

Request for Proposals

“Partners in Preservation” Program

Basic Information

RFP Release Date	March 15, 2023
Proposal Due Date	May 3, 2023 by 2:00pm
Question Deadlines	<p>All inquiries should be submitted in writing to the program email below before the following two deadlines:</p> <ol style="list-style-type: none"> (1) Responses to inquiries emailed by <u>2:00pm on March 30, 2023</u> will be provided at the Pre-Submission Conference and in an addendum on PASSPort (2) Responses to inquiries emailed by <u>2:00pm on April 19, 2023</u> or asked during the Pre-Submission Conference will be provided in an addendum on PASSPort
Pre-Submission Conference	<p>April 5, 2023 1:00pm – 3:00pm Held virtually on Zoom</p> <p>Please register using this link: https://us06web.zoom.us/meeting/register/tZ0ode2trzouGdw-noOTGGZ_00HJG2vxL_WH</p>
Contract Term	Three (3) year contract, one option to renew for an additional three (3) years
Program Email	PIP@hpd.nyc.gov
Contract Areas and Annual Funding	<ol style="list-style-type: none"> 1. <u>Northern Manhattan</u>: \$400k - \$800k 2. <u>The Bronx</u>: \$900k - \$1.3M 3. <u>Central Brooklyn and Northern Staten Island</u>: \$600k - \$1M 4. <u>North Queens, North Brooklyn, Lower East Side, and SoHo-NoHo</u>: \$400k - \$800k

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Section 1 - Introduction

1.1 Background

The New York City Department of Housing Preservation and Development (HPD) is issuing this Request for Proposals (RFP) to procure community-based organizations (CBOs) to implement the expansion of the “Partners in Preservation” program as part of the Mayor’s [*Housing Our Neighbors: A Blueprint for Housing and Homelessness*](#) plan. HPD is working in partnership with the Mayor’s Public Engagement Unit’s (PEU) Tenant Support Unit (TSU), the Office of Civil Justice (OCJ), and other City and State agencies on the implementation of this program. This program will fund CBOs to develop and coordinate anti-displacement organizing strategies with local stakeholders, tenants, and government partners in select New York City neighborhoods in four Contract Areas (listed in no particular order): (1) Northern Manhattan; (2) the Bronx; (3) Central Brooklyn and Northern Staten Island; and (4) North Queens, North Brooklyn, the Lower East Side, and SoHo-NoHo. Further information on the selection of the four Contract Areas and requirements is contained later in this RFP, with more details in the Appendix (Section 7.1). Explanations of any unfamiliar terms or acronyms can be found in the Glossary (Section 7.3).

The core tenet of the City’s anti-displacement strategy is to ensure that all residents can stay in their homes and neighborhoods. While the City continues to work on multiple fronts to prevent displacement, a more coordinated, targeted, and proactive approach, in partnership with CBOs, is needed. Partners in Preservation seeks to preserve rent-regulated housing units, a critical source of affordable housing, by supporting tenant organizers in their efforts to protect tenants from harassment, poor living conditions, and displacement. By dedicating funding to expand the capacity of tenant organizing efforts citywide, this program seeks to address a long history of under-investment in community groups that are closest to the tenants most in need of support. In addition to funding, the program will build upon existing anti-displacement tools and protections to foster stronger partnerships between CBOs, tenant organizers, legal services providers, and City agencies to build organizing capacity and anchor tenant organizing as a critical affordable housing preservation strategy.

The Office of Neighborhood Strategies’ Tenant Engagement and Special Projects Unit at HPD will manage the program, with a dedicated project manager for each of the four Contract Areas. The program will launch in the Fall of 2023 for an initial period of three years, and the option to renew for an additional three years. A total of \$3.15 million will be awarded annually to Contracting Teams (composed of a Prime Contractor and at least one Sub-Contractor) across the program Contract Areas, divided according to need. Respondents may apply to implement the Partners in Preservation program in any of the four Contract Areas. Prime Contractors may only be awarded a contract for one Contract Area and Sub-Contractors may be selected as part of multiple awarded contracts.

Prime Contractors selected through the RFP process will contract directly with HPD. HPD will also provide programmatic oversight of the contracts and act as the primary point of contact for the CBOs. PEU is partnering with HPD to support canvassing, outreach, and case management for individual tenant issues and OCJ is available to support tenant associations formed under the program with legal representation when needed, contingent upon capacity.

1.2 Problem Statement

As the share of rent-regulated housing units in NYC continues to decline and rent prices in unregulated units hit record highs, an increasing number of renters face housing insecurity and the threat of displacement. According to the 2021 New York City Housing & Vacancy Survey (HVS), one-third of NYC households are severely rent-burdened, meaning they pay over 50% of their income on rent.¹ The vast majority of these households (85%) are very low-income, earning less than \$25,000 per year. The growing affordability gap has been linked to worsening living conditions and increased harassment from landlords seeking to displace low-income tenants in order to increase rental prices.²

According to New York State law §241.02 (2019): “An owner is guilty of harassment of a rent regulated tenant in the second degree when, with intent to induce a rent regulated tenant to vacate a housing accommodation, such owner intentionally engages in a course of conduct that:

1. impairs the habitability of a housing accommodation; or
2. creates or maintains a condition which endangers the safety or health of the dwelling’s tenant; or
3. is reasonably likely to interfere with or disturb, and does interfere with or disturb, the comfort, repose, peace or quiet of such rent regulated tenant in his or her use and occupancy of such housing accommodation including, but not limited to, the interruption or discontinuance of essential services.”³

Such actions that threaten the quality of life and comfort of rent-regulated tenants with the intent to force their departure can constitute a class A misdemeanor in New York State. Examples cited in Housing Court and in the media include landlords shutting off heat and hot water during cold weather, imposing extreme noise and dust from construction, and creating other unsanitary conditions through neglect and disinvestment.^{4 5}

As suggested by §241.02, this problem is particularly acute in rent-regulated apartments, which are often in older buildings with unaddressed maintenance issues and are home to many the city’s most vulnerable tenants. According to the 2021 HVS, 21% of rent-regulated units saw three or more maintenance problems (heating breakdowns, leaks, peeling paint, etc.), compared to just 8% of unregulated, market-rate rental units and 6% of owner-occupied units. There is also a clear racial disparity: more than twice as many Black and Hispanic New Yorkers live in units with three or more maintenance deficiencies as Asian or White New Yorkers.⁶

Displacement and deregulation resulting from tenant harassment further reduces rental housing affordability and disproportionately affects historically Black neighborhoods and other communities of color. Although the Housing Stability and Tenant Protection Act (HSTPA) of 2019 transformed protections for many rent-regulated tenants, the threat of harassment through neglect, unpermitted construction work, and unlawful evictions, to name a few examples, is ever present, and of particular concern for communities of color across the city.

