

Partners in Preservation

Addendum 1 – Questions & Answers

Release Date: 12/5/2018

1. Can you share a list of all the organizations in each neighborhood that have expressed interest in the Partners in Preservation RFP?

Yes, we can share a list of the community-based organizations that have expressed an interest in the RFP, but we would like to give any organizations that do not want to be included in this list the opportunity to opt out. If you do not want your organization included on this list, please email PIP@nychdc.com by **December 7, 2018**.

2. Can a group be part of multiple submissions for the same pilot area?

Yes, but each community-based organization can only propose to be the primary organization (“Preservation Coordinator”) in one proposal. Additional proposals may be submitted that list the community-based organization as one of the Partners in Preservation network organizations.

3. Are there any organizing activities that the funds may or may not be used for?

The funds may be used for a wide variety of tenant organizing activities. The Preservation Coordinator and the program staff at HPD will decide jointly what tenant organizing activities are appropriate for individual target buildings. Depending on the conditions in the buildings and the situation of the tenants, HPD staff may advise against certain tenant organizing strategies, but no strategy will, per se, be excluded.

More broadly, funds may not be used for the following activities:

- Financing repairs in target buildings (see question 20)
- Providing legal services (see question 15)
- Policy or advocacy work, such as lobbying days or legislative campaigns

4. Will selected community-based organizations need to provide quarterly expenditure reports?

Yes. The exact terms and requirements of the quarterly expenditure reports will be outlined in the contract between the selected community-based organizations and HDC and/or Enterprise.

5. Can the selected community-based organizations subcontract with other groups after they have received their contract, or must all network partners be decided before the contracts are signed?

Proposals should include a complete, detailed description of the proposed Partners in Preservation network, if applicable, including all network partners, their roles and responsibilities, and how each network partner will be compensated. If, during the course of the pilot period, the Preservation Coordinator identifies an organization that they would like to include in the network, they will need to submit a written justification, outlining how the organization will enhance the network and fulfill an unmet need, and an updated budget to reflect how the organization will be compensated.

6. Will only one proposal be selected per pilot area, or will financing be divided among multiple proposals if a pilot area has several strong proposals?

While it is preferred that only one proposal be selected per pilot area, exceptions may be made if there are proposals of equal quality for one or more pilot areas. In such cases, the appropriate allocation of funding among the respondents will be determined on a case by case basis.

7. Will proposals be combined based on relative strengths and community-based organizations be asked to work together even if they did not submit a joint proposal?

While it will not be required, it may be recommended, that community-based organizations work together if they have not proposed to coordinate through a Partners in Preservation network.

8. How frequently will payments be made to the Preservation Coordinators?

Payments will be made in equal quarterly installments. The frequency of payments will be written into the contract.

9. If an applicant chooses to partner with other organizations, how will funds be distributed among the partner organizations?

Community-based organizations may apply together, but there should be one primary organization serving as the Preservation Coordinator for each pilot area, which then subcontracts with the other community-based organizations. It is up to the primary organization to decide with which organizations they would like to partner and how to compensate each organization for their participation in the Partners in Preservation network. It is the responsibility of the primary organization serving as the Preservation Coordinator to oversee the subcontracts and to ensure that the work under the executed grant agreement between HDC and/or Enterprise is successfully executed.

A few examples of how partner organizations may be compensated include: If partner organizations participate in the regular coordinating meetings, the Preservation Coordinator may compensate them for their staff time. If a partner organization has a different catchment area than the Preservation Coordinator, the Preservation Coordinator may provide funding to the partner organization to hire a tenant organizer to ensure full coverage of the pilot area.

10. Is there a maximum funding amount? Will the funding be split equally among pilot areas, or will it be allocated based on proposals? How will the funds be disbursed?

The available funding will be divided equally among the three pilot areas, and most likely only one proposal from each pilot area will be selected (see response to question 5). The selected community-based organization in each pilot area will receive \$490,000. The selected community-based organization is expected to determine how to best allocate the funds to any network partners.

11. How will proposals be assessed?

Proposals should articulate a clear vision of what is needed in the pilot area with regard to anti-displacement and tenant protection strategies and how the proposed structure and activities will address those needs. Proposals should demonstrate a well thought-out structure that includes the number of staff and types of resources that will be necessary to meet the program goals. Proposals will be assessed on how thoughtful and how realistic the vision is. Creative proposals that include activities beyond the scope of work will be assessed favorably. Please refer to section 4.3. in the Request for Proposal for further details about how the proposals will be evaluated.

12. What is the basis period for the budget, 12 months or 18 months?

The pilot period will be 18 months and payments will be made in quarterly installments. Budgets should be proposed for the full 18-month pilot period.

13. Can community-based organizations apply for all three pilot areas?

Community-based organizations may apply for one, two, or all three pilot areas. The selected community-based organization(s) will receive \$490,000 for each pilot area.

14. Because this is a pilot program, will there be a period for ramp up and hiring so that these activities do not use up the actual pilot period?

