

November 26, 2025

RE: Proactive PMR Consultant Request for Information Responses

1. Are there specific national industries, outlets, or market segments that BDC considers top priorities for visibility efforts?

Please review Baltimore City's Comprehensive Economic Development Plan [Baltimore Together](#) and Greater Baltimore Committee's 10-year Regional Plan [All in 2035](#).

BDC's work and efforts would want to be covered by a mix of high-growth industries including but not limited to the following:

- a. National Industries & Topics
 - i. Advanced manufacturing (eg. Medical devices, diagnostics, precision fabrication)
 - ii. Life sciences and health (biotech, biomanufacturing, therapeutics, medical R&D, healthcare services)
 - iii. Digital Information (cybersecurity, fintech, software and platform building)
 - iv. Innovation infrastructure (R&D institutes, tech hubs, incubators, university partnerships) that support cluster upgrading and entrepreneurship.
 - v. Logistics, trade, and mobility (Port of Baltimore, warehousing, e-commerce fulfillment, freight, last-mile delivery)
 - vi. Clean energy and climate tech (renewables, grid modernization, storage)
 - vii. Small, minority-owned, and neighborhood businesses growth across sectors. (Baltimore being known as best place to start a small business especially for BIPOC owners and founders.
- b. Local Initiatives & Topics
 - i. Small businesses growth across sectors, which connect residents to jobs and deliver on BDC's equity goals.
 - ii. Workforce development, apprenticeships, and reskilling systems that enable industry evolution and inclusive hiring.
 - iii. Baltimore's hospitality, tourism, and cultural industries, which influence visitor spending, downtown vitality, and brand image.
 - iv. Population growth and it's alignment with community priorities, policy design, and program effectiveness.
- c. Outlet examples below, but we are not limiting to the following:
 - i. Publications (The Wall Street Journal, New York Times, Bloomberg (including Bloomberg News/Businessweek), Forbes, Fast Company, PitchBook, Costar News, Business Journal, etc.)
 - ii. Radio: NPR, Bloomberg Radio, SiriusXM Business Radio
 - iii. National conference speaking opportunities (Bloomberg Live, International Economic Development Council, Urban Land Institute, Black Economic Forum, TED Talks (national and/or regional), ICSC, National League of Cities, National Urban League, etc.)

2. Should we anticipate a balanced emphasis between local PR support and National outreach, or is one area currently a higher strategic priority.

A balanced approach is essential. While BDC staff will maintain shared responsibility for local public relations and storytelling, the selected consultant will be expected to lead the development of national-level strategies and actively support their implementation. The consultant must ensure that Baltimore's external narrative aligns seamlessly with its local story. That it is authentic, consistent, and grounded in the city's real progress.

That said, the topics above should be the focus but positioning Baltimore as a national model for inclusive economic growth, particularly in establishing the city's reputation as one of the most supportive environments for diverse entrepreneurs. The consultant's work should elevate these narratives across owned, earned, and paid media channels to strengthen Baltimore's visibility and credibility on the national stage.

3. Should the consultant plan for continuous 24/7 rapid response availability, or will BDC outline defined scenarios for escalation?

Yes, the consultant should be readily available in crisis or emergency situations (personnel, organizational, owned assets emergency, city-wide emergency, etc.). But in all cases the consultant will check-in, review, and **await approval before making any statement on behalf of the organization**. The consultant should come prepared with suggestions in relation escalation scenarios.

4. Collaboration Structure: How will the consultant be expected to work with BDC Staff?

The consultant's primary point of contact will be the Senior Vice President & Chief Business Development Officer. However, the consultant should be prepared to meet on a weekly or bi-weekly basis with Executive Team (President and EVPs) Senior Vice Presidents, and the Communication & Marketing Team as needed.

5. Confirm the anticipated contract start date and any major early 2026 initiatives that may shape priorities?

Contract start date is flexible but should be within Q1 of 2026. Major initiatives and happenings are as follows:

- a. Internal Restructure Completed Q1
- b. Howard & Lexington Redevelopment Announcements Q2-Q3
- c. Harborplace Progress – Ongoing

6. Will the first kick-off meeting be held in person or is remote acceptable for the kick-off meeting?

The first kick-off meeting should be in-person.

7. Will the consultant be expected to attend all meetings in person?

No, some remote meetings are acceptable.

8. Does BDC have an estimated engagement budget?

No, all consultants will be evaluated based on the proposed scope of services in relation to the cost of services and/or retainer. Consultants should be considered tiered level of scope/services.

9. Should travel or event related costs be included in the budget or are they handled separately?

The proposal should either be inclusive of those costs or express reimbursable structure in detail.

10. Is there a preferred format or structure to the Equity and Community Engagement Plan?

There is no predetermined format or structure for the Equity and Community Engagement Plan, we're looking to consultant's expertise in developing the framework and approach that best aligns with the goals of this engagement.

Please include case studies related to this effort.

11. Will BDC provide access to internal data, reports, or stakeholder interviews to support narrative development?

Yes, BDC will provide what is has related to these efforts. However, the consultant will be expected to guide the process by asking the right questions to help extract key insights or establish a plan for BDC to gather any additional information needed. While quantitative data is readily available, some qualitative data may need to be collected as part of this engagement.

12. Are there existing digital assets or social media channels the consultant will manage?

There are existing platforms for all BDC brands, (BDC, BDC's President, ETC, MIB, and Baltimore Together), more may be developed if needed. BDC staff will be responsible for management of these channels but the consultant may be given access to contribute as requested or agreed upon.

Note: consultant are expected to take all current channels into consideration.

13. Is there flexibility in contract term or scope to accommodate evolving priorities or new initiatives?

Yes there is some flexibility, but consultant should demonstrate when or where they are deviating and describe why they are changing the scope or term in detail.

14. Are there any restrictions on subcontracting or collaborative partnerships for specialized components?

No, but BDC reserves the right to review any subcontractor's qualifications and or contracts if outside of pre-defined scope and budget.