



Request for Proposals for Homeless Response System Hub Coordinator Contract

SCHEDULE

Issued: **September 18, 2026**

Deadline for Questions: **September 29, 2026 at 5:00 p.m. EST**

Deadline for Submitting Proposals: **October 16, 2026
at 5:00 p.m. EST**

MaineHousing Contact for this Request For Proposals: **Kelly Watson**

E-mail: **hubcoordinatorrfp@mainehousing.org**

Maine State Housing Authority ("MaineHousing") does not discriminate on the basis of protected classes under the applicable federal and state nondiscrimination laws, in the admission or access to, or treatment in, its programs and activities and in employment. 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: Kelley Stonebraker, Maine State Housing Authority, 26 Edison Drive, Augusta, Maine 04330, Telephone Number 1-800-452-4668 (voice in state only), (207) 626-4600 (voice), Maine Relay 711, or Email EqualAccess@mainehousing.org.

Maine State Housing Authority, 26 Edison Drive, Augusta, Maine 04330

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Request for Proposals for Homeless Response System Hub Coordinator Contract

I. INTRODUCTION

Overview

In this **Request for Proposals for Homeless Response System Hub Coordinator Contract** (the “RFP”), Maine State Housing Authority ("MaineHousing") is requesting proposals from experienced, qualified, and professional agencies (“Agency”) who can serve as the Employer of Record and provide supervisory oversight for nine Homeless Response Hub Coordinators. Maine’s Homeless Response System consists of nine regional Homeless Service Hubs that provide Access, Assessment, Prioritization and Coordination for the homeless response system. The successful respondents will employ nine Homeless Response System Hub Coordinators who will work directly with the individuals and organizations that make up each regional Service Hub team to support their work and further the goal of preventing and decreasing homelessness within their service area. Orientation and training for Coordinators will be the responsibility of MaineHousing. All Hub Coordinators will be part of a learning cohort that provides ongoing support, coaching, and training.

To learn more about the Service Hub structure, please refer to the [Maine Homeless Planning](https://www.mainehomelessplanning.org/hubs/) website - <https://www.mainehomelessplanning.org/hubs/>

See [APPENDIX F](#) and [APPENDIX G](#) for details regarding Hub Coordinator and Employer of Record supervision expectations.

About MaineHousing

MaineHousing’s mission is to empower staff and partners in helping Maine people afford safe, high-quality housing as a foundation for healthy communities. Additional information about MaineHousing can be found at www.mainehousing.org.

II. GENERAL TERMS AND CONDITIONS

Review and Compliance

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

Questions and Answers

All Agency questions deemed relevant and material to this RFP along with the response answers will be posted by MaineHousing at <http://www.mainehousing.org/>, no later than October 2, 2026.

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

Proposal Terms

All proposals submitted by Agencies and received by MaineHousing will be treated as contract offers. An Agency's proposal must remain open from the time of receipt of the proposal by MaineHousing and continue for a minimum of 90 days after the date of submission.

Alterations, modifications or variations of a proposal after the submission deadline will not be considered by MaineHousing, unless authorized by an amendment or addendum to this RFP issued by MaineHousing.

In the case of any award pursuant to this RFP, the awarded Agency must keep in effect all proposal terms, including pricing, throughout any contract negotiations.

Proposal Costs

MaineHousing is not liable for any expenses incurred by the Agency in the preparation, delivery, or presentation of their proposals.

Costs of developing and delivering proposals and demonstrations pursuant to this RFP are solely at the expense of the Agency.

Proposal Materials

All proposals submitted, including all items and materials submitted as part of the proposals, become the property of MaineHousing, whether selected or not. Proposal materials may be appended by MaineHousing to any contract between MaineHousing and the Agency providing such materials.

Contract Term

The initial term of the contract awarded, pursuant to this RFP, will be for one (1) year from the date the contract is executed between the Agency 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

At a minimum, MaineHousing's expectation is to select a collaborative organization that will employ nine Homeless Response Hub Coordinator positions and guide and support the individuals hired in their work to:

- Strengthen the local, multi-agency leadership team;
- Improve the quality and use of local data and maintain data for a Hub level data dashboard;
- Align all efforts in the statewide Maine Continuum of Care Coordinated Entry System;
- Implement and iterate new system design elements using data driven decision making;
- Test key strategies to reduce homelessness among locally identified priority populations;
- Serve as coordinator and team lead for system change; and
- Sustain progress while scaling efforts to other populations experiencing homelessness.