We plan to launch the program in the spring of 2019 (March/April). Hiring and training timelines will depend on whether the Preservation Coordinators hire new staff or plan to work with existing staff. Those organizations that will be working with at least some existing staff may be ready to hit the ground running at the launch, while those that will hire new staff may need more time for hiring and onboarding. However, we would like to start the strategy development at the launch of the program, including identifying buildings for inclusion in the Partners in Preservation program and developing the neighborhood-wide strategy for the pilot area. This may happen concurrently with hiring and onboarding.

15. Can funding be used for legal services?

No, funding for the Partners in Preservation program may not be used to provide legal services. The New York City Human Resources Administration (HRA) is funding legal services providers to support tenants, and the Preservation Coordinators can work with legal services providers that are under contract with HRA to ensure that tenants and tenant associations have access to legal counseling and representation.

We are in conversations with HRA about how to best coordinate on the Partners in Preservation program. If you have specific questions about legal services provision, we can connect you with HRA.

16. Is there any possibility of funding beyond the pilot period?

At this point, the funding we have is sufficient for the 18-month pilot period. We hope that this program is effective and successful so that it can continue in the same areas and/or be expanded to new areas. We will be seeking input from all organizations involved in the pilot program to assess its success and to get feedback on how we can improve and expand the program after the pilot period.

17. How many buildings will be targeted through this program?

The Jerome Avenue area is the only pilot area with a target number of buildings, which were agreed to in the Jerome Avenue Rezoning Points of Agreement. In this area, the Preservation Coordinator is expected to develop and implement tailored action plans for at least 40 buildings comprising 1,000 units.

In the other two areas, proposals should include a target number of buildings, based on a realistic assessment of the community need and the organization's capacity. Our initial analysis suggests that targeting 40-50 buildings is feasible for a program of this scale and length. To achieve this number of target buildings, tenant organizers will likely need to canvass a larger number of buildings.

18. What are the expected goals for the tenant organizing component?

The primary goal of the tenant organizing component is to ensure that tenants in the target buildings are organized and aware of their rights and available resources. This can include establishing a tenant association or supporting an existing tenant association and developing tenant leadership. We also expect tenant organizing to lead to building improvements by compelling the owners to make necessary repairs. It may also disrupt the owners' business model if it is predicated on the displacement of tenants.

19. Are there any limitations or restrictions on organizations that already receive funding from HPD, HDC, and/or Enterprise?

No, any organization that would like to may apply, regardless of whether they are currently receiving or have received funding from or administered by HPD, HDC, and/or Enterprise.

20. Can the funding be used to make repairs or physical improvements to the buildings?

No, the funding may not be used to make repairs. However, program staff at HPD will partner closely with the code enforcement staff at HPD and the Department of Buildings (DOB) to ensure that inspections take place and that inspectors come when the tenants are at home, so that items requiring repair are officially documented. Additionally, HPD may make financing available for property owners who seek to make improvements in their buildings and are willing to work with HPD. Interested owners will be directed to HPD's Preservation Finance team and Landlord Ambassadors program.

21. Are there any targets or goals around the income levels of tenants in the target buildings?

No, we did not include any such goals in the RFP. We are interested in hearing your proposals and the types of tenants you seek to serve through the Partners in Preservation program.

22. What are the reporting requirements? What will reporting and coordination look like?

The program will require regular, frequent meetings between the Preservation Coordinators and the HPD project managers. The frequency and structure of these meetings will be determined by the Preservation Coordinators and the project managers, but will be as frequent as weekly or biweekly. These meetings will be an opportunity to provide updates, discuss action plans, problem-solve, and identify where additional support and stakeholders are needed.

In addition to the regular check-ins, Preservation Coordinators will be required to include progress updates with their quarterly requests for funding installments. These progress reports should provide a narrative description of how the funding has been used to meet the project goals, an expenditure report, and updates on deliverables and metrics.

Please note that because this is a pilot program, detailed and frequent reporting will be required to assess the program's success. The program structure should therefore allocate sufficient staff time for reporting.

23. Will there be flexibility to change the budget and work plan if the selected community-based organizations identify new needs that they think they can fill through the program?

The assumption is that the selected community-based organizations will follow through on the agreed upon work plan and budget for the duration of the program. If there is a compelling reason for changes to either the budget or the work plan (e.g., tenants request actions that are not covered in the initial work plan, new challenges arise, etc.), contractors must submit a request that outlines why these changes are necessary. The process for requesting changes will be included in the final contract.

24. Will payments be made as reimbursements or will there be a draw-down payment system?

We are open to either funding structure, based on the selected community-based organizations' preferences. The funding structure will be included in the final contract.

25. Would you consider allocating funds for this program to other neighborhoods beyond the three pilot areas?

No, the funds may only be used for the three pilot areas listed in the Request for Proposals.

26. Is this a grant only intended for nonprofit organizations?

It is expected that the majority of proposals will be from nonprofit organizations, but organizations of any legal structure are welcome to submit a proposal.