¹ [“2021 New York City Housing and Vacancy Survey \(NYCHVS\)”, NYC Department of Housing Preservation and Development \(HPD\), May 2022](#)

² [“Gambling with Homes, or Investing in Communities,” Local Initiatives Support Corporation \(LISC\), March 2022](#)

³ §241.02 [Legislation | NY State Senate \(nysenate.gov\)](#)

⁴ [He Says His Landlord Is Harassing Him to Leave a \\$450-a-Month Apartment, NYTimes, November 27, 2022.](#)

⁵ [Ocean Avenue tenants sue landlord, demanding immediate repairs to crumbling building](#)

⁶ 2021 NYCHVS

The HSTPA and other new protections provide tenant organizers, legal service providers, and City agencies with greater leverage to hold landlords accountable and prevent harassment and displacement. Given the sheer number of tenants in need of support at any given time, tenant organizers are often spread thin trying to reach as many tenants and buildings as possible. In addition, it can be challenging to navigate various City agencies when trying to address poor living conditions or violations of tenants' rights, for example, especially for advocates who have not worked directly with the City in the past. HPD recognizes the importance of tenant organizers' work and, through Partners in Preservation, seeks to bolster their efforts in key areas of the city.

1.3 Past Efforts and Pilot Program

Recent efforts to address tenant harassment, such as the launch of HPD's Anti-Harassment Unit (AHU), the expansion of the Certification of No Harassment (CONH) program, OCJ's citywide implementation of the Right to Counsel (RTC) law, and the Tenant Helpline created by the PEU, have seen positive outcomes for preventing displacement and improving living conditions for tenants. Likewise, HPD's pilot of the Partners in Preservation program in three areas in Upper Manhattan and the Bronx in 2019 demonstrates the City's commitment to addressing harassment and preventing displacement through innovative programmatic approaches and collaboration with CBOs.

As a result of the 18-month pilot program, HPD's partner CBOs significantly expanded their organizing capacity to reach over 3,000 households in 250 buildings, form 72 tenant associations, lead 170 tenant leadership workshops, and hold more than 350 tenant leadership trainings. Throughout the pilot, HPD collected success stories of improved conditions in target buildings, including an increase in maintenance complaints identified and addressed through Code Enforcement, as well as access to affirmative litigation and legal counseling for tenants. Partner CBOs and tenant associations engaged in a variety of strategies to demand needed changes and expand the reach of the program beyond the three designated pilot areas.

During the pilot program, tenant organizers worked mostly with low-income tenants, many of whom were seniors, undocumented immigrants, and/or had limited English proficiency. Many of these tenants live in communities of color that have an entrenched history of discrimination, neglect, and under-investment from City, State, and Federal agencies. Through the Partners in Preservation expansion, HPD anticipates serving similar populations and will work closely with selected CBOs to ensure that the program is meeting the unique needs of tenants who reside in each target community.

Section 2 - Program Overview and Goals

2.1 Program Goals

HPD seeks community partners to help Partners in Preservation achieve the following goals:

1. Organized tenants are empowered to act collectively
2. Informed tenants know their rights
3. Improved living conditions and displacement prevention in organized buildings
4. Increased tenant organizing capacity and institutional support for partner organizations
5. More effective integration and coordination with City resources and responses

The program's core emphasis on supporting tenant organizing is driven by the shared understanding that the creation of tenant associations and coalitions, which empower tenants to advocate and protect themselves, helps create noticeable improvements in living conditions in their buildings. These improvements, in turn, further reinforce tenants' commitment to being organized and bring in additional tenants to continue to pressure landlords to properly maintain their buildings and respect tenants' rights to stay in comfortable, safe homes.

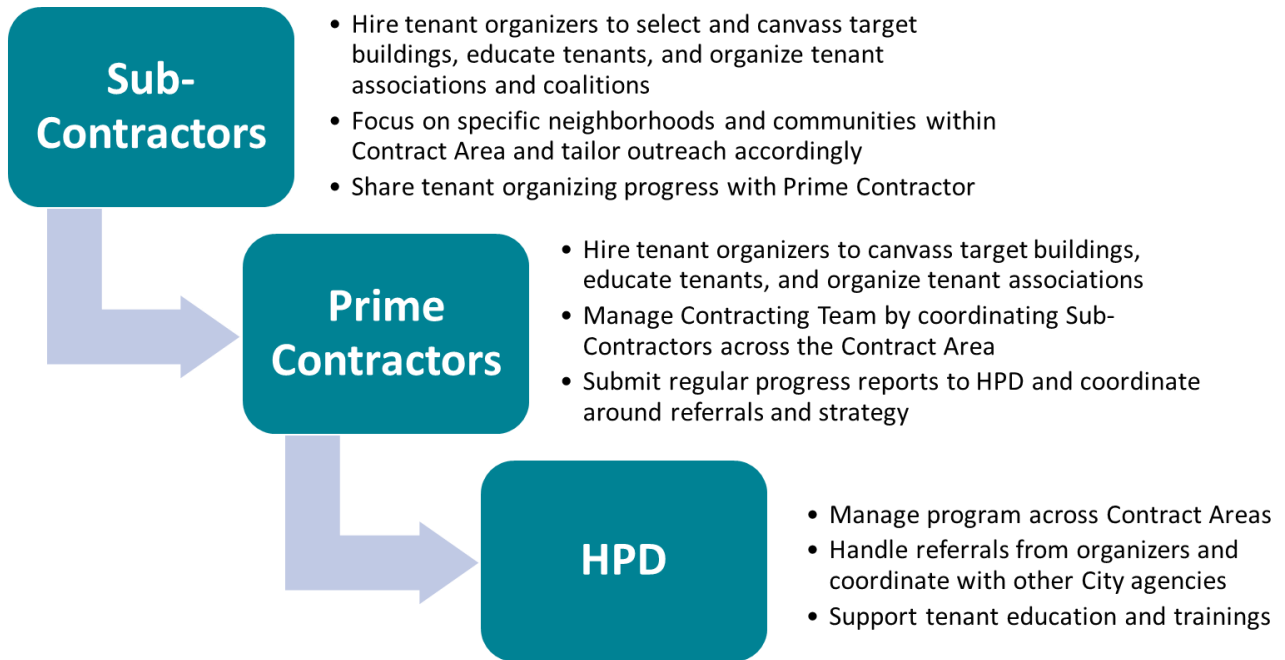
2.2 Program Overview

For the upcoming expansion, HPD seeks four Prime Contractors to each identify at least one Sub-Contractor in their chosen Contract Area to implement the program in high-need Community Districts across all five boroughs. Duties of the Prime Contractor include the following (with more detail provided in Section 3 – Scope of Work):

1. Lead and manage the implementation of the program in their selected Contract Area
2. Select HPD-approved Sub-Contractors and coordinate the Contracting Team
3. Hire new staff or reallocate existing staff at their respective organization(s), including organizers and program managers
4. Establish management, data collection, and reporting mechanisms across the Contracting Team and between HPD and the Prime Contractor
5. Ensure all deliverables are shared with HPD in a timely manner

Selected Sub-Contractors will be responsible for hiring new staff or reallocating existing staff at their respective organization(s) and reporting all progress to the Prime Contractor. Tenant organizers across the full Contracting Teams will be responsible for conducting targeted outreach, creating tenant associations, and working closely with HPD and other City and State agencies to meet the needs of tenants in rent-regulated buildings in their traditional catchment areas.