For more specifics on the Hub Coordinator role please refer to the Homeless Service Hub Coordinator position description labeled as APPENDIX G.

MaineHousing expects to select an Agency who will be a key partner in continued analysis and improvement of the Homeless Service Hub System as it relates to the overall homelessness response system in Maine.

Proposals must demonstrate the Agency's understanding of MaineHousing's needs and expectations as prescribed in this RFP and must demonstrate the Agency's capability to meet those needs and requirements.

IV. PROPOSAL PRICING

Cost Items

The Agency must provide:

A detailed, itemized budget including salary, benefits, and expenses for nine Homeless Response System Hub Coordinators and supervisory support. The proposed budget must be submitted on budget form in APPENDIX J.

Payment

Funds awarded under a contract as a result of this RFP will be disbursed as a 20% advancement, and an 80% reimbursement payable upon receipt of satisfactory backup documentation.

V. PROPOSAL SUBMISSION REQUIREMENTS

This section of the RFP deals with the requirements for the contents and submission of proposals.

Demonstration of Qualifications

Submit the following:

- a. Qualifications and Experience
 - i. Description of the Agency's experience in collaborative efforts and working relationships/partnerships with other organizations across the State of Maine.
 - ii. Description of Agency's capacity to support the nine positions, including supervisory role.
 - iii. Description of experience in large-scale change and/or system improvement

- change.
- iv. Transition plan detailing how the Agency will approach hiring new and/or retaining current Hub Coordinators.
- v. Stated willingness to include input from Homeless Service Hub Team member organizations in hiring decisions.
- vi. Stated willingness to accept the condition of acting as the 'Employer of Record' for the Hub Coordinator, ensuring that the intended function and purpose of this role – to be a neutral part focused on implementing and sustaining Hub-level collaboration (and not the work of just one agency)- will be protected and preserved.
- vii. Resume of the person who will manage the hiring and supervision of the Service Hub Coordinators. If not available, please include hiring plan details.
See Appendix E for Employer of Record Supervisory Role expectations.
- b. Equal employment opportunity and affirmative action policy
- c. Copies of both Certificate of General Liability Insurance and Certificate of Workers Compensation Insurance
- d. Commitment to provide services in the best interest of MaineHousing
- e. Proposed budget including salary, benefits, and expenses
- f. Most recent audited financial documents
- g. Agency's UEI number

References

Agencies must provide a minimum of three (3) references from community partners who have collaborated and have working relationships/partnerships with the agency from different geographical areas across the state of Maine. MaineHousing reserves the right to contact and verify any or all references provided.

Using the following table format, Agencies must provide up-to-date, accurate, and complete contact information for each of the three (3) references:

MaineHousing RFP for Homeless Response System Hub Coordinator Contract	
Reference Organization Name:	
Reference Contact Information	
Name:	
Street Address:	
City, State, Zip:	
Phone, including area code:	
Email address:	
Alternate Contact Information	
Name:	
Street Address:	

City, State, Zip:	
Phone, including area code:	
Email address:	
Project Information	
Brief description of collaboration/working relationship with this reference.	
How long have you worked with this reference?	
Any other pertinent information about collaboration with this reference that relate to this RFP.	

Deadlines & Delivery

It is the responsibility of each Agency to ensure a timely submission of their proposal to MaineHousing at hubcoordinatorrfp@mainehousing.org. See APPENDIX C for all proposal deadlines.

All proposals **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 hubcoordinatorrfp@mainehousing.org, the email subject line must state:

"RESPONSE TO Homeless Response System Hub Coordinator Contract RFP"

Organization/Formatting

Proposals must be presented following the prescribed instructions within this RFP. The proposal, along with all supplemental documentation required under this RFP must be:

Submitted in electronic .PDF format

Pages numbered consecutively

Provided in the sequential order listed below:

1. Agency Information Sheet (APPENDIX A)
2. Agency Certification Form (APPENDIX B)

3. 3 References on Supplied Reference Form
4. Conflict of Interest Form (APPENDIX D)
5. Qualifications and Experience Narratives (as outlined)
6. Equal employment opportunity and affirmative action policy
7. Copies of both Certificate of General Liability Insurance and Certificate of Workers Compensation Insurance
8. Commitment to providing services in the best interest of MaineHousing
9. Proposed budget including salary, benefits, and expenses – *must include a budget line for training and travel to training* (APPENDIX J)

Content

All information requested by this RFP must be submitted as part of the Agency's proposal. **Only information that is received in response to this RFP will be evaluated.**

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

Cross references to other portions of an Agency's proposal submitted in response to this RFP are acceptable but must reference the specific section number and heading for identification.

