

Madison Park Development Corporation | Strategic Planning

Responses to Respondent Question(s)

MPDC's 2027-2031 Strategic Plan

Inquiry	Question (as submitted)	MPDC Response
Question #1	Do you all have a budget in mind for this project?	MPDC expects each consultant to submit a proposed budget based on the full scope of work outlined in the RFP. Please include an itemized breakdown of all anticipated costs, including fees, travel, expenses, subcontractors, and any other services. Please also identify any assumptions, exclusions, or items that may result in additional costs. If your proposal is selected, any adjustments to the scope or budget will be discussed and approved by MPDC before moving forward.
Question #2	Will you be organizing a Strategic Planning Committee comprised of board and staff members?	MPDC anticipates forming a Strategic Planning Committee composed of Board, staff, and key stakeholders to help guide the process, provide organizational context, review key findings, and offer feedback on proposed strategic priorities and deliverables.
Question #3	What kind of data do you currently collect that can be used to evaluate the 2024-2026 strategic plan? Do you have outcome measurement dashboards or similar that would be available to the consultant?	MPDC currently collects a range of financial, operational, fundraising, real estate, and asset-management data. We also collect information related to program participation, outcomes, and resident engagement that may support the evaluation of the 2024–2026 Strategic Plan. Data collection and reporting practices currently differ across departments. MPDC has some dashboards and reporting tools, particularly within Asset Management and Community Action, but does not currently have a fully integrated, organization-wide outcome measurement system. The selected consultant will receive access to relevant available data, reports, and dashboards, subject to applicable confidentiality and data-protection requirements. We also expect the consultant to identify data gaps and recommend a practical performance measurement and accountability framework,

		including the development of clearly defined key performance indicators.
Question #4	To engage residents, I was wondering if you have pre-existing resident councils or similar in your properties, or a portfolio-wide resident association? Are you also interested in hearing from community residents who don't live in your properties and do you have pre-existing groups to connect to this process? I see that you have a lot of community building and engagement activities. Are you hoping to connect with participants and leaders in these programs as well as residents?	MPDC does not have a single portfolio-wide resident association; however, we have existing resident associations and other established engagement channels throughout our housing portfolio. We are interested in hearing from both MPDC residents and members of the broader community who may not live on our properties. We would also like the process to engage participants and leaders from our community action programs, community centers, and arts and cultural programming, as well as other neighborhood stakeholders who are familiar with or affected by MPDC's work. The selected consultant will work with MPDC to identify the appropriate stakeholder groups and develop an inclusive, accessible, and manageable engagement strategy.
Question #5	For the organizational assessment memorandum, are you open to a PPT format, or do you prefer a Word document or both?	MPDC is open to receiving the organizational assessment memorandum as either a Word document or PowerPoint presentation. A combination of both formats is also acceptable if it allows the consultant to communicate the findings and recommendations most effectively.
Question #6	You reference the final "public-facing" plan and deliverables that are "publication ready" – are you looking for the consultant to come with graphic design expertise to prepare these?	No. MPDC does not require the consultant to have graphic design expertise. The consultant will be responsible for developing clear, polished, and complete content that is ready to move into final design and publication. MPDC will coordinate the graphic design and production of the public-facing plan separately.
Question #7	Do you have a preferred timeframe for conducting the strategic planning process and a date in mind when you would hope the board would approve the final document?	We anticipate selecting a consultant by October 23, 2026, with the planning process beginning shortly thereafter. Our preference is to complete the process and present the final plan to the Board for approval during the first half of 2027. We welcome respondents' recommendations regarding a realistic

		schedule that allows sufficient time for meaningful stakeholder engagement, analysis, decision-making, and Board review.
Question #8	Finally, what is your fiscal year?	MPDC operates on a calendar-year fiscal cycle, beginning January 1 and ending December 31.
Question #9	Can MDPC share access to an executive summary of the 2024-2026 Strategic Plan?	MPDC will provide the selected consultant with a summary of the 2024–2026 Strategic Plan, along with other relevant background materials needed to support the planning process.
Question #10	Engage residents, Board members, staff, program participants, partners, funders, and public-sector stakeholders, and other key constituencies through accessible and culturally responsive engagement 1. For each of the categories of stakeholders listed above, how many people does MPDC hope to engage? In-person, online or both? 2. Do MPDC residents speak languages other than English? 3. Who and how many people would fall into the category of “other key constituents”?	1. MPDC has not established a predetermined number of participants for each stakeholder category. We expect respondents to recommend an engagement approach that is inclusive, meaningful, and manageable within the proposed scope and budget. Engagement may include both in-person and virtual opportunities, as appropriate for the stakeholder group and method of engagement. 2. Yes. MPDC serves residents who speak languages other than English. The selected consultant will work with MPDC to identify the specific language-access needs of participating residents and determine the appropriate translation and interpretation support. 3. “Other key constituents” may include neighborhood leaders, local businesses, community-based organizations, anchor institutions, peer community development organizations, and others with relevant knowledge of or connections to MPDC’s work. MPDC has not established a specific number for this category and expects respondents to recommend an appropriate level of engagement.
Question #11	Since you are involving residents as a part of this process, is the selected consultant expected to cover costs and coordination for language translation/interpretation services for community engagement, or will MPDC provide or reimburse these	Respondents should identify anticipated costs for translation, interpretation, accessibility support, and stakeholder incentives as separate line items in their proposed budgets. MPDC will work with the selected consultant to determine whether these services and incentives will be provided directly by MPDC, coordinated by the consultant and reimbursed, or incorporated into the final contract. Any

	directly? Similarly, will the consultant be expected to provide incentives for engagement to stakeholders? (visa giftcards, raffle prizes etc)	related expenses must be discussed and approved by MPDC in advance.
Question #12	Is there a fixed completion date or desired milestone for the final presentation and Board adoption (e.g., Q1 or Q2 2027)? What are major events (retreats, fundraisers, company time off, etc.) that might limit stakeholders capacity to engage with the consulting team?	Please review the response to Question #7 regarding the anticipated completion and Board-adoption timeframe. Scheduling considerations include year-end holidays and staff time off, Board and committee meeting schedules, organizational events, and other major MPDC initiatives. MPDC will share relevant scheduling information with the selected consultant. Collaboratively, we will establish a timeline that supports broad participation while accommodating these scheduling considerations.
Question #13	Will there be a dedicated Strategic Planning Steering Committee (combining Board members, leadership, and community members) to manage day-to-day decisions, or will primary direction come directly from you as the Project Manager? Will an admin be assisting with scheduling internal meetings?	Please see the response to Question #2 regarding the composition and role of the Strategic Planning Committee. As Project Manager, the Chief Operating Officer will serve as the consultant's primary point of contact and coordinate day-to-day decisions and internal communication. MPDC will assist with scheduling internal meetings, while the consultant will be expected to manage the overall project schedule, meeting agendas, materials, and follow-up.
Question #14	What is MPDC's AI policy?	MPDC will provide the selected consultant with its applicable AI policy and related guidance during the contracting and onboarding process. Any use of AI in connection with this engagement must comply with MPDC's requirements regarding confidentiality, data security, intellectual property, transparency, and the protection of resident and organizational information.
Question #15	Does MPDC prefer to collaborate with consultants via Google or Microsoft?	MPDC primarily uses Microsoft 365 and prefers to collaborate through Microsoft applications. MPDC will work with the selected consultant to establish shared file-management and communication protocols at the start of the engagement.