



RESPONSES TO QUESTIONS

REQUEST FOR PROPOSALS

For strategic planning services for the Atlanta Land Trust
January 25, 2025

All capitalized terms are defined in the Request for Proposals.

1. Can you please share the slides/ recording from the pre-bid meeting?
The recording of the Information Session can be accessed here:
<https://vimeo.com/1049028230?share=copy#t=0>
2. Does ALT have a DEI plan (or principles) that you can share?
No, ALT does not have a DEI plan.
3. Can you please elaborate on the “...new programs and approaches to the CLT model..” that have been identified over the last few years?
Examples of different approaches to the community land trust model include a buyer-driven model, similar to the Houston Community Land Trust’s [Homebuyer Choice Program](#), and an owner-occupied community land trust model, similar to the City of Lakes Community Lake Trust’s [Project Sustained Legacy](#).
4. Will this plan be utilized and activated externally for marketing communications and brand development purposes? How do you foresee this taking shape?
The Strategic Plan will be used externally for marketing purposes, including donor development and community engagement. The primary purpose of the plan is to determine the direction for ALT’s growth and impact over the next five years. If marketing communications is identified as an area of focus for ALT through this strategic planning process, then resources will be dedicated for future work.
5. Is marcom and brand development an area of priority long term?
ALT is currently undergoing a website and brand refresh. As such, this is not expected to be included as part of the strategic planning process.
6. How many stakeholder interviews, surveys, or focus groups does ALT anticipate for this project, and does ALT have a preferred method for engaging stakeholders?
The number of interviews, surveys and focus groups will be determined in collaboration with the selected Firm as part of the scoping process. ALT believes all of these methods should be used for different stakeholder groups.
7. Can you identify specific stakeholders and/or stakeholder groups to be engaged?

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The specific stakeholder groups will be identified in collaboration with the selected Firm, but will include homeowners, donors, partner organizations, elected officials, neighborhood leaders, community members, board members, and staff.

8. What data and documentation will ALT provide to the consultant at the start of the engagement (e.g., raw data, previous reports, surveys, or analytics tools)?
ALT will provide the selected Firm with access to reports generated through HomeKeeper, our CRM system which contains information on ALT homeowners and program applicants. ALT will also provide all project-related information including budgets, partnership structure, process, funding sources and outcomes. ALT also has a library of reports on community land trusts and other affordable housing programs and initiatives.
9. For the comparative analysis, can you provide examples of other CLTs that should be used?
ALT will provide a list of peer community land trusts as well as best-practice, aspirational organizations. A [Community Land Trust Directory](#) has been created by the Schumacher Center.
10. Has ALT performed financial feasibility assessments that we can use as a guide when delivering the work?
Financial modeling was included as part of our previous strategic planning process but is expected to be more robust and complex in this plan than previous models.
11. Beyond the strategic planning retreat and regular updates, are there additional key meetings, workshops, or events ALT expects the consultant to facilitate?
Yes, ALT expects the selected Firm to facilitate in-person focus groups and/or community engagement sessions with identified stakeholder groups.
12. Are there specific milestones or deadlines during the 6-month engagement that the consultant should prioritize?
Once the timeline for the planning process has been established, ALT will identify key milestones and deadlines. The goal is to have the plan complete by year-end so that ALT can report findings at its annual State of the Organization in December 2025. Then, using the goals set forth in the plan, ALT will formulate its 2026 Organizational Work Plan.
13. What level of involvement does ALT expect from its staff in terms of time, resources, and decision-making throughout the engagement?
ALT expects staff will be very involved in the strategic planning process.
14. How frequently does ALT expect the consultant to engage with the board of directors, and are there specific committees that will play a more active role?
ALT anticipates creating a Strategic Planning Task Force/Committee comprised of board members and key staff. The selected Firm will engage directly with this body on a regular basis, then present the final plan for approval to the full board of directors.

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15. Can you clarify the approval process for the final strategic plan? For example, will the Executive Committee review drafts before presenting to the full board?
Please see the previous response.

16. Should the proposal include a detailed breakdown of costs (e.g., personnel, travel, materials), or is a single, all-inclusive fee acceptable?
Members of ALT's evaluation committee may appreciate some transparency in your proposed fee breakdown.

17. Can ALT provide more detail on how it will weigh the evaluation criteria (e.g., project experience, cost, and proposed approach) during the selection process?
The evaluation committee will determine how to weigh the evaluation criteria during their review process.



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