All proposals must include completed and signed Agency Information Sheet (APPENDIX A) included in this RFP. The Agency Information Sheet must be placed at the front of the proposal.

All proposals must include a completed and signed Agency Certification form attached to this RFP under APPENDIX B.

RFP Point of Contact/Submission

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

Name:	Kelly Watson
Title/Dept:	Director of Homeless Initiatives
Address:	MaineHousing, 26 Edison Drive, Augusta, ME 04330
Email:	hubcoordinatorrfp@mainehousing.org
Tele#:	207-626-4677

Agency contact with any MaineHousing employee, consultant, or other MaineHousing representative concerning this RFP other than the MaineHousing contact person given above will be grounds for proposal rejection.

Questions

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

Agencies will only rely on written statements issued from MaineHousing's designated RFP point of contact.

VI. PROPOSAL EVALUATION

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

Agency is cautioned that the evaluation committee is not required to ask for clarifications or information that is essential for a complete and thorough evaluation of Agency proposals. Therefore, all proposals should be complete when submitted.

MaineHousing intends to select the proposal or proposals that provide the best value in meeting MaineHousing's business objectives identified in this RFP. MaineHousing will also consider the detail and completeness of proposals.

Subject to the reservation of rights and the other terms and conditions of this RFP, MaineHousing will select the Agency 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 Agency enter into a written contract. This RFP and any successful Agency's proposal, as may be modified pursuant to this RFP will be incorporated by reference into and be part of any contract between MaineHousing and the Agency.

Evaluation Criteria

Proposals will be evaluated on:

- Completeness of content
- Community engagement and collaboration experience
- Agency capacity/structure to supervise and support 9 Hub Coordinators
- Proposed budget
- Ability of transition plan to balance maintenance of current momentum with system improvement
- Ability to meet Employer of Record supervisor expectations
- Systems or large-scale change experience or system improvement change experience

VII. TERMS AND CONDITIONS

Rights Reserved by MaineHousing

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

Adjust the timetable for this RFP as deemed necessary, including but not limited to extending proposal deadlines.

Waive informalities and minor irregularities in proposals received.

Reject and not consider any or all Agencies who do not meet the requirements of this RFP, including but not limited to incomplete responses and/or non-responsive proposals.

Reject any or all proposals received and not award a contract pursuant to this RFP, or to cancel or terminate this RFP 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 Agency under this RFP, MaineHousing may, in its sole discretion, negotiate with another Agency or cancel this RFP and not award a contract to any Agency.

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

Negotiate directly with one Agency if the responses to this RFP demonstrate a lack of competition.

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

Other Terms and Conditions

Conflict of Interest. The Agency, any principal or affiliate of the Agency, 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 D- Conflict of Interest Disclosure Form**.

Agency Certification Form. As a mandatory requirement of this proposal, all Agencies must complete and submit the Agency Certification Form attached to this RFP as **APPENDIX B**, along with their proposal submission.

Confidentiality and Nondisclosure. Agency 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. Agency may use such information, documents and data only to the extent required for the purposes described in this RFP. Agency 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 an Agency 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. Section 401 et seq. ("FOAA"), except as provided therein. Agency acknowledges that MaineHousing is required to comply with FOAA.

Protest Procedures. Protests of any award made pursuant to this RFP must be submitted in writing to MaineHousing at the address given on the cover page of this RFP, to the attention of: 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 sub-contract any of the work, Agency must follow the steps outlined in 2 CFR 200.321.

