

PIDC Strategic Plan RFP Briefing  
September 30, 2025  
Questions and Answers

**1. Is there an incumbent on this contract? If so, are they eligible to rebid for this contract?**

No. There is not an incumbent on this contract.

**2. Does PIDC have an established budget for this contract?**

Yes, PIDC has budgeted for the Strategic Plan in 2026. PIDC is not publicizing the amount budgeted for the Strategic Plan because we want the proposals to reflect the services being provided. A deciding factor in selecting the Strategic Plan consultant is how the delivery of quality services is demonstrated in relation to the costs in the proposal.

**3. What is the preferred format for proposals? Will PowerPoint-based proposals be accepted?**

The preferred format is a Word document or PDF; however, PowerPoint proposals will be accepted, but should include all Proposal Requirements.

**4. Are you interested in revisiting PIDC's mission during the process?**

All proposals should focus on delivering a Strategic Plan as outlined in the RFP. Any need to change PIDC's mission to align with the 2027-2030 Strategic Plan will be the responsibility of PIDC's Board of Directors.

**5. Is there an anticipated budget range or ceiling for this engagement?**

See the response to #2.

**6. Is a cover or transmittal letter ok to submit?**

Yes, a cover or a transmittal letter is okay; however, it must be incorporated as part of the proposal and submitted as part of the single attachment emailed to PIDC. See the Proposal Submission Instructions in the RFP.

**7. What is the required format for the cost proposal? Cost plus Fixed fee?**

There is no required format for the cost proposal; however, the proposal must include all costs, fixed fees, and expenses.

**8. Is there a requirement for an economic development SME on each team?**

No, there is no such requirement.

**9. Does PIDC envision any major organizational changes (e.g., staffing, structure, partnerships) during the 2027–2030 period that should be considered in the planning process?**

No.

**10. Please confirm that visuals, graphs, etc., are OK as long as the requirements are satisfied?**

Yes, visuals and graphs are okay as long as all Proposal Requirements as identified in the RFP are followed.

**11. Is it greatly preferred for the consultant partner to have worked with other economic development agencies?**

Proposals will be evaluated based on an assessment of the history of the firm, experience as it relates to developing strategic plans, evidence of past performance, and quality and relevance of past work.

**12. Can PIDC describe the internal project team that will support this effort?**

PIDC's Strategic Plan will be led by Jodie Harris, President, and Kelly Lee, Chief of Staff; however, the Senior Leadership Team will be engaged in the effort.

**13. With the goals identified, would you consider this initiative more heavily focused on implementation planning?**

No. The Strategic Plan should focus on developing a strategy that aligns with the goals as outlined in the RFP.

**14. Is there a goal for M/W/DBE participation?**

There are no participation goals; however, priority will be given to small and local (Philadelphia-based) firms.

**15. Will you be providing a list of attendees with the questions?**

PIDC will not be providing a list of the attendees of the September 30, 2025, Strategic Plan RFP briefing.

**16. Is there flexibility in the proposed timeline (January 5 – July 30, 2026), or are those dates firm?**

The timeline is firm.

**17. Would you anticipate that during the conduct of the strategic plan, there would be reasonable flexibility in managing the budget to the bottom-line cost?**

PIDC will work with the Strategic Plan consultant to discuss and address budget issues that may arise in the process.

**18. Is there an expectation of implementation support once the plan is delivered as part of this engagement?**

No.

**19. Is the current Theory of Change still applicable today?**

The Theory of Change applies to PIDC's current Strategic Framework that ends December 31, 2026.

**20. What criteria will PIDC use to evaluate proposals? Are certain elements weighted more heavily (e.g., cost, experience, local presence)?**

PIDC will evaluate the proposals based on experience and demonstrated results (30 max pts), the planning approach and methodology (35 max pts), the cost effectiveness and budget allocation (20 max pts), and if the firm is local and small (15max pts).

**21. The RFP requests a list of all current public, quasi-public sector, and non-profit clients. To maintain client confidentiality and proprietary relationships, would PIDC accept a representative sample of relevant clients, including descriptions of services provided, rather than a comprehensive list?**

PIDC would accept a sample of clients.

**22. Would PIDC be open to automation of the strategic planning process?**

PIDC's openness to automation would depend on which component of the proposed process would be automated and how the automation impacts the ability of the firm's engagement in the activities as outlined in the RFP.

