Decide DeKalb
Development Authority

DEKALB LAND TO LEGACY INITIATIVE FAITH-BASED DEVELOPMENT COHORT PROGRAM MANAGEMENT SERVICES REQUEST FOR PROPOSALS

ISSUED: October 9, 2026

RESPONSES DUE: November 6, 2026, 3:00 PM EST

Decide DeKalb Development Authority
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I. Purpose & Background

A. Program Background

Decide DeKalb Development Authority ("Decide DeKalb") is a development authority and public body corporate and politic, duly created under the Development Authorities Law, O.C.G.A. §36-62-1, et seq., as amended, and an activating resolution of the Board of Commissioners of DeKalb County, Georgia adopted on September 24, 1974. Pursuant to an intergovernmental agreement with DeKalb County, effective as of December 21, 2021 (the "IGA"), Decide DeKalb conducts economic development activities under various provisions of applicable law, promotes the revitalization and growth of DeKalb County, and serves as DeKalb County's redevelopment manager pursuant to the Redevelopment Powers Law, for the County Tax Allocation Districts, and serves as Subprogram Administrator for DeKalb's Housing Investment Programs ("HIP").

As part of the HIP DeKalb County Housing Capacity Seed Fund initiative, the DeKalb Land to Legacy Initiative – Faith-Based Development Cohort ("Initiative" or "DLLI") is a strategic capacity-building program designed to equip faith-based institutions with the knowledge, partnerships, and technical assistance necessary to activate underutilized land and property for community development. Faith-based institutions are among DeKalb County's most enduring community anchors. Many possess land and facilities capable of supporting housing, mixed-use development, community facilities, and other mission-aligned investments.

The Initiative supports mission-aligned projects such as affordable and workforce housing, mixed-use development, and community-serving facilities, while advancing stronger neighborhoods and expanded opportunity throughout DeKalb County.

Program Vision: Transform underutilized properties owned by faith-based organizations into lasting community assets that expand opportunity, strengthen neighborhoods, and support equitable community development.

B. Statement of Need

Many congregations possess valuable real estate but lack experience navigating planning, finance, entitlement, partnership formation, and pre-development activities. Eligible institutions frequently lack the organizational and technical capacity to independently evaluate development feasibility, structure partnerships, or advance projects toward implementation.

A coordinated program manager and multidisciplinary technical assistance bench will bridge these gaps by providing structured education, individualized advisory support, and a pathway to pre-development funding.

C. Purpose of this RFP

Through this Request for Proposals ("RFP"), Decide DeKalb seeks proposals from qualified organizations to serve as the program manager and to coordinate a multidisciplinary technical assistance bench for a Faith-Based Development Cohort.

The selected respondent (the "Program Manager") will administer the program, coordinate subject matter experts, provide individualized technical assistance, and help faith-based institutions evaluate and advance community development opportunities aligned with their mission.

II. Role of the Program Manager & Technical Assistance Bench

A. Program Manager

The Program Manager will serve as the primary point of coordination for the Initiative and will oversee recruitment, curriculum planning, 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, 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, subject to pre-approval by Decide DeKalb.

Technical Assistance Bench members are advisory in nature. They are not designers, engineers, or attorneys of record for 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 manage the Initiative.
- Technical Assistance Bench: the multidisciplinary pool of experts coordinated by the Program Manager.
- Participant: a faith-based institution accepted into the cohort.
- Community Development: housing, mixed-use, civic, economic development, and community-serving investments.

III. Program Goals, Objectives & Desired Outcomes

Program Goals

- Build organizational and technical capacity among faith-based institutions.
- Activate underutilized land and real estate assets for community benefit.
- Create a pipeline of viable, implementable community development projects.

- Facilitate strategic partnerships with developers, lenders, and public agencies.
- Expand affordable housing and community-serving development opportunities.
- Expand faith-based institution participation in community development.
- Prepare participants for pre-development funding opportunities, including the Initiative's Pre-Development Grant Opportunity and Tax Allocation District funding, where available.

