



**Request for Qualifications for  
Consultant to Serve as Executive Director of the Maine Continuum of Care**

**SCHEDULE**

**Issued: Tuesday, September 3, 2024**

**Deadline for Questions: Friday, September 6, 2024**

**Deadline for Submitting Proposals: Friday, September 13, 2024  
at 5:00 p.m. EST**

**MaineHousing Contact for this Request For Qualifications: [Lauren Bustard, Senior Director of Homeless Initiatives](#)**

**E-mail: [lbustard@mainehousing.org](mailto:lbustard@mainehousing.org)**

Maine State Housing Authority ("MaineHousing") does not discriminate on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, national origin, ancestry, age, physical or mental disability, familial status, or receipt of public assistance in the admission or access to, or treatment in, its programs and activities. In employment, MaineHousing does not discriminate on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, national origin, ancestry, age, physical or mental disability, or genetic information. MaineHousing will provide appropriate communication auxiliary aids and services upon sufficient notice. MaineHousing will also provide this document in alternative formats upon sufficient notice. MaineHousing has designated the following person responsible for coordinating compliance with applicable federal and state nondiscrimination requirements and addressing grievances: Lauren Bustard, Maine State Housing Authority, 26 Edison Drive, Augusta, Maine 04330-4633, Telephone Number 1-800-452-4668 (voice in state only), (207) 626-4600 (voice), or Maine Relay 711.



## **Request for Qualifications for Consultant to Serve as Executive Director of the Maine Continuum of Care**

### **I. INTRODUCTION**

#### **Overview**

In this **Request for Qualifications for Consultant to Serve as Executive Director of the Maine Continuum of Care** (the “RFQ”), Maine State Housing Authority ("MaineHousing") is requesting qualifications from experienced, qualified, and professional individuals (“Candidate”) who can provide long-term consulting services to serve as the Executive Director of the Maine Continuum of Care (MCoC). The goal is to engage with a consultant who will implement a new structure for the MCoC, including working with the membership on a new governance charter, recruiting new Board of Directors members and setting up the new structure for success.

#### **About MaineHousing**

MaineHousing’s mission is to assist Maine people in obtaining and maintaining quality affordable housing and services suitable to their housing needs. MaineHousing is an independent quasi-state agency that, at its core, couples the efficiencies of the private financial markets with public purpose goals to provide affordable home ownership and rental housing opportunities for Maine people. In addition, it administers a number of federal housing-related programs including the Low Income Housing Tax Credit Program, the Section 8 Rental Assistance programs, the Emergency Solutions Grant Program, the Weatherization Program, and the Home Energy Assistance Program on behalf of the State of Maine. These federal programs, as well as others, reduce costs associated with housing for Maine people.

MaineHousing is the Lead Agency and Collaborative Applicant for the statewide MCoC. MaineHousing is also the Homeless Management Information System (HMIS) Lead Agency and coordinates the newly implemented Coordinated Entry System. The successful candidate would work in collaboration with MaineHousing and the MCoC membership and board.

For more information about MaineHousing, please go to [www.mainehousing.org](http://www.mainehousing.org).

### **II. GENERAL TERMS AND CONDITIONS**

#### **Review and Compliance**

It is the responsibility of each Candidate to review this entire document, including its attachments, and comply with all requirements of this RFQ. "Candidate" refers to any person who may, or does, submit qualifications in response to this RFQ.

## **Questions and Answers**

All questions deemed relevant and material to this RFQ along with the response answers will be posted by MaineHousing at <http://www.mainehousing.org/>, no later than Friday, September 6, 2024.

Any responses or answers provided by MaineHousing to questions will automatically become a part of this RFQ.

## **Contract Term**

The initial term of the contract awarded, pursuant to this RFQ, will be for a minimum of 1 year from the date the contract is executed between the Candidate and MaineHousing. MaineHousing reserves the sole right and option to extend the contract in incremental terms of one (1) year each which, including the initial contract term, will not exceed a total of five (5) years.