APPENDIX A
AGENCY INFORMATION SHEET

for

MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract

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

General Information	
Agency Name:	
Federal Tax ID:	
Street Address:	
City, State, Zip:	
Telephone #:	
Contact Person for Questions	
Name:	
Title:	
E-mail Address:	
Telephone #:	
Agency Description	
# Years in Business:	
# Years providing services as described in this RFP:	
Current Agency Size:	
Evidence of expertise, experience, qualifications, and knowledge:	
<i>Please be sure to include all supplemental qualification documents.</i>	

Summarized Narrative of Agency's ability to provide the services, materials, and labor required under this RFP:	
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APPENDIX B
AGENCY CERTIFICATION FORM

for

MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract

Agency Name	
Agency Address	

The undersigned Agency 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 Agency or potential Agency.
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. Agency 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 RFP.
4. Agency acknowledges that MaineHousing will determine whether a conflict of interest exists and that MaineHousing reserves the right to disqualify any Agency on the grounds of actual or apparent conflict of interest.
5. Agency has not employed or retained any person or entity to solicit or obtain any contract resulting from this RFP 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. Agency understands and acknowledges that the representations in its proposal are material and important and will be relied on by MaineHousing in evaluating the proposal. Agency 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 Agency will disqualify Agency from further consideration in connection with this RFP.
7. The undersigned individual is legally authorized to sign this Agency Certification Form for and on behalf of Agency and to bind Agency to the statements made herein.

Name, Title and Signature of Individual with Authority to Bind Agency	
Name	
Title	
Signature	
Date	

APPENDIX C
KEY PROPOSAL DATES

for

MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract

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

All proposal documents, correspondence, and/or questions must be emailed to:

hubcoordinatorrfp@mainehousing.org

RFP Issuance:	
Date Issued:	<u>September 18, 2026</u>
Questions & Answers:	
Questions:	Questions will be received: Until: <u>September 29, 2026 no later than 5 p.m. EST</u> Questions must be emailed directly to: hubcoordinatorrfp@mainehousing.org
Answers:	All questions, and their subsequent answers, will be posted on the MaineHousing website for public viewing. Questions will be answered no later than <u>October 2, 2026</u> <i>To locate these postings, go to the MaineHousing website located at:</i> https://www.mainehousing.org/rfp
Pertinent Proposal Dates:	
Deadline for Proposal Submission:	<u>October 16, 2026, no later than 5:00 p.m. EST</u> <i>**Please be sure emailed proposal is in PDF format, as well as all supplemental documentation.</i>
Proposal Evaluation Review:	From: <u>October 19, 2026 – November 6, 2026</u>

APPENDIX D
CONFLICT OF INTEREST DISCLOSURE FORM AND
CONFLICT OF INTEREST POLICY – MAINEHOUSING PARTNERS *
for
MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract

To maintain the continued confidence of Maine citizens in carrying out our joint mission to assist Maine people in obtaining and maintaining quality affordable housing, MaineHousing Partners must avoid situations which are, or appear to be, at odds with their responsibilities to MaineHousing. Maine law and federal regulations (when federal funding is involved) govern conflicts of interest.

MaineHousing Partners must ensure that **no** person who is an employee, agent, or consultant of the Partner – *and* who performs any functions with respect to any MaineHousing program – may obtain a personal or financial interest or benefit (other than their earnings) from MaineHousing programs, either for themselves or for those with whom they have family, business, or close personal ties. As soon as the Partner becomes aware of a potential conflict of interest:

- The Partner must disclose to MaineHousing all personal and business relationships between Partner’s employees and any contractors, agents, or consultants who work on MaineHousing programs.
- The Partner must disclose to MaineHousing all employees (including temporary employees and volunteers) of the Partner who are applicants for MaineHousing programs administered by the Partner.
- The Partner must disclose to MaineHousing anyone who will be paid for work on MaineHousing programs who is a current or former MaineHousing employee or commissioner – or has family, business, or close personal ties with a current or former MaineHousing employee or commissioner (within the last year.)

Conflict of Interest Definitions

A ***conflict of interest*** arises when the personal interest of an employee (or a family member, friend, or business associate of the employee) conflicts or potentially conflicts with the employee’s work duties or responsibilities to MaineHousing. Conflicts of interest can occur when actions may be improperly influenced by a secondary motive, such as:

- financial gain,
- professional advancement, or
- desire to do favors for family and friends.

An ***appearance of a conflict of interest*** exists if circumstances are believed to create a risk that decisions may be improperly influenced by other motives. It is important to note that a conflict of interest may exist, regardless of whether any unethical or improper act has taken place.

A ***direct interest*** occurs when the employee individually, or through a majority stakeholder position in an entity, owns or is a party to any contract, business agreement, project, or property. Individuals with management, control or other decision-making responsibilities, or voting rights for an entity, are also considered to have a direct interest.

* This policy applies to all individuals and organizations who receive funding from or who have a business or contractual relationship with MaineHousing. Pertinent partners include, but are not limited to: Grantees, Subgrantees, Sub-recipients, Community Action Agencies, Shelters, Developers, Applicants, Contractors, Administrators, and Agencies.