Desired Outcomes

- Increased development capacity and readiness among participating institutions.
- Activation of underutilized faith-owned properties.
- Expanded pipeline of community development projects.
- Stronger public-private-faith partnerships.
- Conceptual development plans and projects positioned for future pre-development investment.

IV. Scope of Services

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

A. Program Design & Implementation

Objective: Ensure effective planning, coordination, and management of the Initiative.

Tasks include:

- Collaborate with Decide DeKalb and DeKalb County's Chief Housing Officer to complete design of the DLLI program guidelines, policies and procedures.
- Provide overall project management for the Initiative.
- Develop annual work plans.
- Coordinate meetings among participants, partners, and the Technical Assistance Bench.
- Maintain participant records and manage program communications.
- Prepare progress reports.
- Coordinate subject matter experts and ensure timely delivery of all services.

B. Marketing and Recruitment

Objective: Build a strong, diverse cohort of participating faith-based institutions.

Tasks include:

- Develop outreach materials and a recruitment/marketing strategy.
- Conduct information sessions for prospective participants.
- Recruit faith-based institutions to apply to the cohort.

- Manage the application process.
- Recommend participant selections that reflect geographic and organizational diversity.

C. Educational Programming

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

Tasks include:

- Develop and administer a comprehensive educational program addressing, at minimum: community development fundamentals; site readiness and feasibility; real estate development fundamentals; development partnerships and governance; development financing and capital stacks; design, planning, and community integration; and pre-development and project advancement.
- Respondents may propose innovative instructional methodologies (e.g., workshops, peer learning, expert instruction, site visits), provided all 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 affordable housing, mixed-use development, planning, architecture, engineering, finance, law, construction, nonprofit governance, community engagement, and economic development.
- Coordinate Bench assignments based on individual participant needs.

E. Individual Technical Assistance

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

Tasks include:

- Property reviews.
- Development readiness 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 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 developers, lenders, and philanthropic organizations.
- Facilitate introductions to public agencies, consultants, and other implementation partners.

H. Predevelopment Readiness

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

Tasks include:

- Assist participants in preparing conceptual development plans.
- Identify due diligence activities.
- Estimate pre-development needs.
- Position projects for future funding opportunities, including competitive pre-development grant programs.

I. Capstone Symposium

Objective: Showcase cohort outcomes and connect participants to stakeholders.

Tasks include:

- Plan and administer a concluding symposium at which participants present conceptual projects, implementation strategies, and next steps 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.
- Provide recommendations for program improvement.

K. Required Deliverables

- Annual work plans
- Recruitment plans
- Participant rosters
- Educational materials
- Technical assistance logs
- Development readiness assessments
- Quarterly reports
- Final program reports

- Recommendations for future cohorts

L. Optional Services

The DeKalb Land to Legacy Initiative may request additional cohorts, specialized workshops, advanced technical assistance, alumni programming, or targeted consulting through task orders issued under the resulting contract.

V. Minimum Performance Standards

- Maintain regular communication with participants throughout the cohort.
- Coordinate qualified subject matter experts for all required competency areas.
- Provide individualized technical assistance to every participating institution.
- Maintain accurate documentation and performance records.
- Support continuous program improvement through participant feedback and outcome evaluation.

VI. Key Performance Indicators

- Number of participating faith-based institutions
- Participant program completion rate
- Number of technical assistance engagements
- Development readiness assessments completed
- Conceptual development plans produced
- Partnerships established
- Participant satisfaction
- Recommendations for future cohorts

VII. Eligible Respondents & Qualifications

A. Eligible Respondents

Eligible respondents include nonprofit organizations, higher education institutions, consulting firms, community development intermediaries, and multidisciplinary teams with demonstrated experience administering capacity-building initiatives, affordable housing, community development, and 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 nonprofit or faith-based organizations.