## **III. REQUIREMENTS**

### **General Requirements/Scope of Work**

#### **Continuum of Care Administration**

- Oversee the planning activities associated with and required for the Continuum of Care governing body.
- Monitor and implement the requirements of the HUD HEARTH Act and its regulations.
- Oversee the monitoring of Collaborative Applicant, HMIS Lead and Coordinated Entry Lead and ensure up to date compliance with all relevant regulations.
- Coordinate with funding and regulatory bodies. Ensure timely submission of grant applications, negotiation of contracts, implementation of new or regulatory changes, and resolution of contract or performance challenges.
- Oversee the monitoring of projects, evaluate and assess project impact, recommend policy changes and improvements.
- Monitor funding and identify new funding opportunities through federal and state government and philanthropy.

#### **Governance**

- Support the MCoC governance structure, staff the MCoC Board and associated committees to ensure the effective functioning of the MCoC.
- Participate in the recruitment of Board candidates.
- Collaborate with the Board President in carrying out action-and-outcomes-oriented strategic planning.
- Utilize data to develop, implement and track performance toward statewide goals and objectives.
- Provide the Board with timely and accurate information necessary to assist them in making informed data-driven decisions.
- Make recommendations to the Board on utilization of unused project funding.
- Design and conduct regular MCoC membership meetings that engage, educate and motivate members toward best practice to end homelessness in the state.

## **Partnerships and Collaboration**

- Establish and maintain strong positive relationships within the Maine Continuum of Care, with grantees and overall membership.
- Seek regular feedback from all grantees to ensure that federally funded programs are effective in meeting goals and benchmarks.
- Partner with the Statewide Homeless Council in revising and monitoring the state plan to prevent and end homelessness and developing strategies to meet state goals.
- Develop positive relationships with leadership from state agencies, philanthropic organizations, and the business community to heighten awareness of resource gaps in addressing homelessness and housing instability.

## **Communication and Community Engagement**

- Manage the Maine Homeless Planning website to ensure public accessibility to up to date, accurate information regarding homelessness and to promote the vision, strategic priorities and outcomes of MCoC activities.
- Develop recruitment and onboarding materials to attract new members to the MCoC and the board in order to foster broader and more diverse representation from the community.

## **Research and Evaluation**

- Oversee the planning and accuracy of the annual Point-in-Time Count.
- Ensure completion of the annual housing inventory count to assess current resources and define gaps for future funding.
- Provide reliable, evidence-based data and research-based best practices for use in decision making by the board and the Statewide Homeless Council.
- Analyze MCoC outcomes-based performance over time in support of increased funding.
- Research and identify funding support beyond federal grant awards to support the efforts of the MCoC to prevent and end homelessness.

Submissions must demonstrate the Candidate's understanding of MaineHousing's needs and expectations as prescribed in this RFQ, and must demonstrate the Candidate's capability to meet those needs and requirements.

## **Candidate Qualifications**

- Significant experience with management/leadership of a HUD Continuum of Care
- Knowledge of the Maine homeless services system, including HUD priorities and the Continuum of Care purpose and processes
- Experience with public policy, systems change, and affordable housing development and operations
- Experience in strategic planning and implementing multi-faceted initiatives or programs
- Strong leadership skills based on emotional intelligence, commitment, integrity, and sense of humor
- Ability to build consensus, inspire, influence, and enable others to achieve goals
- Experience in leading change processes and community building with diverse populations
- Experience in monitoring and evaluating outcome-based programs and continuous quality improvement strategies
- Demonstrated success in grant writing and managing reporting and compliance requirements for government-funded programs

## IV. PRICING

### Cost Proposal

The Candidate must provide a proposed annual rate for all costs associated with this RFQ. The basis of the rate and any underlying assumptions must be included in the Candidate's cost proposal.

### Payment

The annual rate will be divided by 12 and paid monthly within ten (10) business days of receipt of correct invoice containing information required by MaineHousing.

## V. SUBMISSION REQUIREMENTS

This section of the RFQ deals with the requirements for the contents and submission of qualifications.