Summary of Program Partner Responsibilities



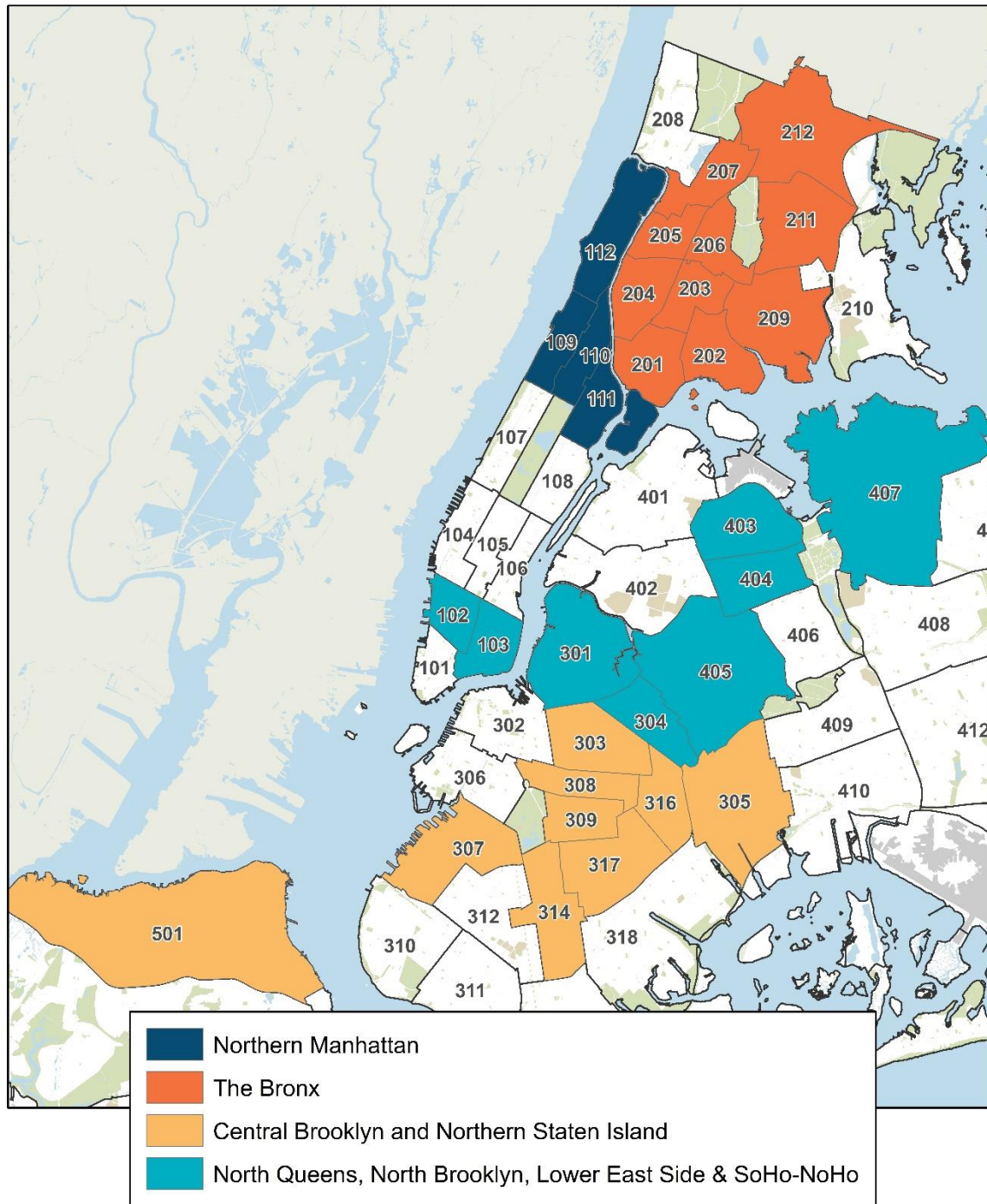
2.3 Selecting Target Community Districts for Outreach and Program Suitability

Using the Agency's internal Tenant Harassment Risk Model and the City's recently released Equitable Development Data Explorer,⁷ HPD identified 31 Community Districts (see Appendix Section 7.2 for a full list) where it determined the community need for additional tenant support through Partners in Preservation to be greatest and the program itself would have the most impact. The following map shows the Community Districts selected through this analysis. The data underlying this map include evictions, building maintenance issues, population demographics, and other variables used to balance program suitability and community need.

The selected Community Districts are grouped into four Contract Areas, from which HPD is requesting proposals (listed in no particular order): 1) Upper Manhattan, 2) the Bronx, 3) Central Brooklyn and Staten Island, and 4) North Queens, North Brooklyn, Lower East Side, and SoHo-NoHo. HPD grouped together the Community Districts in accordance with geographic proximity, building typology (for instance, predominantly large multi-family buildings versus medium-sized walk-ups), and language needs, all key considerations for tenant organizing and program suitability. Respondents can find more information regarding the methodology HPD used to develop this map in the Appendix (Section 7.1) on page 22.

⁷ [NYC Equitable Development Data Explorer](#)

Partners in Preservation Contract Areas



Prime Contractors must select one of the four Contract Areas shown on the map above and assemble a Contracting Team from the chosen Contract Area for their proposal. Both the Prime Contractor and each Sub-Contractor must have a history of relevant organizing experience in rent-regulated buildings in the chosen Contract Area. To broaden the reach of this program and

ensure it is representative of the diversity of tenants across the city, HPD encourages the inclusion of emergent organizing groups on Contracting Teams (see Scoring Criteria and Response Evaluation, Section 5.2b). HPD considers organizations that have not traditionally worked with city, state or federal agencies and have at least 3 years of experience with tenant organizing as an emergent tenant organizing group. Sub-Contractors may also apply and be selected for proposals originating in other Contract Areas, where appropriate. During program implementation, HPD reserves the right to add additional Community Districts to proactively respond to evolving community needs and displacement pressure across the city.

Recognizing the limitations of data, HPD will consider proposals that include coverage in Community Districts adjacent to the selected Contract Area, if its inclusion in the program can be justified (see Scoring Criteria and Response Evaluation, Section 5.2a). HPD will also consider proposals that include adjacent Community Districts in other Contract Areas, assuming it better reflects the traditional catchment area of the Contracting Team. In that case, HPD will ensure that there is minimal overlap between contracts.

HPD does not require the Contracting Team to propose coverage for the entirety of their selected Contract Area. However, the Contracting Team must propose a defined program coverage area within their selected Contract Area that is based in one or more of the highlighted Community Districts identified above. Award amounts will depend on the quality of the proposal, expected results from organizing, and the makeup of the Contracting Team and its relation to the City's priorities. The strongest proposals will strike a balance of both reach and depth using their proposed Contracting Team. The only exception to this flexibility in proposed organizing coverage is that the Contracting Team working in the Contract Area that includes SoHo-NoHo (shown as light blue on the map) must conduct outreach in and around that neighborhood, in accordance with a commitment made in the rezoning Points of Agreement. Outreach in SoHo-NoHo can be performed in conjunction with organizing in the surrounding areas, including Chinatown and Lower East Side.