**23. Will you share today's attendee list (to include contact information) so that M/WBE's can conduct outreach to prime vendors to partner?**

See responses to #14 and #15.

**24. Would PIDC be open to the contractor leveraging secure automation tools to drive efficiency in delivery while still maintaining in-person and staff-based strategic planning?**

See response #22

**25. Would PIDC be open to the contractor administering a survey to collect a wide net of data, which would be integrated into the strategic plan, ensuring its impact and effectiveness? If so, can PIDC provide any policies or timeframes that must be aligned with when surveys are deployed in PIDC?**

There are no restrictions on the tools the consultants would want to utilize to gather data to use in the Strategic Plan; however, the PIDC team may suggest alternate methods for time and efficiency purposes.

**26. What percentage or number of points (out of what total) will our firm not be viable for, since we are not registered in Philadelphia?**

The priority for local (Philadelphia-based) and small firms is worth a maximum of 15 points out of a 100-point total.

**27. Is there an estimated budget for this upcoming contract?**

See the response to #2.

**28. Are there any goals set for prime vendors to include minority and/or women-owned business partners?**

There are no “prime” or “sub” vendors. PIDC is encouraging all interested consulting firms to submit proposals for this Strategic Plan RFP.

**29. What level of depth is expected in the organizational assessment—high-level review or detailed financial/operational modeling?**

For the Strategic Plan, PIDC expects a high-level review. Recent organizational assessments have been conducted at PIDC that will be shared with the consultant to utilize with their own methodologies for determining internal factors.

**30. For benchmarking, are there specific peer cities or organizations PIDC would like us to include?**

PIDC has not identified peer cities or organizations for benchmarking.

**31. What scale of stakeholder engagement do you anticipate (e.g., number of interviews, surveys, focus groups, in-person vs. virtual)?**

The methodology and scale of stakeholder engagement will be determined by the consultant’s planning and approach to the Strategic Plan.

**32. Are there lessons learned or required carryover initiatives from the 2023–2026 plan that should guide the new strategy?**

The economic and political environment in the City of Philadelphia today is different from the economic and political environment in 2022 when the 2023-2026 Strategic Framework was created. The new Strategic Plan should consider the context of Philadelphia today to guide the organization in meeting the goals as identified in the RFP.

**33. Is there an expected budget range or not-to-exceed amount for this engagement?**

See the response to #2.

**34. How will proposals be evaluated (technical approach, experience, cost, Philadelphia presence)?**

See the response to # 20.

**35. Does PIDC have an existing KPI framework to build from, or should we propose a new one?**

The consultant will be asked to propose a KPI framework that aligns with the new Strategic Plan.

**36. Should the plan include an implementation roadmap or first-year action plan in addition to the four-year strategy?**

See the Deliverables in the RFP.

**37. How many workshops/Board sessions should we plan for between January and July 2026, and which must be in person?**

See the response to #31.

**38. For finalist interviews in November, will there be specific agenda expectations or case-style presentations?**

The format and agenda of the interviews will be sent to the finalists in early November. There may be questions about the submitted proposal or a request for additional information.

**39. What are PIDC's top priorities or challenges that the new strategic plan should address beyond those listed in the RFP?**

The SWOT analysis is one of the Activities in the RFP.

**40. Are there specific metrics or outcomes from the 2023–2026 strategic plan that PIDC wants to build upon or improve?**

See the response to #32.

**41. Are there any in-progress or upcoming initiatives (e.g., policy changes) that may impact or overlap with this strategic planning process?**

No. See the response to #9.

**42. Are there existing benchmarks or peer organizations PIDC would like to be compared against in the market analysis?**

See response to #30.

**43. Will PIDC provide feedback to non-selected firms after the decision is made?**

All firms will receive a response. PIDC's ability to provide feedback will depend on the quantity of proposals received.

**44. How does PIDC define "thought leadership" in the context of economic development, and what role should the strategic plan play in advancing that reputation?**

The Strategic Plan should position this organization as a trusted authority, partner, and collaborator for innovative ideas, valuable insights, and expert opinions on economic growth in Philadelphia.

**45. What does PIDC envision as a "self-sustaining revenue model," and are there existing models or ideas under consideration?**

PIDC is not expecting a specific model, but a Strategic Plan that includes goals and objectives focused on strengthening PIDC's diverse revenue sources to withstand external fluctuations.