### Demonstration of Qualifications

Submit the following:

- a. Candidate Information Sheet (Appendix A)
- b. Narrative, including:
  - Candidate's qualifications, experience and resume
  - Candidate's approach toward change management
  - A description of the vision and approach to this scope of work
  - A brief description of priorities for the first three months of work
- c. Rate of Pay
- d. Two (2) completed Reference forms (see below)
- e. Candidate Certification Form (Appendix B)

### Business References

Candidates must provide a minimum of two (2) references from employers or partners familiar with their work. MaineHousing reserves the right to contact and verify any or all references provided. Using the following table format, Candidates must provide up-to-date, accurate, and complete contact information for each of the two (2) references:

<b>RFQ: MaineHousing RFQ for Consultant to Serve as Executive Director of the Maine Continuum of Care</b>	
<b>Reference Contact Information</b>	
Name:	
Street Address:	
City, State, Zip:	
Phone, including area code:	

Email address:	
<b>Information</b>	
Brief description of your working relationship with reference and which position you held during that timeframe.	
How long did you work with this reference?	

**Deadlines & Delivery**

It is the responsibility of each Candidate to ensure a timely submission of their qualifications to MaineHousing at [lbustard@mainehousing.org](mailto:lbustard@mainehousing.org) See Appendix C for all proposal deadlines.

All qualifications **must be submitted by e-mail in PDF format.**

MaineHousing is not responsible for late delivery of a proposal for any reason.

Late proposals **will not be accepted or considered.**

Hard copy, facsimile or telephone proposals **will not be accepted or considered.**

When submitting your proposal to [lbustard@mainehousing.org](mailto:lbustard@mainehousing.org), the email subject line must state:

**"RESPONSE TO CONSULTANT TO SERVE AS EXECUTIVE DIRECTOR OF THE MAINE CONTINUUM OF CARE RFQ"**

**Content**

All information requested by this RFQ must be submitted as part of Candidate’s qualifications. **Only information that is received in response to this RFQ will be evaluated.**

References to information submitted to MaineHousing outside this RFQ process or references to Internet website addresses will be deemed non-responsive and will not be considered by MaineHousing.

All qualifications must include completed and signed Candidate Information Sheet (Appendix A) included in this RFQ. The Candidate Information Sheet must be placed at the front of the proposal.

All qualifications must include a completed and signed Candidate Certification form attached to this RFQ under Appendix B.

**RFQ Point of Contact/Submission**

To ensure clear communications, the following individual has been designated the point contact for this RFQ. All requests, questions, documents and/or correspondence must be communicated through this designated RFQ contact:

<b>Name:</b>	Lauren Bustard
<b>Title/Dept:</b>	Senior Director of Homeless Initiatives
<b>Address:</b>	MaineHousing, 26 Edison Drive, Augusta, ME 04330
<b>Email:</b>	<a href="mailto:lbustard@mainehousing.org">lbustard@mainehousing.org</a>

Candidate contact with any MaineHousing employee, consultant, or other MaineHousing representative concerning this RFQ other than the MaineHousing contact person given above will be grounds for qualifications rejection.

### **Questions**

All questions must be in writing and submitted only to the designated RFQ contact email address previously given. Attempting to ask questions in person, or by telephone, will not be allowed and can disqualify a Candidate.

Candidates will only rely on written statements issued from MaineHousing’s designated RFQ point of contact.

## **VI. PROPOSAL EVALUATION**

An evaluation committee will review all proposals. The evaluation committee may also include external partners. The evaluation committee may contact the Candidate to clarify any response, and obtain information from any available source concerning any aspect of the submission. MaineHousing may request any Candidate to present to the evaluation committee as part of the selection process.