Lastly, HPD recognizes that each of the four Contract Areas feature different building typologies, social conditions, and challenges facing tenants, and that these variations (which emerge even within smaller geographies, such as Community Districts and neighborhoods) shape the strategies organizers will employ in this program. HPD asks that the Contracting Team delineate these differences in their proposals and ensure the proposed approach to tenant organizing and program implementation reflects these differences. For example, medium-sized buildings may be more conducive to a portfolio-based approach targeting particularly egregious landlords who own many units within the same area.

Section 3 - Scope of Work

The following scope of work is intended to serve as a general framework for the Partners in Preservation program and not as an exhaustive list of how to achieve the program's goals. The program is centered on collaboration and flexibility to ensure that the City, CBOs, and other housing stakeholders have the capacity to respond to new needs and challenges that tenants face in their homes. Respondents should consider proposing a combination of best practices and creative, new tactics. HPD welcomes additional ideas about how to preserve NYC's rent-regulated housing and more proactively support tenant organizers and their efforts to protect tenants facing harassment and displacement.

3.1 Tenant Empowerment and Engagement

Tenant outreach and engagement form the foundation of Partners in Preservation. With its aim of organizing in rent-regulated buildings and providing tenants with the requisite knowledge, confidence, and tools they need to remain safely and stably in their homes, HPD expects the four Contracting Teams to collaborate on devising innovative strategies to identify, engage, and empower tenants facing harassment and displacement in each Contract Area.

With additional canvassing support from PEU and data sharing from HPD, the Contracting Team will conduct initial outreach through door-knocking and flyering in buildings that appear to be at risk of landlord harassment and displacement. Through conversations with the tenants in each building, the Contracting Team will determine what displacement risks and types of harassment tenants are facing and identify individual and building-wide concerns. Based on these findings, the Contracting Team, HPD, and PEU will decide whether a particular building should be included in the Partners in Preservation program or is better suited for case management to address individual tenant issues.

For buildings and portfolios selected for Partners in Preservation, the Contracting Team will organize tenants, coordinate with government agencies and legal services providers, and implement an organizing strategy that best meets the needs of the tenants and can improve their stability and quality of life. Prime Contractors are expected to track building-level progress from initial outreach throughout the duration of the program to support the City's evaluation of the program, requiring close coordination with its Sub-Contractors to collect this information, as described further in 3.4. HPD also expects all Prime Contractors to identify organizing objectives and facilitate strong tenant leadership development to ensure program benefits extend beyond the lifetime of the program. Similarly, Prime Contractors will identify and implement strategies to spread the reach of this program into the wider community through broader outreach, organizing events, and tenants' rights education. The following deliverables are intended as examples rather than an exhaustive list:

- **Develop criteria for selecting rent-regulated buildings and portfolios** where tenants are likely at risk of harassment and displacement, in coordination with HPD and PEU
- **Implement a system to collect data** to identify initial needs in program target buildings and monitor progress throughout the life of the contract
- **Submit tenant referrals** to HPD, PEU, and/or legal services providers
- **Form tenant associations** or support existing tenant associations
- **Establish tenant leadership structures** and conduct leadership development classes
- **Identify organizing objectives** from the onset, which could include litigation, inclusion in an enforcement oversight program, or facilitating a preservation purchase

- **Raise awareness of tenant harassment** by facilitating Know Your Rights trainings; hosting City agency tabling, building canvassing, outreach events, and resource fairs; and/or launching social media campaigns

3.2 Staff Capacity and Education

Successful outcomes for this program hinge on the knowledge and capacity of those who are closest to the tenants in need: the tenant organizers. The Contracting Team will hire new or reallocate existing tenant organizing staff to implement the program. While the hope is that those hired remain for the life of the contract to ensure continuity of services for the tenants targeted by the program, HPD recognizes the structural challenges inherent in the job market for tenant organizers. As such, HPD welcomes innovative strategies for improving tenant organizer hiring and retention.

Throughout the program, tenant organizers are expected to collaborate with HPD and its government partners, share resources and information, and develop a strong understanding of the tools made available through this close partnership and how to use them. In addition to the tenant-centered work outlined in the previous section, tenant organizers and HPD will establish and agree upon clear referral procedures that best meet the needs of the tenants while operating within the existing structures of City government. Building referrals are intended to escalate building-wide issues to the appropriate enforcement agencies and direct legal services providers to Group HP Actions involving tenant associations targeted by the program.

Crucially, HPD recognizes the importance of knowledge-sharing between tenant organizers and government staff, and vice versa. A deeper understanding of City and State processes and programs combined with the opportunity to engage directly with government staff will empower tenant organizers to better serve tenants. Equally, HPD and other City agencies can leverage tenant organizers' expertise to inform their own work and ensure organizing is better integrated into the City's response to harassment and displacement as a result. The following deliverables are intended as examples only and should not be viewed as an exhaustive list:

- **Develop a tenant organizer hiring and retention plan** to establish and sustain a strong organizing team
- **Co-develop a tenant organizer-government training exchange** series with HPD in order to share relevant knowledge and skills

3.3 Stakeholder Coordination and Management

The outcome of the Partners in Preservation program relies on strong partnerships and close coordination between all stakeholders involved, including City and State agencies, legal services providers, and selected community partners. As described in the "Selecting Target Community Districts for Outreach and Program Suitability" section (2.3), Prime Contractors will identify and sub-contract with at least one local CBO to organize tenants and implement outreach and education strategies in the proposed Contract Area. Prime Contractors will oversee and manage contracts on behalf of their entire Contracting Team to ensure requirements are met and requisite reports are produced in a timely manner. HPD seeks innovative project management structures to improve the efficiency of the program and ensure goals are achieved.

To foster close coordination, the Prime Contractor will also be responsible for facilitating regular meetings with HPD staff, tenant organizers, and other relevant stakeholders, including legal services providers and PEU, to facilitate information sharing and strategy development. In addition to further coordination between City agencies and program staff, HPD will utilize an established building referral process with clearly defined thresholds that must be met before forwarding to HPD staff for processing and follow-up. Collectively, the Contracting Teams are expected to conduct outreach, organize tenants, and form tenant associations while working closely with the HPD team, PEU's canvassing staff, and housing attorneys funded through the Office of Civil Justice (OCJ) to facilitate tenant stability. The following deliverables are intended as examples only and should not be viewed as an exhaustive list:

- **Manage the contract and designate clear roles** and responsibilities for members of the Contracting Team
- **Conduct outreach in the target buildings, establish tenant associations, and implement educational events** to inform tenants of their rights
- **Organize and lead regular meetings** between HPD, the Contracting Team, and other partners to facilitate close coordination and strategize around organizing activities
- **Report progress** towards achieving the program goals and deliverables and contribute to the evaluation and continuation of the Partners in Preservation program

3.4 Data Collection and Reporting

HPD, in partnership with the Prime Contractor, will establish data collection and reporting standards to track the progress of tenant organizing and to collect important feedback needed to improve the program's effectiveness. While certain key metrics will require regular reporting, the final list of reporting deliverables will be established in conversation with selected Prime Contractors. The Contracting Team will be required to submit documentation of outcomes to demonstrate the results of organizing efforts. The following list of deliverables serves to illustrate HPD's reporting approach. Required metrics are described in greater detail in the following section of the RFP ("Program Metrics") and are subject to change; additional metrics may be added upon agreement between HPD and the Contracting Team.

