

# **NEIGHBORHOD SCALE INCREMENTAL DEVELOPMENT EDUCATION COHORT (NSIDE DEKALB) PROGRAM MANAGEMENT SERVICES REQUEST FOR PROPOSALS**

**ISSUED:** October 1, 2026  
**DUE:** October 30, 2026, 3:00 PM EST

# CONTENTS

|                                                                                      |    |
|--------------------------------------------------------------------------------------|----|
| <b>I. Purpose &amp; Background</b>                                                   | 4  |
| A. Program Background                                                                | 4  |
| B. Statement of Need                                                                 | 4  |
| C. Purpose of this RFP                                                               | 4  |
| <b>II. Role of the NSIDE DeKalb Program Manager &amp; Technical Assistance Bench</b> | 5  |
| A. NSIDE DeKalb Program Manager                                                      | 5  |
| B. Technical Assistance Bench                                                        | 5  |
| C. Definitions                                                                       | 5  |
| <b>III. Program Goals, Objectives &amp; Desired Outcomes</b>                         | 5  |
| Program Goals                                                                        | 5  |
| Desired Outcomes                                                                     | 6  |
| <b>IV. Scope of Services</b>                                                         | 6  |
| A. Program Administration                                                            | 6  |
| B. Marketing and Recruitment                                                         | 6  |
| C. Educational Programming                                                           | 6  |
| D. Technical Assistance Bench Management                                             | 7  |
| E. Individual Technical Assistance                                                   | 7  |
| F. Property and Development Assessments                                              | 7  |
| G. Partnership Development                                                           | 8  |
| H. Pre-Development Grant Readiness                                                   | 8  |
| I. Capstone Symposium                                                                | 8  |
| J. Reporting and Performance Management                                              | 8  |
| K. Required Deliverables                                                             | 8  |
| L. Optional Services                                                                 | 9  |
| <b>V. Minimum Performance Standards</b>                                              | 9  |
| <b>VI. Key Performance Indicators</b>                                                | 9  |
| <b>VII. Eligible Respondents &amp; Qualifications</b>                                | 9  |
| A. Eligible Respondents                                                              | 9  |
| B. Program Manager Qualifications                                                    | 9  |
| C. Technical Assistance Bench Qualifications                                         | 10 |
| <b>VIII. Contract &amp; Service Model</b>                                            | 10 |
| <b>IX. Compliance &amp; Reservation of Rights</b>                                    | 10 |
| A. Insurance and Compliance                                                          | 10 |
| B. Conflict of Interest                                                              | 12 |
| C. Reservation of Rights                                                             | 12 |



|                                         |    |
|-----------------------------------------|----|
| X. Evaluation Criteria .....            | 13 |
| XI. Submission of Requirements .....    | 14 |
| XII. Submission Process .....           | 14 |
| XIII. Selection Process & Schedule..... | 15 |



## I. Purpose & Background

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### A. Program Background

The Neighborhood Scale Incremental Development Education Cohort (“**NSIDE DeKalb**”) is a strategic capacity-building program designed to equip residents, community-based organizations, small investors, nascent developers, and small business owners with the knowledge, tools, and technical assistance necessary to activate vacant, undeveloped, or underutilized property for productive, community-serving development. NSIDE DeKalb is an initiative of the DeKalb County Housing Capacity Seed Fund, one of the Housing Investment Programs (“**HIP**”) approved by the DeKalb County Board of Commissioners on July 14, 2026. Additionally, Decide DeKalb Development Authority (“**Decide DeKalb**”) was approved a sub-program Manager of several HIPs, including NSIDE DeKalb.

The Program is grounded in the principles of incremental development – a model of neighborhood revitalization driven by local actors undertaking small-scale, financially attainable, contextually appropriate projects over time, rather than large, externally led developments.

**Program Vision:** Build a locally rooted pipeline of neighborhood-scale developers capable of transforming underutilized DeKalb County properties into lasting community assets – expanding affordable housing and neighborhood commercial space, strengthening neighborhoods, and building community wealth.