Subject to the reservation of rights and the other terms and conditions of this RFQ, MaineHousing will select the Candidate or Candidates whose proposal is most advantageous to MaineHousing. Any award is contingent on successful negotiation of the final contract terms. In no event will any claimed obligations of any kind be enforceable against MaineHousing unless and until MaineHousing and the selected Candidate enter into a written contract. This RFQ and any successful Candidate’s proposal, as may be modified pursuant to this RFQ will be incorporated by reference into and be part of any contract between MaineHousing and the Candidate, MaineHousing will determine a detailed work plan with any selected Candidate prior to initiating product and/or services to help maximize efficiency for the Candidate and MaineHousing.

## **VII. TERMS AND CONDITIONS**

### **Rights Reserved by MaineHousing**

In addition to the rights reserved by MaineHousing elsewhere in this RFQ, MaineHousing reserves the right to:

- Adjust the timetable for this RFQ as deemed necessary.
- Waive informalities and minor irregularities in proposals received.
- Reject and not consider any or all Candidates who do not meet the requirements of this RFQ,

including but not limited to incomplete responses and/or non-responsive proposals.

Reject any or all proposals received and not to award a contract pursuant to this RFQ, or to cancel or terminate this RFQ process at any time, whether before or after any proposals have been submitted or received, if deemed by MaineHousing to be in its best interest.

Negotiate price or other factors included in any proposal submitted to MaineHousing, and in the event MaineHousing is unable to negotiate a mutually satisfactory contract with the successful Candidate under this RFQ, MaineHousing may, in its sole discretion, negotiate with another Candidate or cancel this RFQ and not award a contract to any Candidate.

Reject the Candidate selected pursuant to this RFQ and to offer a contract to another Candidate in the event the selected Candidate does not enter into the required contract to provide related services described in this RFQ.

Negotiate directly with one Candidate if the responses to this RFQ demonstrate a lack of competition.

Correct or amend this RFQ. In no case will this RFQ be amended within seven (7) days of the proposal submission deadline unless the amendment includes an extension of time. MaineHousing will not be liable for any costs incurred as a result of changes to this RFQ.

### **Other Terms and Conditions**

**Conflict of Interest.** The Candidate, any principal or affiliate of the Candidate, or anyone who will be paid for work on the Contract, that has business ties, familial relations, or other close personal relations with a current MaineHousing employee or a commissioner, or anyone who was a MaineHousing employee or a commissioner within the past year must disclose this information under **Appendix A - Candidate Information Sheet**.

**Candidate Certification Form.** As a mandatory requirement of this proposal, all Candidates must complete and submit the Candidate Certification Form attached to this RFQ as **Appendix B**, along with their proposal submission.

**Confidentiality and Nondisclosure.** Candidate shall maintain in trust and confidence and shall not disclose to any third party, except as such disclosure may be authorized in writing in advance by MaineHousing, and shall not use for any unauthorized purpose, any and all information, documents and data received or obtained from or on behalf of MaineHousing. Candidate may use such information, documents and data only to the extent required for the purposes described in this RFQ. Candidate shall adhere to all security, confidentiality and nondisclosure policies and procedures required by MaineHousing for the protection of such information and data from unauthorized use and disclosure and from loss.

**Maine Freedom of Access Act.** Information submitted by a Candidate in any proposal becomes public information, and is subject to disclosure in accordance with the requirements of law, including without limitation the Maine Freedom of Access Act, 1 M.R.S.A. Section 401 et seq. ("FOAA"), except as provided therein. Candidate acknowledges that MaineHousing is required to comply with FOAA.

**Protest Procedures.** Protests of any award made pursuant to this RFQ must be submitted in writing to



MaineHousing at the address given on the cover page of this RFQ, to the attention of: Executive Director. To be considered, protests must be received by MaineHousing within fifteen (15) calendar days from the date of notification of the contract award and provide specific reasons and any supporting documentation for the protest.

**Women and Minority Owned Businesses.** Women and minority owned businesses are encouraged to apply. To subcontract any of the work, Candidate must follow the steps outlined in 2 CFR 200.321.