- **Initial Assessment:** When first canvassing a building, organizers will document the experiences of tenants as they relate to building maintenance conditions and landlord responsiveness. Tenants' perceptions of their living conditions, through surveys and/or canvassing conversations, may be used to determine a pre-intervention baseline.
- **Organizing Progress:** As tenant organizers conduct outreach, they will be asked to document the number of households and buildings reached and organizing strategies implemented. With the formation of tenant associations, additional metrics may include the number of tenant leaders identified, leadership trainings held, and additional building-wide actions taken.
- **Quarterly Reports:** At the end of each quarter, Prime Contractors will submit brief but detailed progress reports featuring required metrics, achievements, and campaign-related narratives.
- **Annual Reports:** For each year after the program launch, Prime Contractors will submit a longer report in place of a quarterly report summarizing the work of the previous 12 months and outlining the anticipating work of the following 12 months.

Section 4 - Program Metrics

The following metrics will help HPD evaluate and report progress towards the programmatic goals outlined in "Section 2 – Program Overview and Goals." Prime Contractors will be responsible for collecting and reporting data from tenant organizers to ensure they can focus on outreach and organizing efforts. For each goal, HPD has identified the responsible party and required metrics, which the Prime Contractors will report to HPD quarterly in most cases (the frequency of tenant and CBO surveys will be established in conversation with the Contracting Teams). However, HPD encourages respondents to propose additional metrics and reporting structures in their proposals, especially if those metrics are better aligned with internal approaches to measuring success. HPD will take these suggestions into consideration and clarify the required list of reporting metrics before final contract approval.

4.1 Goal 1: Organized tenants are empowered to act collectively

Metrics		Source	Responsible Entity
Outputs	1 Number of buildings canvassed	Reports submitted to HPD and HPD Tenant Harassment Risk Model	Prime Contractor
	2 Number of doors knocked		
	3 Number of tenants contacted		
Outcomes	1 Number of tenant associations formed		
	2 Number of units organized		
	3 Number of tenants involved in each tenant association		
	4 Number of tenant leaders recruited and/or trained		
	5 Number of demand letters sent to landlords		
	6 Number of HP Actions filed		Prime Contractor with HPD support
	7 Number of HCR rent reduction orders submitted		

4.2 Goal 2: Tenants know their rights

Metrics		Source	Responsible Entity
Outputs	1 Number of tenant resource fairs held	Reports submitted to HPD and co-developed tenant survey	Prime Contractor with HPD support
	2 Number of Know Your Rights (KYR) trainings conducted		
	3 Number of tenant participants in fairs, workshops, and trainings		
Outcomes	1 Results from tenant surveys assessing awareness of rights and confidence to act on them		

4.3 Goal 3: Improved living conditions and displacement prevention in organized buildings

Metrics		Source	Responsible Entity
Outputs	1 Number of 311 complaints submitted to HPD, DOB, and other city agencies	NYC OpenData	HPD
	2 Number of inspections conducted by HPD, DOB, and other city agencies		
	3 Number of violations issued by HPD, DOB, and other city agencies		
	4 Number of referrals to legal services providers for Right to Counsel (RTC) and/or affirmative litigation	Legal services referral form	Prime Contractor
	5 Number of one-shot deals or temporary assistance applications submitted for tenants	Reports Submitted to HPD	
Outcomes	1 Number of violations corrected	NYC OpenData	HPD
	2 Percentage change in the number of evictions filed and executed per building	Tenant Harassment Risk Model	
	3 Results from tenant surveys assessing building conditions	Reports Submitted to HPD	Prime Contractor
	4 Number of one-shot deals or temporary assistance applications approved		

4.4 Goal 4: Increased tenant organizing capacity and institutional support for partner organizations

		Metrics	Source	Responsible Entity
Outputs	1	Number of Full-Time Equivalent (FTE) tenant organizers hired as a result of the program	Reports submitted to HPD	Prime Contractor
	2	Number of tenant organizer trainings held by HPD and attended by organizing staff	HPD training attendance form	HPD
Outcomes	1	Percentage change in the number of buildings CBOs are able to organize as a result of the program	HPD-developed CBO survey and reports submitted to HPD	Prime Contractor with HPD support
	2	Percentage change in the number of HP Actions filed on behalf of tenant associations		
	3	Percentage change in the number of tenants attending events held during the program (including Know Your Rights trainings, resource fairs, etc.)		

4.5 Goal 5: More effective integration and coordination with City resources and responses

		Metrics	Source	Responsible Entity
Outputs	1	Number of referrals to HPD and other City agencies for action	Program referral form	HPD
Outcomes	1	Percentage of referrals resulting in interventions by HPD and other City agencies	NYC OpenData	
	2	Results from CBO surveys to measure perception of increased trust and coordination as a result of the program	HPD-developed CBO survey	

Section 5 - Scoring Criteria and Response Evaluation

5.1 Experience and Qualifications (20 percent)

HPD seeks a Prime Contractor in each of the four Contract Areas with a history of tenant organizing and significant experience managing a contract of similar size and scope, ideally in close collaboration with a funding entity. HPD expects the Prime Contractor to select one or more Sub-Contractors, together, the “Contracting Team,” that demonstrate an understanding of the needs of rent-regulated tenants in their Contract Area to prevent displacement and the further attrition of affordable housing. Additionally, the Prime Contractor will oversee and manage the contract on behalf of the Contracting Team and will report progress to HPD during regular meetings and in regularly delivered reports.

The following questions will help HPD determine whether the experience and qualifications of the Prime Contractor meet the City’s expectations for this program:

- A) In **500 words or less**, please provide a detailed description of the Prime Contractor’s experience and history working with tenants in the target Community District(s) within the selected Contract Area. Make sure to include the number of years of experience and a description of any activities related to tenant organizing and/or providing resources and counseling in this area, particularly as they relate to tenants in rent-regulated buildings. In addition, please highlight any noteworthy accomplishments in preventing displacement in rent-regulated buildings, in particular around working with tenants with limited English proficiency and/or undocumented tenants. (**10 percent**)
- B) Prime Contractors must have previous experience in contract management and/or program oversight and implementation. In **500 words or less**, please provide a brief description of at least two relevant projects to highlight your organization’s experience and capacity to achieve similar goals and deliverables in previous work. Please specify whether the projects described were in partnership with City, State, federal agencies and/or non-governmental organizations as funding entities. **In addition, please briefly describe any currently active contracts so HPD can assess organizational capacity.** (**10 percent**)

5.2 Composition of Contracting Team (20 percent)

Each proposed Contracting Team must include a Prime Contractor and at least one Sub-Contractor rooted in and with experience serving tenants in one or more of the Community District(s) in the proposed Contract Area (taking into consideration the map in the “Selecting Target Community Districts for Outreach and Program Suitability” section). To encourage wider coverage across Contract Areas, HPD has not set a maximum for the number of Sub-Contractors. Recognizing the limitations of data, HPD will consider applications that include coverage in Community District(s) adjacent to their Contract Area, including those in other Contract Areas assuming the selection better aligns with the traditional catchment areas of the Contracting Team. However, the Prime Contractor must make a compelling case for inclusion of additional Community Districts, outlining the impact Partners in Preservation will have on rent-regulated tenants in the proposed additional areas. Please note that because the Prime

Contractor will also be responsible for tenant organizing, an application may include Community Districts where the Prime Contractor alone will be conducting outreach.