### B. Statement of Need

Many residents, community organizations, and small investors possess property, site control, or a clear acquisition pathway, but lack experience navigating site feasibility, zoning, design, development finance, partnership formation, and pre-development activities. Eligible participants frequently lack the organizational and technical capacity to independently evaluate development feasibility, structure financing, or advance a project toward implementation.

A coordinated Program Manager and multidisciplinary Technical Assistance Bench will bridge these gaps by delivering a structured nine-module curriculum, individualized technical assistance and mentorship, and a pathway to pre-development funding through the Neighborhood Scale Developer Pre-Development Grant Program.

### C. Purpose of this RFP

Through this Request for Proposals (“**RFP**”), Decide DeKalb, on behalf of DeKalb County, seeks responses from qualified firms, consultants, and contractors to serve as the NSIDE DeKalb Program Manager and members of a multidisciplinary Technical Assistance Bench.

The selected NSIDE DeKalb Program Manager will administer the program, coordinate curriculum delivery and the Technical Assistance Bench, and help participants evaluate and advance community-serving development projects from concept through pre-development readiness.

## II. Role of the NSIDE DeKalb Program Manager & Technical Assistance Bench

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### A. NSIDE DeKalb Program Manager

The Program Manager will serve as the primary point of coordination for NSIDE DeKalb and will oversee recruitment, curriculum planning and delivery, cohort administration, logistics, reporting, quality assurance, and participant support. The Program Manager is responsible for the overall success, quality, and timely delivery of the Program, and for coordinating the multidisciplinary Technical Assistance Bench described below.

### B. Technical Assistance Bench

The Technical Assistance Bench is a multidisciplinary pool of subject matter experts – including professionals in real estate development, planning, architecture, engineering, development finance, law, community engagement, and construction – engaged on an as-needed basis to provide individualized advisory support to program participants. The Program Manager is responsible for establishing, managing, and coordinating assignments across the Bench in line with participant needs.

Technical Assistance Bench members are advisory in nature. They are not employed or contractually engaged by the cohort participant projects unless separately engaged for that purpose, and their role does not substitute for a participant's own professional advisors during project implementation.

### C. Definitions

- **Program Manager:** the lead entity selected under this RFP to administer NSIDE DeKalb.
- **Technical Assistance Bench:** the multidisciplinary pool of experts coordinated by the Program Manager.
- **Participant:** a resident, organization, or small investor accepted into the cohort.
- **Incremental Development:** small-scale, locally driven real estate development undertaken over time, as described in Section I.
- **Community Development:** housing, mixed-use, civic, economic development, and community-serving investments.

## III. Program Goals, Objectives & Desired Outcomes

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### Program Goals

- Build local development capacity among residents, organizations, and small investors.
- Activate underutilized land and property for productive community use.
- Expand affordable housing and neighborhood commercial opportunities.
- Advance community wealth-building through ownership models that enable long-term economic participation.
- Create a pipeline of viable, implementable neighborhood-scale development projects.
- Facilitate strategic partnerships with lenders, CDFIs, architects, and public agencies.

- Prepare participants for pre-development funding, including the Neighborhood Scale Developer Pre-Development Grant Program.

### **Desired Outcomes**

- Increased development capacity and readiness among participating residents and organizations.
- Activation of vacant and underutilized properties.
- Expanded pipeline of community development projects.
- Stronger public and private development partnerships.
- Conceptual development plans and projects positioned for pre-development investment.

## **IV. Scope of Services**

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The selected Program Manager shall design, coordinate, administer, and continuously improve the NSIDE DeKalb cohort, supported by a multidisciplinary Technical Assistance Bench. The Program Manager will serve as the primary point of coordination for the Program and will be responsible for planning, implementation, reporting, quality assurance, and participant support, as further detailed below.

### **A. Program Administration**

**Objective:** *Ensure effective planning, coordination, and management of NSIDE DeKalb.*

**Tasks include:**

- Provide overall project management for the Program.
- Develop annual work plans and cohort schedules.
- Coordinate meetings among participants, partners, and the Technical Assistance Bench.
- Maintain participant records and manage program communications.
- Prepare progress reports.
- Coordinate instructors and subject matter experts and ensure timely delivery of all services.