An **indirect interest** occurs when family members, friends, or business associates of the employee have ownership or contractual rights in any contract, business agreement, project, or property. Shares in an entity by the employee or commissioner through an investment vehicle, a trust or estate arrangement, mutual fund, or other intermediary also meets the definition of an indirect ownership interest. Additionally, any ownership interest in a related entity (such as a parent company or subcontractor) that plans to do business with MaineHousing is considered an indirect interest.

Family members are defined broadly, and include spouse/partner, mother, father, son, daughter, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother, sister, brother-in-law, sister-in-law, nephew, niece, uncle, aunt, first cousin, grandparent, grandchild. Family members also include all "half" or "step" relatives (e.g. half-brother or step-daughter).

Conflict of Interest Procedures

Personal or Business Relationships Involving Employees

As soon as a Partner becomes aware of a personal or business relationship involving an employee that could give rise to perceived partiality, an appearance of a conflict of interest, or an actual conflict of interest in connection with MaineHousing programs, **the Partner shall disclose the relationship to MaineHousing in writing, with a description of the Partner's plan to manage the potential conflict.** Once reviewed and approved by MaineHousing's Internal Auditor, the plan must be signed by the employee and representative(s) of the Partner and submitted to MaineHousing. Plans must be reviewed and re-signed once a year.

Employees as Applicants for MaineHousing Programs

If eligible, Partner employees (including temporary staff and volunteers) are encouraged to apply for MaineHousing programs administered by the Partner. However, in advance of a benefit being paid, approval of any program application by a partner employee **requires two levels of signature**, including the Director or other Senior Executive of the Partner.

Copies of signed applications must be submitted to MaineHousing, and maintained by the Program Department in accordance with required Records Retention periods. The Partner must also retain original signed and approved applications in accordance with required Records Retention periods.

Compliance with the Partner Conflict of Interest Policy and Procedures will be monitored by MaineHousing staff and subject to periodic program audits.

If you are unsure whether a situation constitutes a conflict of interest, please consult with your contact at MaineHousing, or email MaineHousing's Internal Auditor, Kimberly Whitley, at kwhitley@mainehousing.org.

APPENDIX D
MAINEHOUSING PARTNERS
CONFLICT OF INTEREST DISCLOSURE FORM

I have read and understand the *Conflict of Interest Policy – MaineHousing Partners*.

☐ YES

☐ NO

Do you (or any of your principals or affiliates, or anyone who will be paid for work in connection with the project, program, contract or services at hand), have business ties, family relationships, or other close personal relationships with a current MaineHousing commissioner or employee or anyone who was a MaineHousing commissioner or employee within the past year?

☐ NO

☐ YES (please describe below, or attach)

Signed: _____

Date: _____

Printed Name: _____

Title: _____

APPENDIX E
Homeless Response System Overview
for
 MaineHousing Request for Proposals for Homeless Response System Hub
 Coordinator Contract

Homeless Response Hub Overview

What is a Homeless Response Hub?

The State of Maine has launched nine Homeless Response Service Hubs in the state. The Hubs are the outcome of efforts by the Statewide Homeless Council, in collaboration with MaineHousing, the Maine Continuum of Care, and other partners in restructuring Maine’s homelessness response system. Each of the nine regional service hubs is staffed by a Hub Coordinator.

Hub 1:	York
Hub 2:	Cumberland
Hub 3:	Midcoast: Sagadahoc, Knox, Lincoln, Waldo counties and Towns of Brunswick and Harpswell
Hub 4:	Androscoggin
Hub 5:	Western: Oxford, Franklin counties and Towns of Livermore and Livermore Falls
Hub 6:	Central: Somerset and Kennebec
Hub 7:	Penquis: Penobscot and Piscataquis
Hub 8:	Downeast: Washington and Hancock
Hub 9:	Aroostook



The Homeless Response Hubs are collaborative multi-agency teams devoted to continuous improvement of the Homeless Response System, driven by quality data. Hub teams identify gaps and inconsistencies by working with a cross-sector team of service providers, municipalities, housing providers, people with lived experience, and others who interact with people experiencing homelessness. The Hubs operate within their geographic areas, in conjunction with Statewide efforts, through dedicated communication and collaboration. The Hub agencies facilitate a more direct and coordinated path to housing for individuals and families experiencing homelessness. Using creative solutions, Hubs strive to solve homelessness by reaching and sustaining functional zero, ensuring that homelessness is short and infrequent.