Additionally, HPD encourages the participation of emergent organizations that have a history of tenant organizing and built-in trust from the community but may have less experience in this type of direct partnership, in order to reach a greater diversity of tenants through this program. HPD encourages the inclusion of at least one emergent organization with a minimum of three years of experience providing tenant services in their community and/or organizing residents but no or limited experience working on a government-funded contract.

The following questions will help determine whether the proposed Contracting Team best meets the needs of the tenants in the proposed Contract Area, while also reflecting City anti-displacement initiatives and priorities:

- A) Please upload a document listing all Community District(s) covered by your proposal, the proposed Sub-Contractor(s) that will implement the program in each of those Community Districts, and a brief description (**200 words or less**) of each Sub-Contractor's history and experience working with rent-regulated tenants in their catchment area. (**15 percent**)
 - a. If your proposal includes adjacent Community Districts not part of your selected Contract Area, in **500 words or less**, please provide a brief description of the proposed adjacent Community District(s) and explain why Partners in Preservation is needed and would be beneficial to the community, especially in relation to your organization's catchment areas, housing needs, and challenges faced by rent-regulated tenants in those communities.
- B) If your proposed Contracting Team includes at least one emergent organizing group (**with at least three years** of experience working with tenants and **limited experience managing government contracts**), please describe how your organization's proposal meets HPD's expectations regarding the City's desire to work with organizations who may have less experience working with City agencies. (**5 percent**)
 - a. In **500 words or less**, please outline ways in which your organization will support the emergent organization(s) included on your Contracting Team.
 - b. If the Contracting Team does not include at least one emergent organizing group, please provide a brief explanation (**250 words or less**) explaining why your proposed Contracting Team best meets the diversity of needs and tenants in the selected Contract Area.

5.3 Organizing Strategy and Approach (25 percent)

HPD encourages innovative approaches to tenant outreach, organizing, and anti-displacement initiatives, so long as the approach reflects the needs of the tenants served and meets HPD's expectations for the program.

The following questions will help HPD better comprehend the Contracting Team's understanding of the program, approach to tenant organizing, and knowledge of the challenges tenants face in the proposed Contract Area:

- A) In **500 words or less**, your own words, please describe the Partners in Preservation program and why the proposed Contracting Team is a good fit for the program. (**5 percent**)
- B) In **500 words or less**, please describe the proposed Community District(s) covered by your proposal. (**10 percent**)
 - a. Please describe the residents in the Community District(s), especially those traditionally served by the Contracting Team.
 - b. What are these Community District(s)' greatest housing challenges? Please focus especially on the challenges affecting rent-regulated tenants.
 - c. What is the building makeup in the target Community District(s)? For example, what is the average number of units per buildings, the predominant tenure type, relative distribution of rent-regulated units, etc.? How does this building makeup impact the Contracting Team's approach to tenant organizing?
 - d. Are there specific landlord portfolios the Contracting Team intends to target during this program?
- C) Reflecting upon the proposed Community District(s) covered by your proposal, in **500 words or less**, how would you describe the Contracting Team's overall approach to tenant organizing? How does this approach inform the organizing strategy proposed for this program and reflect the needs of the tenants in the Contracting Team's selected Contract Area? Why is this Contracting Team best positioned to lead this initiative in the proposed Community District(s)? (**10 percent**)

5.4 Management and Reporting (35 percent)

To facilitate HPD's evaluation of a program of this size and scope, a strong management and reporting structure is critical, as well as a budget that reflects the needs of the community and best supports the Contracting Team over the three-year contract. Additionally, the impact this program will have on rent-regulated tenants relies on strong, knowledgeable organizing staff with deep ties in the community they serve. Given the challenges of hiring and retaining tenant organizing staff, this will require the Contracting Team to develop creative strategies to improve staff hiring, onboarding, and retention.

In the following section, the Contracting Team should discuss their staffing, management and coordination structure, as well as current organizational capacity and a proposed budget for this contract.

- A) In **500 words or less**, please describe the Contracting Team's staffing plan for this program and strategies for staff retention. Please include a staffing chart that illustrates your staffing plan. (**5 percent**)
 - a. Does the Contracting Team intend to use existing staff to implement the program? If yes, how many existing staff will the Prime Contractor and each Sub-Contractor assign to this program? Please include the names, titles, and qualifications of all existing staff that will support this program in the staffing chart and include copies of their resumes with your application materials.
 - b. Does the Contracting Team intend to hire additional staff to implement the program? If yes, please list the titles and expected qualifications and experience for each new role the Contracting Team intends to hire for this program.

- c. Are there specific diversity and language needs in the communities where the Contracting Team will work? If yes, please describe how the Contracting Team intends to meet those community needs through staffing.
 - d. What strategies do you propose for Contracting Team staff retention?
- B) In **500 words or less**, please describe your budget and timeline (with quarterly breakdowns over the course of the 3-year contract). Please upload the budget and timeline using the templates provided in the Required Documents section.
- a. In addition, outline what the proposed Contracting Team will accomplish with the proposed budget and timeline. Please take into consideration the required metrics in the RFP's "Section 4 – Program Metrics" to propose benchmarks for the Contracting Team to measure progress towards meeting the program goals (for example, how many tenant associations will the Contracting Team establish quarterly or annually, how many tenants will you contact through canvassing, etc.)? How does the budget relate to staffing, direct costs, indirect costs, and the timeline for deliverables for the program? **(15 percent)**
- C) As the Prime Contractor, please describe, in **500 words or less**, how your organization intends to manage a program of this scope and size, with multiple internal and external partners involved, and required deliverables. What management and coordination structure would you propose between your organization and the Sub-Contractor(s)? And between the Contracting Team and the City (namely HPD)? **(15 percent)**
- a. How does the Prime Contractor propose collecting and reporting required data from its Sub-Contractor(s), tracking the program's progress across the Contracting Team, and sharing those results with HPD?
 - b. As previously described, HPD is interested in respondents' current approaches and best practices around metrics and data collection, as well as any ideas and proposals they would suggest for this program. Taking into consideration what is outlined in this RFP, are there any additional goals, metrics, or benchmarks you propose to measure progress and assess the success of the program?
(OPTIONAL)

Section 6 - Application Process, Requirements, and Disclosures

6.1 Submission Requirements

Respondents may apply for one or more Contract Areas. Prime Contractors may only be selected for one Contract Area as the Prime Contractor. Sub-Contractors may be selected as part of multiple awarded contracts.

The respondents selected through the RFP process will need to enter into a formal contract administered through the City's PASSPort system. The final award is contingent upon finalization of contract documents and compliance requirements.