### **B. Marketing and Recruitment**

**Objective:** *Build a strong, diverse cohort of approximately 20 to 25 participants per cycle.*

**Tasks include:**

- Develop outreach materials and a recruitment/marketing strategy.
- Conduct information sessions for prospective participants.
- Recruit residents, community-based organizations, small investors, and nascent developers to apply.
- Manage the application process.
- Recommend participant selections that reflect neighborhood, geographic, and organizational diversity, prioritizing applicants with site control or a clear acquisition pathway.

### **C. Educational Programming**

**Objective:** *Build participant knowledge and competency across the full spectrum of incremental development.*

**Tasks include:**

- Develop and administer the nine-module NSIDE DeKalb curriculum:
  - (1) Foundations of Incremental Development;
  - (2) Identifying and Evaluating Development Sites;
  - (3) Development Concepts and Project Design;
  - (4) Understanding Development Finance;
  - (5) Financing Small-Scale Development;
  - (6) Community Wealth-Building in Real Estate Development;
  - (7) Development Process and Project Management;
  - (8) Community Engagement and Neighborhood Impact; and
  - (9) Ownership, Operations, and Long-Term Sustainability.
- Refine curriculum materials, workbooks, case studies, and templates for the DeKalb County context.
- Respondents may propose innovative instructional methodologies (e.g., workshops, learning labs, expert instruction, site visits, peer learning), provided all nine required competency areas are addressed.

#### **D. Technical Assistance Bench Management**

**Objective:** *Ensure participants have access to qualified, multidisciplinary expertise throughout the cohort.*

**Tasks include:**

- Establish and manage a bench of qualified professionals with expertise in real estate development, planning, architecture, engineering, development finance, law, construction, and community engagement.
- Coordinate Bench assignments based on individual participant and project needs.
- Pair each participant with a project mentor.

#### **E. Individual Technical Assistance**

**Objective:** *Provide each participant individualized, hands-on advisory support.*

**Tasks include:**

- Property and site reviews.
- Development readiness and feasibility assessments.
- Strategy sessions.
- Partner identification.
- Implementation planning.
- Referrals to specialized experts, as appropriate.

#### **F. Property and Development Assessments**

**Objective:** *Help participants understand the development potential and constraints of their property.*

**Tasks include:**



- Evaluate site opportunities and development constraints.
- Assess zoning considerations, infrastructure, and neighborhood market conditions.
- Review ownership issues and preliminary project feasibility.

## **G. Partnership Development**

**Objective:** *Connect participants to the partners needed to implement their projects.*

**Tasks include:**

- Facilitate introductions to CDFIs, lenders, and mission-driven capital sources.
- Facilitate introductions to public agencies, architects, contractors, and other implementation partners, including public land disposition programs.

## **H. Pre-Development Grant Readiness**

**Objective:** *Position participant projects for future pre-development funding.*

**Tasks include:**

- Assist participants in preparing conceptual development plans, budgets, and pro formas.
- Identify due diligence activities and estimate pre-development capital needs.
- Position projects for the Neighborhood Scale Developer Pre-Development Grant Program and other funding opportunities.

## **I. Capstone Symposium**

**Objective:** *Showcase cohort outcomes and connect participants to stakeholders.*

**Tasks include:**

- Plan and administer a concluding symposium/final presentation at which participants present their conceptual projects, financing strategies, and implementation roadmaps to invited stakeholders.

## **J. Reporting and Performance Management**

**Objective:** *Track and communicate program performance.*

**Tasks include:**

- Submit monthly status reports, quarterly performance reports, and annual summaries.
- Track participant progress and key performance indicators (Section VI).
- Provide recommendations for program improvement and future cohorts.

## **K. Required Deliverables**

- Annual work plans
- Recruitment and marketing plans
- Participant rosters
- Curriculum and educational materials
- Technical assistance logs
- Site feasibility and development readiness assessments
- Quarterly reports

- Final program report and recommendations for future cohorts

## **L. Optional Services**

Decide DeKalb may request additional cohorts, specialized workshops, advanced technical assistance, alumni programming, Predevelopment Grant Program administration support, or targeted consulting through task orders issued under the resulting contract.