There is a growing list of other agencies and providers being connected to the work, in order to ensure all aspects of the homeless response system are coordinated – e.g. General Assistance/municipalities, schools, police departments, corrections, health care providers, mental health providers, substance use programs, etc.

What is Built for Zero?

The hubs are part of a national effort called Built for Zero, which focuses on the homeless response system as a whole, bringing all partners together to solve homelessness. Using this framework, each of the 9 service hubs have the following goals:

- Creating a quality by-name list of everyone experiencing homelessness in each hub, including their specific needs and housing preferences

- Improving communication and coordination between providers
- Identifying barriers and gaps in the system
- Testing solutions for barriers
- Advocating for resources to fill the gaps
- Streamlining the system so that people who need assistance are quickly connected to the agency or resource that fits best
-

What is a Hub Coordinator?

The Hub Coordinator serves as neutral backbone support for the implementation and maintenance of Hub-level collaborative work and does not serve on behalf of any specific agency within the Hub. The position works with the Statewide Homeless Council, the Maine Continuum of Care, and MaineHousing to coordinate homeless planning efforts.

The Hub Coordinator works with providers to populate a By-Name Data Set (also By-Name List) of all people experiencing homelessness in the Hub Service Area. This data is used to get a more accurate count of people, assess their specific situations, and assisting them as quickly as possible. This will also provide better support to advocate for additional resources needed to make homelessness rare, brief, and one-time.

Additionally, the Hub Coordinator responsibilities include:

- Convening and facilitating collaboration among providers in Hub service area to identify resource needs and strategize solutions
- Collaborating with providers to achieve quality data
- Implementing and managing Coordinated Entry processes for the Maine Continuum of Care (MCoC)
- Leading a continuous improvement process for Hub activities
- Coordinating the Unsheltered annual Point in Time count for the MCoC

If you would like more information about Maine's Homeless Response System, please visit mainehomelessplanning.org

APPENDIX F
Expectations of Employer of Record Supervisory Role

for

**MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract**

In addition to the agency's supervisory standards these areas are to be met:

- Ensure consistency with all hub coordinators in CE operations, communications, meeting structure
- Ensure that the coordinators are not assuming agency specific tasks that are not relevant to hub coordinator activities
- Support hub coordinators in following applicable policies and procedures, CoC Written Standards, and other expectations of the homeless response system
- Provide support with local partner connections
- Coordinating hub coordinator schedule and coverage
- Ensure agency can provide supplies and hardware needed for daily job activities, including items needed for both remote work and in-person meetings.
- Allow for professional development opportunities
- Support and help coordinate travel to conference opportunities, including mandatory attendance of the Built for Zero Learning Session and 3 Hub Coordinator Strategy Retreats.
- Keep informed about statewide data work and hub level initiatives
- Familiarize with the Built for Zero (BfZ) theory of change by reviewing materials defined by MaineHousing's HI department and stay up to date with evolving best practices within the BfZ framework
- Be a key partner in continued analysis and improvement of the Homeless Service Hub System as it relates to the overall homelessness response system in Maine.
- Work closely with Maine Housing's Homeless Response System Coordinator to ensure well rounded support for the hub coordinator role and supervision, such as adherence to the Hub Coordinator Workplan. See **APPENDIX H**
- Assist MaineHousing in an annual evaluation of the hub coordinator position. See **APPENDIX I**

APPENDIX G **Hub Coordinator Position Description**

for

Maine Housing Request for Proposals for Homeless Response System Hub Coordinator Contract

Primary Purpose of Position: The Homeless Service Hub Coordinator is responsible for the day-to-day operation of the homeless response system for one of nine service Hubs in the state, including:

- convening and facilitating collaboration among providers across the Hub service area
- implementing and managing the Hub's Coordinated Entry process for individuals and families experiencing homelessness
- leading a continuous quality improvement process for the Hub, including tracking Hub-level performance data, projects, and workplans

NOTE: This position serves as neutral backbone support for the implementation and maintenance of Hub-level collaborative work and does not serve on behalf of any specific agency within the Hub. The position works with the Statewide Homeless Council, the Maine Continuum of Care and Institute of Community Alliances (ICA) (as the Homeless Management Information System (HMIS) Lead) to coordinate homeless planning efforts.