6.2 Required Documentation

In addition to the narrative responses provided to the evaluation questions above in PASSPort, proposals must contain the following documents:

- A) Contracting Team Staffing Chart:
 - Please upload the Contracting Team's staffing chart that visualizes your staffing plan as requested in Question 8.
- B) Existing Staff Resumes (if applicable):
 - Please upload resumes of the existing staff across the Contracting Team who will work on the Partners in Preservation program.
- C) Program Budget:
 - Please provide a detailed budget using the template provided on PASSPort. The proposed budget should outline how much funding the Prime Contractor plans to provide to the Sub-Contractors and delineate the intended use of these funds. The total value should be entered and match the amount provided in the Items Tab on PASSPort.
- D) Program Timeline:
 - Please use the template provided on PASSPort to outline the proposed timeline during which the Contracting Team will implement the program in the selected Contract Area including critical milestones related to hiring, onboarding, outreach and organizing.
- E) Letters of Support from Sub-Contractor(s)
 - Please provide a letter of support from each Sub-Contractor included in your proposal.
- F) IRS Determination Letter 501(c)(3):
 - Please attach an IRS Determination Letter 501(c)(3) proof of non-profit organization.

6.3 General Conditions, Terms and Limitations

In addition to those stated elsewhere, this RFP is subject to the specific conditions, terms and limitations stated below:

- A) The information set forth in this RFP is believed to be accurate. However, HPD, its officers, agents, and employees assume no responsibility for errors or omissions contained herein.
- B) Any contract entered into pursuant to this RFP process and all services performed thereunder shall conform to, and be subject to all applicable laws, regulations, executive orders, policies, procedures, and ordinances of all Federal, State, and City authorities, as the same may be amended from time to time, including without limitation, equal employment laws without limitations.
- C) This is an RFP, not a Request for Bids. An expert committee composed of City officials will be the sole judge of whether a proposal conforms to the requirements of this RFP and of the merits of such proposal.
- D) Notwithstanding anything to the contrary contained herein, HPD reserves the right to waive any conditions or modify any provision of the RFP with respect to one or more respondents, to extend the deadline for submission of proposals, to negotiate with one or more of the respondents, with respect to all or any portion of the work, to establish additional terms and conditions, to encourage respondents to work together, or reject any or all proposals if, in HPD's judgement, it is in the best interest of HPD to do so.
- E) Respondents may not contact any HPD official regarding this RFP. Any attempt to do so will be considered grounds for disqualification. Questions regarding this RFP may only be sent to the designated email (PIP@hpd.nyc.gov). Respondents are, of course, permitted to have normal communications with HPD officials on other business, but not in regard to any aspect of this RFP.
- F) HPD expects to contract with the winning respondents for the services set forth herein. HPD reserves the right to: amend, modify, or withdraw this RFP at any time without cause if HPD deems it to be in its best interest to do so.

6.4 Basis for Contract Award and Procedures

- A) Proposal Evaluation:
 - a. All proposals accepted by HPD will be reviewed to determine whether they are responsive or nonresponsive to the requirements of this RFP. Proposals which HPD determines to be nonresponsive will be rejected. HPD's Evaluation Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria outlined in this RFP.
 - b. HPD reserves the right to conduct site visits, to conduct interviews, or to request that proposers make presentations, as deemed applicable and appropriate. Although HPD may conduct discussions with proposers submitting acceptable proposals, it reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer's initial proposals should contain its best programmatic terms.
- B) Contract Award:
 - a. Contracts will be awarded to the responsible proposers whose proposals are determined to be the most advantageous to the City, taking into consideration the factors or criteria which are set forth in this RFP. Proposals will be ranked in descending order of their overall average technically viable scores and HPD will establish a shortlist through a natural break in scores for technically viable proposals. Awards will be made to the highest rated vendors whose proposals

are technically viable and whose prices do not exceed the conditions set forth in the RFP. However:

- i. HPD reserves the right to award less than the full amount of funding requested and to modify the allocation of funds among competitions in the best interest of the City.
 - ii. HPD reserves the right, prior to contract award, to determine the length of the initial contract term and each option to renew, if any.
 - iii. HPD reserves the right, prior to contract registration and during the term of the contract, to change the program service size, program type and model of its population depending on the needs of the system.
- b. Contract Award shall be subject to:
 - i. Demonstration that the proposer has, or will have by the conclusion of negotiations, site control of an appropriate program facility.
 - ii. Timely completion of contract negotiations between HPD and the selected proposer.

Appendix

7.1 Methodology for Identifying Contract Areas

Data and Methodology: The map of Contract Areas included in this RFP was produced using the Agency's internal Tenant Harassment Risk Model and data from the City's recently released Equitable Development Data Explorer.⁸ HPD developed an index with four equally weighted variables intended to capture renter vulnerability to harassment and displacement as well as the suitability of an area's building typology for organizing. This index includes the following indicators: (1) the number of evictions per 100 renter-occupied units in 2022,⁹ (2) the number of multi-family buildings (4+ units) marked as highest risk (i.e., the top quintile) by the Tenant Harassment Risk Model, (3) the percentage of nonwhite residents,¹⁰ and (4) the percentage of units with 3+ reported building maintenance issues.¹¹ Data from these variables, which represent proxies for displacement, harassment, and poor living conditions, were normalized in order to produce an overall index score out of 100.

Additional Considerations: In some cases, Community Districts featuring small areas of higher need obscured by its broader jurisdiction's data were included. To this extent, some additional considerations and research supplemented the analysis above. This issue of scale is one reason respondents are encouraged to focus on the parts of Community Districts in their Contract Area they have determined to be the highest priority and best fit for their organizing strategies and campaigns.

Community Districts Not Listed: For Community Districts not included in one of the Contract Areas, their exclusion is not intended to reflect a lack of vulnerable tenants or tenant needs in that area. Every part of the city has low-income tenants living in rent-regulated units at risk of poor living conditions, harassment, and the threat of displacement. HPD's challenge is to focus program resources for tenant organizing on the parts of the city that see the highest concentrations of tenants in need and which are most conducive to tenant organizing.

Limitations: HPD recognizes that there is always some level of disconnect between collected data and on-the-ground realities, especially given the changing landscape of housing and displacement over the past few years. Limitations to the methodology described include differing years of data collection, internal variations within each Community District, and, perhaps most significantly, the challenge of using data points as proxies for tenant harassment and displacement, neither of which can ever fully be captured by official data. Given these limitations, respondents are permitted to propose additional Community Districts in their application, including adjacent Community Districts in other Contract Areas, so long as they can justify their inclusion based on need and how they fit into the overall organizing approach.

Contract Area Divisions: The Contract Area divisions were determined using geographic proximity and building typology. They also consider language needs, population density, and, to some extent, transportation corridors, which are relevant to facilitating outreach efforts. In addition, Community District 102 in Manhattan was included because of a commitment made in

⁸ [Equitable Development Data Explorer](#)

⁹ Office of Court Administration, 2022

¹⁰ Census PL 94-171, 2020

¹¹ NYC Housing and Vacancy Survey, 2017

the SoHo-NoHo rezoning Points of Agreement to conduct outreach as part of the Partners in Preservation program.