C. Technical Assistance Bench Qualifications

Respondents must demonstrate a readiness to proceed with program design and implementation. In proposals submitted in response to this RFP, Respondents shall identify their recommended entities and organizations for the technical assistance bench. These members must be 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 Faith-Based Development Cohort described in this RFP, with the expectation of administering recurring cohorts subject to available funding and satisfactory performance. Additional task orders may be issued for optional services described in Section IV.L.

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 and establish procedures to prevent conflicts during performance of the contract.

C. Reservation of Rights

The DeKalb Land to Legacy Initiative reserves the right to reject any or all proposals, request clarifications, negotiate scope and pricing, cancel or reissue this solicitation, or make no award if determined to be in the public interest.

X. RFP Evaluation Criteria

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

Evaluation Criterion	Weight	Section
Organizational Qualifications – 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
Technical Approach – quality and feasibility of the proposed approach to program administration, curriculum design, and technical assistance delivery; clarity of proposed work plan, timeline, and methodology.	20	IV
Community Development Experience – direct experience with affordable housing, mixed-use development, and community-serving facilities; experience working with faith-based or nonprofit institutions; understanding of development feasibility, financing, partnerships, and pre-development processes.	20	I, III
Technical Assistance Bench – depth and relevance of proposed Bench composition across required disciplines; qualifications of proposed Bench members; capacity to serve approximately 10–15 participating institutions concurrently.	15	IV.D
Staffing Plan – qualifications of proposed program staff and key personnel; clarity of roles, responsibilities, and level of effort.	10	XI
Innovation – creativity and effectiveness of proposed instructional methodologies, program design, and participant engagement strategies.	10	IV.C
Cost – reasonableness and completeness of the proposed cost proposal relative to the scope of services.	10	XI
Local Presence / LBSE – respondents that are currently DeKalb County Local Business Small Enterprise ("LBSE") Certified, or that demonstrate strong local presence and knowledge of DeKalb County.	5	XI

Total Possible Score: 110 Points

XI. Submission of Requirements

Respondents are required to submit the following in their proposals:

Section	Requirements	Max # of Pages
A. Executive Summary	• Firm/organization history and general background. • Understanding of NSIDE DeKalb and its goals.	3
B. Organizational Qualifications	• Outline of relevant experience and expertise. • Resumés of key staff proposed to be assigned to the Program.	5
C. Technical/Project Approach	• Proposed approach to program administration, curriculum delivery, and technical assistance. • Proposed work plan and timeline.	5
D. Staffing Plan	• Roles, responsibilities, and level of effort of proposed program staff.	3
E. Technical Assistance Bench Composition	• Proposed Bench members and disciplines represented. • Qualifications of each proposed Bench member.	5
F. Relevant Experience	• Two (2) to five (5) examples of previous work highlighting key accomplishments.	5
G. References	• Name and contact information for at least three (3) references. • Description of relevant work performed for previous clients.	2
H. Project Schedule	• Proposed schedule for cohort recruitment, programming, and technical assistance delivery.	2
I. Cost Proposal	• Fee structure proposal for Program Manager and Technical Assistance Bench services.	2

XII. Submission Process

Please read each section carefully for information regarding the proposal and submittal instructions. The point of contact for this RFP is Diana Pitcher-Williams, Redevelopment Manager (dpwilliams@decidedekalb.com). Please reference this RFP as "DeKalb Land to Legacy Initiative – Faith-Based Development Cohort RFP" in the subject line of all emails.

Submissions should be no more than 32 pages total (excluding resumés and required attachments). Respondents shall have no contact related to this RFP with Decide DeKalb, DeKalb County Government, or the 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 DeKalb Land To Legacy Initiative Program Management Services RFP Submission Form. For issues submitting your response, please contact Diana Pitcher-Williams.

Proposals are due Friday, November 6th, 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 9, 2026
Written requests for clarifications due	October 16, 2026, 3:00 PM EST
Answers to clarifications posted	October 23, 2026
Proposal submissions due	November 6, 2026, 3:00 PM EST
Interviews with shortlisted respondents (if conducted)	Week of November 16th, 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 Development Authority retains the right to adjust the timeline as necessary without prior notice.