Education /Experience: Education in social services, public administration or related field and four years of experience in project management, facilitation, and data evaluation and reporting or a combination of education, training and experience preferred.

Core Functions:

Community Collaboration

- Serve as Community Liaison for the Homeless Response Service Hub Team
- Engage new partners in the local Homeless Response System
- Facilitate Hub meetings and case conferencing
- Attend relevant community meetings and provide information/presentations on Homeless Services
- Coordinate and align local partners together on service delivery and housing inventory efforts
- Meet with Hub providers in person at least quarterly
- Attend Built for Zero Learning Session and 3 in person Hub Coordinator Strategy Retreats annually

Resource Coordination

- Maintain database of homeless response providers and partners, including all essential resources for individuals and families experiencing homelessness
- Identify partners to participate in response efforts such as the Point in Time Count and Built for Zero activities
- Seek out flexible funding opportunities from local businesses and foundations

Operations and Training

- Provide general support and coordination to all Coordinated Entry-related projects and activities for the Hub
- Implement and oversee reporting system and data tracking tools for Coordinated Entry, including responsibility for the Hub Data Dashboard
- Coordinate the annual Point in Time Unsheltered Count for the Hub
- Act as the point of contact for homelessness diversion activities for the Hub
- Coordinate training for service providers and partners
- Provide training on Rapid Resolution for providers and partners
- Work with Institute for Community Alliances (ICA) and MaineHousing to plan and implement report development and distribution

Skills and Qualifications:

- Demonstrated ability to build collaborative relationships and work with diverse teams representing various disciplines and all levels of staff
- Strong facilitation skills and experience communicating effectively in front of groups
- Excellent communication skills – oral, written, listening
- Training in Rapid Resolution/Diversion (preferred)
- Understanding of systemic causes of homelessness and familiarity with permanent housing and services models for vulnerable individuals and families
- Familiarity with HUD's expectations of Coordinated Entry Systems
- Strong project management, time management, and organizational skills
- Extensive knowledge of Microsoft Office, Google Workspace, and experience with complex data systems
- Strong data analysis and reporting skills
- Ability to take initiative, work independently, and utilize creative and analytical skills to resolve issues

Working Conditions and Schedule Expectations:

- Primarily sedentary, remote-based position with extended periods of computer use.
- Core work hours are Monday through Friday, 8am-5pm, unless otherwise approved by MaineHousing and Agency supervisor (occasions may come up where there are work events on weekends or weeknights, and schedule may be adjusted accordingly).
- Hub Coordinators are expected to have established childcare during working hours.
- Hub Coordinators are Expected to work at least 16 hours per month in-person within the Hub.
- Hub Coordinators are Expected to visit Hub partners in-person at least quarterly, including homeless service providers, Coordinated Entry access points, and other relevant providers.
- Must be able to work in a fast-paced, trauma-informed, person-centered environment.

APPENDIX H **Hub Coordinator Workplan**

for

MaineHousing Request for Proposals for Homeless Response System Hub Coordinator Contract

Monthly Work Plan

This worksheet is used to plan the major things you need to accomplish this month. Include personal to-do items so everything is in one place.

This month I am expected to...

Category 1: Reporting

- a) By the 1st of each month, send flagged data errors to the Data Lead
- b) By the 10th of the month, review DVRC report, case conferencing, inflow and outflow reports.
- c) By the 15th of each month, enter data into the Built for Zero PMT
- d) By the last Friday of each month, use the HUGO tool to identify errors and log progress, such as:
 - i. Clean up duplicate records
 - ii. Identify who is already housed but still enrolled and should be exited
 - iii. Identify those who may be inactive but maybe need to be exited
 - iv. Identify household members not exited with their Head of Household
 - v. Review Coordinated Entry engagement

Category 2: Coordinated Entry

- a) 3 days prior to case conferencing, send out case conferencing list to providers for updates in HMIS
- b) At least twice per month, facilitate case conferencing using the learning loop
- c) Review case conferencing goals (including documentation) with case conferencing team regularly
- d) Follow-up with DVRCs to ensure updates are getting manually included in prioritization list

Category 3: Meetings

- a) Attend public meetings of the Statewide Homeless Council, Continuum of Care, and Regional Homeless Council meetings, and any relevant CoC Committee meetings
- b) Attend bi-weekly Hub Coordinator Cohort Meetings
- c) Facilitate Core Improvement Team meetings to work towards hub-level goals and continuous improvement projects (once quality data is reached)