Funding Ranges: Award amounts depend on the quality of the proposal, expected results from organizing, and how the makeup of the Contracting Team relates to the City's priorities. The funding ranges shown on the Cover Page were determined using the level of need calculated using the index described above, scaled to the population of each of the Contract Areas.

7.2 List of Community Districts by Contract Area

Northern Manhattan			
109: West Harlem, Hamilton Heights, and Manhattanville	110: Central Harlem	111: East Harlem	112: Washington Heights and Inwood

The Bronx			
201: Melrose, Mott Haven, Port Morris	202: Hunts Point, Longwood	203: Claremont, Crotona Park East, Melrose, Morrisania	204: Concourse, Highbridge, Mount Eden
205: Morris Heights, Fordham South, Mount Hope	206: Bathgate, Belmont, Bronx Park South, East Tremont, West Farms	207: Bedford Park, Fordham, Norwood, Kingsbridge Heights, University Heights	209: Castle Hill, Clason Point, Parkchester
211: Pelham Parkway, Morris Park, Laconia		212: Wakefield, Williamsbridge, Woodlawn	

Central Brooklyn and Northern Staten Island		
303: Bedford-Stuyvesant	305: East New York	307: Sunset Park
308: Crown Heights North and Prospect Heights	309: Crown Heights South and Prospect Lefferts	314: Flatbush and Midwood
316: Brownsville and Ocean Hill	317: East Flatbush, Farragut, Rugby	501: Northern State Island (Stapleton, Port Richmond, Mariner's Harbor)

North Queens, North Brooklyn, Lower East Side, and SoHo-NoHo			
102: SoHo-NoHo and Greenwich Village	103: Chinatown and Lower East Side	301: Greenpoint and Williamsburg	304: Bushwick
403: Jackson Heights and North Corona	404: Elmhurst and South Corona	405: Ridgewood, Glendale, Maspeth	407: Flushing, Murray Hill, Whitestone

7.3 Glossary of Terms and Acronyms

- **Building typology:** a way of classifying residential buildings based on their size, form, and location, relevant to tenant organizing in terms of shaping engagement strategies.
- **CBO (Community-Based Organization):** nonprofits and tenant-focused groups HPD is interested in partnering with and contracting for Partners in Preservation.
- **CONH (Certificate of No Harassment):** a requirement for property owners of buildings that meet certain criteria (single room occupancy/SRO, multi-family buildings in specified districts, watch list buildings) before they can receive permits from the Department of Buildings (DOB) for work involving demolition or a change in use/occupancy.
- **Contract Area:** one of the four groups of Community Districts identified by HPD as showing strong need for Partners in Preservation; respondents will select one Contract Area for their application and specify their proposed organizing focus within it.
- **Demand letter:** a written request made by the tenant to demand the landlord to make repairs and correct violations in an apartment or building.
- **“Emergent” organizing groups:** organizing groups which, though they may have existed for fewer years than more established, traditional nonprofit groups and/or have less direct partnership experience with the City or other large institutions, are nonetheless strongly grounded in their neighborhoods and communities, are growing in their reach and effectiveness, and have an effective and growing organizing capacity
- **Equitable Development Data Explorer:** a spatial data tool developed by HPD and DCP in 2021 to allow the public to access and visualize data related to demographics, housing, economic security, and quality of life, most disaggregated by race/ethnicity.
- **HCR (Housing and Community Renewal) rent reduction order:** an order from HCR, the State housing agency, requiring owners of rent stabilized apartments to lower the legal rent and refund excess rent collected based on a finding of rent overcharge.
- **HP (Housing Part) Action:** a lawsuit brought by tenants or HPD against landlords to force them to make repairs, correct violations, or provide services. Tenants are encouraged to contact the landlord (see demand letter) before starting HP proceedings.
- **HPD (Housing Preservation and Development):** the City agency managing this RFP and the resulting expanded Partners in Preservation program.
- **Housing Stability and Tenant Protection Act (HSTPA) of 2019:** a New York State law that introduced significant changes to the state’s rent stabilization system and established stronger tenant protections statewide. The primary purpose of HSTPA was to limit rent increases and prevent the deregulation of rent stabilized apartments.

- **[HVS \(Housing and Vacancy Survey\)](#)**: a survey conducted by HPD approximately every three years (starting in 1965) collecting housing data to create a comprehensive profile of the city's housing stock, neighborhoods, population, and vacancy rate (which is used to determine the continued need for rent stabilization). The most recent surveys were conducted in 2021 and 2017.
- **Know Your Rights (KYR) trainings**: trainings, typically conducted by organizers and CBOs, which help inform tenants about their housing rights and how to uphold them in the face of poor living conditions and other forms of harassment from their landlords.
- **[PASSPort](#)**: the online procurement platform respondents use to access and respond to this RFP as well as to submit questions and fulfill other application requirements.
- **[PEU \(Public Engagement Unit\)](#)**: a Mayor's Office team that conducts outreach and proactively connects New Yorkers to key City services, providing individualized, long-term case management across a broad range of resources to help tenants stay in their homes, sign up for or renew health insurance coverage, and more.
- **Prime Contractor**: organization selected to coordinate organizing and outreach, including managing their Contracting Team, in their respective Contract Area. Each Contract Area will have one Prime Contractor, which is responsible for managing the Sub-Contractors on their Contracting Team and communicating with HPD.
- **[One-shot deal \(OSD\)](#)**: one-time cash assistance. A one-shot deal offers applicants emergency assistance to cover expenses, such as rent, due to an unexpected situation.
- **[OCJ \(Office of Civil Justice\)](#)**: a division of the NYC Human Resources Administration (HRA) in the Department of Social Services (DSS) that is responsible for connecting legal services to tenants, immigrants, low-wage workers, low-income families and other New Yorkers facing civil legal challenges.
- **RFP (Request for Proposals)**: this RFP outlines the proposed expansion of the Partners in Preservation and shares relevant information for respondents interested in contracting with the City to implement the program.
- **[RTC \(Right to Counsel\) Program](#)**: program based on 2017 law, expanded citywide in 2020 and implemented by OCJ and HRA to ensure that all tenants facing eviction have free legal representation in Housing Court. In 2020, 71% of tenants received full representation by attorneys in 2020 compared to only 1% of tenants in 2013.¹⁷
- **Sub-Contractor**: sub-Contractors are organizations selected, with HPD approval, by Prime Contractors to conduct tenant organizing in neighborhoods within their Contract Area where they have the most history and community connections. Prime Contractors must have at least one Sub-Contractor on their Contracting Team. Sub-Contractors can be part of multiple Contracting Teams.
- **AHU (Anti-Harassment Unit)**: HPD-based team that issues violations and can take legal action on behalf of tenants experiencing harassment and poor living conditions.
- **Target building**: a primarily rent-regulated residential building identified by organizers as in need of outreach and interventions through Partners in Preservation.
- **Target Community District**: a Community District included in one of the four Contract Areas outlined by HPD (see map in Section 2.3 and selection methodology in 7.1).
- **Tenant Harassment Risk Model**: an internal data model developed by HPD to identify buildings with the highest risk of tenant harassment in the present based on past conditions and documentation, such as code violations and evictions.