## **V. Minimum Performance Standards**

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- Maintain regular communication with participants throughout the cohort.
- Coordinate qualified subject matter experts for all nine curriculum modules.
- Provide individualized technical assistance to every participating resident, organization, or small investor.
- Maintain accurate documentation and performance records.
- Support continuous program improvement through participant feedback and outcome evaluation.

## **VI. Key Performance Indicators**

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- Number of participants enrolled and number of participating projects/properties.
- Participant completion rate.
- Number of technical assistance engagements.
- Site feasibility and development readiness assessments completed.
- Conceptual development plans produced.
- Partnerships established (lenders, CDFIs, public agencies, design/construction professionals).
- Projects advanced toward Pre-Development Grant Program application or other pre-development funding.
- Participant satisfaction.
- Recommendations for future cohorts.

## **VII. Eligible Respondents & Qualifications**

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### **A. Eligible Respondents**

Eligible respondents include nonprofit organizations, higher education institutions, consulting firms, community development intermediaries and CDFIs, and multidisciplinary teams or individual practitioners with demonstrated experience administering capacity-building, affordable housing, real estate development education, or technical assistance programs.

### **B. Program Manager Qualifications**

Respondents shall demonstrate experience managing complex community development initiatives, coordinating multidisciplinary teams, administering federally or publicly funded programs, and

delivering technical assistance to residents, small investors, nascent developers, or community-based organizations.

### **C. Technical Assistance Bench Qualifications**

Respondents shall identify a bench of qualified subject matter experts with expertise in real estate development, planning, architecture, engineering, development finance (including CDFI and public subsidy programs), law, construction, community engagement, and community wealth-building/ownership models. Attorneys proposed for the Bench must hold active licensure to practice law in the State of Georgia; architects and planners must hold active professional licensure; and any Respondent providing financial advisory services related to bond financing or securities transactions must hold applicable SEC and/or MSRB registration.

## **VIII. Contract & Service Model**

- Decide DeKalb anticipates awarding one contract to a lead Program Manager responsible for coordinating services through a Technical Assistance Bench.
- The Program Manager will be engaged to deliver the initial NSIDE DeKalb cohort described in this RFP, with the expectation of administering recurring cohorts subject to available Housing Capacity Seed Fund resources and satisfactory performance.
- Additional task orders may be issued for optional services described in Section IV.L, including Pre-Development Grant Program administration support.

## **IX. Compliance & Reservation of Rights**

### **A. Insurance and Compliance**

The selected respondent shall provide Decide DeKalb with a certified copy of each of the policies or binders, electronically, indicating the existence of the policies prior to the beginning of the contract term. In the event a binder is delivered, it shall be replaced within ten (10) days by a certified copy of the policy. Each policy shall contain a valid provision or endorsement that the policy may not be canceled without giving thirty (30) days written notice thereof to Decide DeKalb representative named in the contract.

A renewal policy or certificate shall be delivered to Decide DeKalb at least thirty (30) days prior to the expiration date of each expiring policy. If at any time, any of the policies shall be or become unsatisfactory to Decide DeKalb as to form or substance, or any of the carriers issuing such policies shall be or become unsatisfactory to Decide DeKalb, the Contractor shall deliver to Decide DeKalb's representative upon demand a certified copy of any policy required herein for review. All insurance and adequacy of coverage decisions shall be made at the sole discretion of Decide DeKalb, and the requirements set forth herein may be amended or changed at any time. Except as set forth herein, the Certificates of Insurance shall name Decide DeKalb as an additional insured.

- **General Liability:**
  - Limits:
    - \$1M per occurrence
    - \$2M aggregate

