**STATE OF MAINE**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*



**RFP# 202506088**

**Employee Engagement Survey**

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| --- | --- | --- |
| **RFP Coordinator** | **NAME:** | Jessica Crosby |
| **TITLE:** | Director, Talent Management Division |
| **EMAIL:** | [Jessica.a.crosby@maine.gov](mailto:Jessica.a.crosby@maine.gov) |
| *All communication regarding the RFP must be made through the RFP Coordinator.* | | |

|  |  |
| --- | --- |
| **Submitted Questions Due Date** | July 30, 2025, no later than 11:59 p.m., local time |
| *All questions must be received by the RFP Coordinator by the date and time listed above.* | |

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| --- | --- | --- |
| **Proposal Submission Deadline** | **DATE:** | August 15, 2025, no later than 11:59 p.m., local time. |
|  | **TO:** | [Proposals@maine.gov](mailto:Proposals@maine.gov) |
| *Proposals must be received electronically by the Office of State Procurement Services by the date and time listed above.* | | |

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PUBLIC NOTICE

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**State of Maine**

**Department of Administrative and Financial Services**

**RFP# 202506088**

**Employee Engagement Survey**

The State of Maine is seeking proposals to assist with the design and implementation, data collection, analysis and reporting for the State of Maine’s Workforce Engagement Survey.

A copy of the RFP and all related documents can be obtained at: <https://www.maine.gov/dafs/bbm/procurementservices/vendors/rfps>

Proposals must be submitted to the Office of State Procurement Services via e-mail at [Proposals@maine.gov](mailto:Proposals@maine.gov). Proposal submissions must be received no later than 11:59 p.m., local time, on August 15, 2025. Proposals will be opened the following business day.

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**RFP TERMS/ACRONYMS with DEFINITIONS**

The following terms and acronyms, as referenced in the RFP, have the meanings indicated below:

|  |  |
| --- | --- |
| **Term/Acronym** | **Definition** |
| **Confidentiality** | Preserving authorized restrictions on information access and disclosure, including means for protecting confidential or sensitive information. A loss of confidentiality is the unauthorized disclosure of information. |
| **Data Classification** | The process of risk assessment of data. See **Appendix D** for the Data Classification process (see also “PII Confidentiality Impact Level”). |
| **Department** | Department of Administrative and Financial Services |
| **PII (Personally Identifiable Information)** | Data that is maintained by an agency that could potentially identify a specific individual and needs to be protected in accordance with state and/or federal law, including (1) any information that can be used to distinguish or trace an individual‘s identity, such as name, social security number, date and place of birth, mother‘s maiden name, or biometric records; and (2) any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information. |
| **PII Confidentiality Impact Level** | The PII confidentiality impact level—low, moderate, or high—indicates the potential harm that could result to the subject individuals and/or the organization if PII were inappropriately accessed, used, or disclosed. (NIST SP 800-122). See **Appendix D**. PII is evaluated to determine its confidentiality impact levels, so that appropriate safeguards can be applied to the PII. |
| **OIT** | Office of Information Technology |
| **RFP** | Request for Proposals |
| **State** | State of Maine |
| **State Data** | Any information originating with the State, regardless of form or medium of disclosure (e.g., verbal, observed, hard copy, or electronic) or source of information. It includes any information concerning the State’s information technology infrastructure, systems and software and procedures; and information originating with the State in the course of using and configuring the Services provided under the contract. It includes any sensitive information held by the State that may be protected from disclosure pursuant to a federal or state statutory or regulatory scheme intended to protect that information, or pursuant to an order, resolution or determination of a court or administrative board or other administrative body. |
| **TMD** | Talent Management Division |

**State of Maine**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*

**RFP# 202506088**

**Employee Engagement Survey**

**PART I INTRODUCTION**

1. **Purpose and Background**

The State of Maine Bureau of Human Resources, Talent Management Division (Department/TMD) seeks proposals for a vendor to assist with the design, implementation, data collection, analysis, and reporting for the State of Maine’s Workforce Engagement Survey.

This document provides instructions for submitting proposals, the procedure and criteria by which the awarded Bidder will be selected, and the contractual terms that will govern the relationship between the State of Maine (State) and the awarded Bidder.

The purpose of the survey is to measure employee and contractor engagement, establish benchmarks for future comparisons, measure and drive improvements and changes in engagement and workplace culture, and inform policies, programs, training and development strategies. In 2022 and 2024, the Talent Management Division (TMD) of the Bureau of Human Resources (BHR) conducted a workforce engagement survey of the executive branch of Maine state government, with plans to offer the survey on an annual to biennial basis moving forward. The survey was distributed to approximately 12,000 employees and contractors resulting in a response rate of more than 50%. Both the 2022 and 2024 surveys were electronic, with a paper version available. Questions remained mostly the same from 2022 to 2024 to make year-over-year comparisons and track state-level and agency trends. However, in 2024, several additional questions were asked regarding diversity, equity, and inclusion, as well as an open text box for additional feedback. While our intention is to keep our survey questions similar to previous years to compare results, significant work was done to analyze the qualitative responses from 2024, and those results could warrant some changes in the questions.

