **What has been the community outreach from the Pratt and what data is available to understand how the Pratt is viewed in the community?** The RFP is to assist the Board understand DEI issues. To the extent community outreach by the library is relevant to this initiative, the Board will ask for such data to be gathered and provided to the selected entity