- Including:
  - Insurance carrier must have a minimum A.M. Best's Rating of A- or better and an A.M. Best's Financial Size Category of VIII or better.
  - The policy shall include coverage for liabilities arising out of premises, operations, independent contractors, products, completed operations, personal & advertising injury, and liability assumed under an insured contract. This insurance shall apply separately to each insured against whom claim is made or suit is brought subject to the respective limit of liability;
  - No exclusion for abuse and molestation
  - No exclusion for Assault and Battery
  - Decide DeKalb Development Authority as Additional Insured regarding ongoing and completed operations
  - Primary and Noncontributory language in favor of Decide DeKalb Development Authority;
  - Waiver of Subrogation in favor of Decide DeKalb Development Authority; and
  - Notice of cancellation (30 days, except 10 days for nonpayment) to Decide DeKalb Development Authority
- **Workers Compensation and Employers Liability:**
  - Limits:
    - Workers Compensation: Statutory
    - Employers Liability: \$1M/\$1M/\$1M
  - Including:
    - Insurance carrier must have a minimum A.M. Best's Rating of A- or better and an A.M. Best's Financial Size Category of VIII or better.
    - Waiver of Subrogation in favor of Decide DeKalb Development Authority; and
    - Notice of cancellation (30 days, except 10 days for nonpayment) to Decide DeKalb Development Authority
- **Professional Liability/Errors and Omissions Liability:**
  - Limits:
    - \$1M per occurrence
    - \$5M aggregate
  - Including:
    - Insurance carrier must have a minimum A.M. Best's Rating of A- or better and an A.M. Best's Financial Size Category of VIII or better;
    - Primary and Noncontributory language in favor of Decide DeKalb Development Authority;
    - Waiver of Subrogation in favor of Decide DeKalb Development Authority; and
    - Notice of cancellation (30 days, except 10 days for nonpayment) to Decide DeKalb Development Authority
- **Umbrella / Excess Liability:**
  - Limits:
    - \$5M per occurrence



- \$10M aggregate
- Including:
  - Insurance carrier must have a minimum A.M. Best's Rating of A- or better and an A.M. Best's Financial Size Category of VIII or better.
  - General Liability, Auto Liability, Employers Liability, and Professional Liability/Errors and Omissions Liability must be included on the schedule of underlying coverages;
  - Follow form language;
  - Decide DeKalb Development Authority as Additional Insured;
  - Primary and Noncontributory language in favor of Decide DeKalb Development Authority;
  - Waiver of Subrogation in favor of Decide DeKalb Development Authority; and
  - Notice of cancellation (30 days, except 10 days for nonpayment) to Decide DeKalb Development Authority

## **B. Conflict of Interest**

Respondents shall disclose any actual or potential conflicts of interest – including any relationship with the DeKalb County Board of Commissioners, Decide DeKalb board or staff, or the NSIDE DeKalb Program Review Committee – and establish procedures to prevent conflicts during performance of the contract.

## **C. Reservation of Rights**

Decide DeKalb reserves the right to reject any or all SOQs, request clarifications, negotiate scope and pricing, cancel or re-issue this solicitation, or make no award if determined to be in the public interest.

## X. Evaluation Criteria

SOQs will be evaluated by a selection committee using the weighted criteria below. Interviews may be conducted with shortlisted respondents.

| Evaluation Criterion                                                                                                                                                                                                                                                                                                              | Weight | Section |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|
| <b>Organizational Qualifications</b> – demonstrated experience administering complex community development, capacity-building, affordable housing, or technical assistance initiatives; organizational capacity to manage multidisciplinary, multi-year programs; experience administering federally or publicly funded programs. | 20     | VII     |
| <b>Technical Approach</b> – quality and feasibility of the proposed approach to program administration, curriculum delivery, and technical assistance; clarity of proposed work plan, timeline, and methodology.                                                                                                                  | 20     | IV      |
| <b>Community Development Experience</b> – direct experience with affordable housing, incremental/small-scale development, and community-serving facilities; experience working with residents, small investors, or first-time developers; understanding of feasibility, financing, partnerships, and pre-development.             | 20     | I, III  |
| <b>Technical Assistance Bench</b> – depth and relevance of proposed Bench composition across required disciplines; qualifications of proposed Bench members; capacity to serve approximately 20-25 participants concurrently.                                                                                                     | 15     | IV.D    |
| <b>Staffing Plan</b> – qualifications of proposed program staff and key personnel; clarity of roles, responsibilities, and level of effort.                                                                                                                                                                                       | 10     | XI      |
| <b>Innovation</b> – creativity and effectiveness of proposed instructional methodologies, program design, and participant engagement strategies.                                                                                                                                                                                  | 10     | IV.C    |
| <b>Cost</b> – reasonableness and completeness of the proposed cost/fee proposal relative to the scope of services.                                                                                                                                                                                                                | 10     | XI      |
| <b>Local Presence / LBSE</b> – respondents that are currently DeKalb County Local Business Small Enterprise ("LBSE") Certified.                                                                                                                                                                                                   | 5      | XI      |