Category 4: Operations (CE, PIT, Training, Reporting)

- a) Plan for the hub-level unsheltered Point-in-Time Count
- b) (In winter) Work with warming shelters to support data collection and Coordinated Entry assessment coordination
- c) Update list of homeless providers and local resources (food and housing opportunities)
 - i. Work on this 5 hours each month to be posted on the MaineHomelessPlanning website quarterly
- d) As relevant: apply for funding opportunities that the hub could utilize
 - i. include CoC, MaineHousing, and ICA leadership if any data will be shared in an application
- e) By the 10th of each month, submit monthly workplan progress report

Hub-Level Goals

- a) a.
- b) b.
- c) c.

Personal

- a)
- b)

Summary of this month's work:

- a) Category 1: Reporting -
- b) Category 2: Coordinated Entry -
- c) Category 3: Meetings -
- d) Category 4: Operations -

Hub-Level Goals:

Personal:

Delays/Barriers:

Someday/Maybe (Backburner):

Monthly Hub Updates:

Recent improvements and/or barriers to quality data:

Trends in hub data:

New collaborations/partnerships:

Other hub-level initiatives, goals, updates:

APPENDIX I
Hub Coordinator Annual Evaluation
for

MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract

Annual Hub Coordinator Evaluation

Name:

Date:

Performance Rating Scale

- | | |
|-----|-----------------------------------|
| 5 | Consistently Exceeds Expectations |
| 4 | Frequently Exceeds Expectations |
| 3 | Meets Expectations |
| 2 | Needs Improvement |
| 1 | Does Not Meet Expectations |
| N/A | Not Applicable |

Category 1: Reporting

- Submitted flagged data errors by the 1st of each month ____
- Reviewed monthly DVRC, case conferencing, inflow/outflow reports ____
- Entered Built for Zero PMT data accurately and on time ____
- Used HUGO tool to identify and resolve data quality issues ____
- Demonstrated attention to detail and data quality ____

Rating total: ____

Strengths:

Areas for Improvement:

Category 2: Coordinated Entry

- Distributed case conferencing lists prior to meetings ____
- Facilitated case conferencing meetings consistently ____
- Used learning loop effectively ____
- Reviewed goals and documentation with providers ____
- Followed up with DVRCs regarding prioritization list updates ____
- Supported effective communication and coordination among Hub partners ____

Rating total: ____

Strengths:

Areas for Improvement:

Category 3: Meetings

- Attended required statewide and regional meetings ____
- Participated in Hub Coordinator Cohort meetings ____
- Facilitated Core Improvement Team meetings ____
- Demonstrated professional facilitation skills and preparedness ____
- Spent at least 16 hours per month in person in the Hub, including meeting with partners ____

Rating total: ____

Strengths:

Areas for Improvement:

Category 4: Operations

Planned and supported Point-in-Time Count activities ____

Coordinated warming shelter data efforts during winter months ____

Maintained Hub-level resource list ____

Submitted monthly work plan progress reports on time ____

Managed multiple priorities/projects effectively ____

Rating total: ____

Strengths:

Areas for Improvement:

Overall Performance Rating: ____/100

Major Accomplishments

Describe the Hub Coordinator's most significant accomplishments during the year:

Challenges & Barriers

Describe significant barriers encountered and how they were addressed:

Professional Development

Training completed:

Skills developed:

Areas for Future Development:

Goals for the Upcoming Year:

Comments from MaineHousing Supervisor:

Comments from Employer of Record Supervisor:

APPENDIX J
Budget Form
for

MaineHousing Request for Proposals for Homeless Response System Hub
Coordinator Contract

Budget - Homeless System Hub Coordinator	
Agency:	Program Period: 1 year
Funding Sources	Budget
MaineHousing Funds Requested	
Operating Expenses	
Coordinator Salary	
Coordinator Fringe	
Supervision Costs	
Phones & Internet	
Office Supplies	
Printing and Copying	
Insurance	
Computer Allocation	
Equipment Maintenance	
Software and Subscriptions (Zoom etc.)	
Education and Training	
Utilities (heat, lights etc.)	
Occupancy/Rent	
Meetings	
Travel	
Professional Services	
Indirect Costs/Admin	
Other Expenses - Clearly describe each expense in this category	
Total Operating Expenses	
Total Other Expenses	
Total Budget	