**APPENDIX A**  
**CANDIDATE INFORMATION SHEET**

*for*

MaineHousing Request for Qualifications for **Consultant to Serve as Executive Director**  
**of the Maine Continuum of Care**

Please provide the following information, completed and signed, and place this form at the front of the submission:

<b>General Information</b>	
<b>Candidate Name:</b>	
<b>Federal Tax ID:</b>	
<b>Street Address:</b>	
<b>City, State, Zip:</b>	
<b>Telephone#:</b>	
<b>Email address:</b>	
<b># Years in Related Work:</b>	
<b>Conflict of Interest. Does the Candidate, any principal or affiliate of the Candidate, or anyone who will be paid for work on the contract have business ties, familial relations, or other close personal relations with a current MaineHousing employee or commissioner, or anyone who was a MaineHousing employee or commissioner within the past year? If yes, please describe here:</b>	

**APPENDIX B**  
**CANDIDATE CERTIFICATION FORM**

*for*

**MaineHousing Request for Proposals for Consultant to Serve as Executive Director of  
the Maine Continuum of Care**

<b>Candidate Name</b>	
<b>Candidate Address</b>	

**The undersigned Candidate represents and certifies as follows:**

1. The prices in this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other Candidate or potential Candidate.
2. No attempt has been made at any time to induce any firm or person to submit any intentionally high or noncompetitive proposal or to otherwise submit or refrain from submitting a proposal for the purpose of restricting competition.
3. Candidate has not given, and will not give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to any employee or representative of MaineHousing in connection with this RFQ.
4. Candidate acknowledges that MaineHousing will determine whether a conflict of interest exists and that MaineHousing reserves the right to disqualify any Candidate on the grounds of actual or apparent conflict of interest.
5. Candidate has not employed or retained any person or entity to solicit or obtain any contract resulting from this RFQ and has not paid or agreed to pay to any person or entity any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of any such contract.
6. Candidate understands and acknowledges that the representations in its proposal are material and important and will be relied on by MaineHousing in evaluating the proposal. Candidate certifies that, to the best of its knowledge, all of the information contained in its proposal is true, correct and complete and acknowledges that any intentional misrepresentation by Candidate will disqualify Candidate from further consideration in connection with this RFQ.
7. The undersigned individual is legally authorized to sign this Candidate Certification Form for and on behalf of Candidate and to bind Candidate to the statements made herein.

<b>Name, Title and Signature of Individual with Authority to Bind Candidate</b>	
<b>Name</b>	
<b>Title</b>	
<b>Signature</b>	
<b>Date</b>	

**APPENDIX C**  
**KEY PROPOSAL DATES**

*for*

**MaineHousing Request for Proposals for Consultant to Serve as Executive Director of  
the Maine Continuum of Care**

All dates are subject to change at MaineHousing’s discretion.

All proposal documents, correspondence, and/or questions must be emailed to: [lbustard@mainehousing.org](mailto:lbustard@mainehousing.org)

<b>RFQ Issuance:</b>	
Date Issued:	<u>Tuesday, September 3, 2024</u>
<b>Questions &amp; Answers:</b>	
Questions:	<p>Questions will be received:            Until: <u>Friday, September 6, 2024</u> no later than 5 p.m. EST            Questions must be emailed directly to: <a href="mailto:lbustard@mainehousing.org">lbustard@mainehousing.org</a></p>
Answers:	<p>All questions, and their subsequent answers, will be posted on the MaineHousing website for public viewing.            Questions will be answered no later than <u>Monday, September 9, 2024</u>  <i>To locate these postings, go to the MaineHousing website located at:</i>  <a href="https://www.mainehousing.org/RFQ">https://www.mainehousing.org/RFQ</a></p>
<b>Pertinent Proposal Dates:</b>	
Deadline for Proposal Submission:	<p><u>Friday, September 13, 2024</u> no later than <b>5:00 p.m. EST</b>  <i>**Please be sure emailed proposal is in PDF format, as well as all supplemental documentation.</i></p>
Proposal Evaluation Review and Demonstration Phase:	Week of September 16, 2024
Contract Offering:	<u>Week of September 16, 2024</u>