**Total Possible Score: 110 Points**

## XI. Submission of Requirements

Respondents are required to submit the following in their SOQs:

| Section                                   | Requirements                                                                                                                                                                         | Max # of Pages |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| A. Executive Summary                      | <ul style="list-style-type: none"><li>Firm/organization history and general background.</li><li>Understanding of NSIDE DeKalb and its goals.</li></ul>                               | 3              |
| B. Organizational Qualifications          | <ul style="list-style-type: none"><li>Outline of relevant experience and expertise.</li><li>Resumés of key staff proposed to be assigned to the Program.</li></ul>                   | 5              |
| C. Technical/Project Approach             | <ul style="list-style-type: none"><li>Proposed approach to program administration, curriculum delivery, and technical assistance.</li><li>Proposed work plan and timeline.</li></ul> | 5              |
| D. Staffing Plan                          | <ul style="list-style-type: none"><li>Roles, responsibilities, and level of effort of proposed program staff.</li></ul>                                                              | 3              |
| E. Technical Assistance Bench Composition | <ul style="list-style-type: none"><li>Proposed Bench members and disciplines represented.</li><li>Qualifications of each proposed Bench member.</li></ul>                            | 5              |
| F. Relevant Experience                    | <ul style="list-style-type: none"><li>Two (2) to five (5) examples of previous work highlighting key accomplishments.</li></ul>                                                      | 5              |
| G. References                             | <ul style="list-style-type: none"><li>Name and contact information for at least three (3) references.</li><li>Description of relevant work performed for previous clients.</li></ul> | 2              |
| H. Project Schedule                       | <ul style="list-style-type: none"><li>Proposed schedule for cohort recruitment, programming, and technical assistance delivery.</li></ul>                                            | 2              |
| I. Cost Proposal                          | <ul style="list-style-type: none"><li>Fee structure proposal for Program Manager and Technical Assistance Bench services.</li></ul>                                                  | 2              |

## XII. Submission Process

Please read each section carefully for information regarding the SOQ and submittal instructions. The point of contact for this RFP is Diana Pitcher-Williams, Redevelopment Manager ([dpwilliams@decidedekalb.com](mailto:dpwilliams@decidedekalb.com)). Please reference this RFP as "NSIDE DeKalb Program Manager RFP" in the subject line of all emails submitting requests for clarifications.

Submissions should be no more than 30 pages total (excluding resumés and required attachments). Respondents shall have no contact related to this RFP with Decide DeKalb, DeKalb County, or the NSIDE DeKalb Program Selection Committee during the procurement process other than with the point of contact for questions and clarifications.

All responses must be submitted as one (1) PDF document using this [NSIDE DeKalb Program Management & Technical Advisory Services RFP Submission Form](#). For issues submitting your response, please contact Diana Pitcher-Williams. **SOQs are due Friday, October 30, 2026, 3:00 PM EST.**

### XIII. Selection Process & Schedule

Qualified submissions will be reviewed by a selection committee and ranked based on the scope of services and evaluation criteria outlined in Section X. Interviews may be conducted with shortlisted respondents.

#### Request for Proposals Schedule

| Milestone                                                               | Date                           |
|-------------------------------------------------------------------------|--------------------------------|
| RFP released                                                            | October 1, 2026                |
| Written requests for clarifications due                                 | October 9, 2026                |
| Answers to clarifications posted                                        | October 14, 2026               |
| Response submissions due                                                | October 30, 2026, 3:00 PM EST  |
| Virtual Interviews with shortlisted respondents (if conducted)          | Week of November 9th, 2026     |
| Board of Directors Committee recommendation (virtual)                   | December 4th, 2026 9:30 AM EST |
| Board of Directors meeting to authorize selected respondent (in person) | December 10th, 2026            |

Decide DeKalb retains the right to adjust the timeline as necessary without prior notice.