The awarded Bidder will closely review prior survey result reports to provide feedback and consultation on existing survey design. The awarded Bidder will also partner with the TMD to support survey distribution, data collection, analysis and interpretation of the final survey results. This will include State and department-level reporting based on the results, including areas of improvement and possible recommendations will be required. The awarded Bidder may also be asked to participate in presentations on the results to state leadership.

Finally, there may be a need for periodic, ad hoc survey design outside of the annual/biennial survey. For example, brief pulse surveys may be useful in determining if programmatic changes are having the desired effect.

1. **General Provisions**
   1. From the time the RFP is issued until award notification is made, all contact with the State regarding the RFP must be made through the RFP Coordinator. No other person/ State employee is empowered to make binding statements regarding the RFP. Violation of this provision may lead to disqualification from the bidding process, at the State’s discretion.
   2. Issuance of the RFP does not commit the Department to issue an award or to pay expenses incurred by a Bidder in the preparation of a response to the RFP. This includes attendance at personal interviews or other meetings and software or system demonstrations, where applicable.
   3. All proposals must adhere to the instructions and format requirements outlined in the RFP and all written supplements and amendments (such as the Summary of Questions and Answers), issued by the Department. Proposals are to follow the format and respond to all questions and instructions specified below in the “Proposal Submission Requirements” section of the RFP.
   4. Bidders will take careful note that in evaluating a proposal submitted in response to the RFP, the Department will consider materials provided in the proposal, information obtained through interviews/presentations (if any), and internal Departmental information of previous contract history with the Bidder (if any). The Department also reserves the right to consider other reliable references and publicly available information in evaluating a Bidder’s experience and capabilities.
   5. The proposal must be signed by a person authorized to legally bind the Bidder and must contain a statement that the proposal and the pricing contained therein will remain valid and binding for a period of 180 days from the date and time of the bid opening.
   6. The RFP and the awarded Bidder’s proposal, including all appendices or attachments, will be the basis for the final contract, as determined by the Department.
   7. Following announcement of an award decision, all submissions in response to this RFP will be public records, available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA) ([1 M.R.S. § 401](https://gcc02.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.mainelegislature.org%2Flegis%2Fstatutes%2F1%2Ftitle1sec401.html&data=05%7C02%7CJohn.F.Spier%40maine.gov%7C74b0a21ff26b425135b908dcde5d1600%7C413fa8ab207d4b629bcdea1a8f2f864e%7C0%7C0%7C638629740077530255%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=yYGRZvqRpIJa6dPB35CzUZRcmiZ%2BMICiBNs0EIsJu78%3D&reserved=0) et seq.).  State contracts and information related to contracts, including bid submissions, are generally public records per FOAA.
   8. In the event that a Bidder believes any information that it submits in response to this RFP is confidential, it must mark that information accordingly, and include citation to legal authority in support of the Bidder’s claim of confidentiality.  In the event that the Department receives a FOAA request that includes submissions marked as confidential, the Department shall evaluate the information and any legal authority from the Bidder to determine whether the information is an exception to FOAA’s definition of public record.  If the Department determines to release information that a Bidder has marked confidential, it shall provide advance notice to the Bidder to allow for them to seek legal relief.
   9. The Department, at its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in proposals received in response to the RFP.
   10. All applicable laws, whether or not herein contained, are included by this reference. It is the Bidder’s responsibility to determine the applicability and requirements of any such laws and to abide by them.
2. **Eligibility to Submit Bids**

Eligible vendors must have and demonstrate the following qualifications:

1. Expertise and/or experience providing comprehensive workforce engagement survey services to state governments or other comparable employers with over 1,000 employees. These services should include initial survey design support, survey communications, data collection, and analysis, report writing, and report/graphic design with recommendations based on trends. The Bidder’s ability to meet this eligibility requirement must be demonstrated through the projects provided in Appendix C.
2. Expertise and/or experience providing engagement surveys in multiple formats, including electronic surveys, paper/hard copy, and in-person and/or telephonic methods to meet the requirements of a geographically distanced and diverse workforce. The Bidder’s ability to meet this eligibility requirement must be demonstrated through the projects provided in Appendix C.
3. **Contract Term**

The Department is seeking cost-efficient proposals to provide services, as defined in this RFP, for the anticipated contract period defined in the table below. The dates below are estimated and may be adjusted, as necessary, in order to comply with all procedural requirements associated with the RFP and the contracting process. The actual contract start date will be established by a completed and approved contract.

Contract Renewal: Following the initial term of the contract, the Department may opt to renew the contract for two (2) renewal periods, as shown in the table below, and subject to continued availability of funding and satisfactory performance.

The term of the anticipated contract, resulting from the RFP, is defined as follows:

|  |  |  |
| --- | --- | --- |
| **Period** | **Start Date** | **End Date** |
| Initial Period of Performance | 10/1/2025 | 9/30/2026 |
| Renewal Period #1 | 10/1/2027 | 9/30/2028 |
| Renewal Period #2 | 10/1/2029 | 9/30/2030 |

1. **Number of Awards**

The Department anticipates making one (1) award as a result of this RFP process.

**PART II SCOPE OF SERVICES TO BE PROVIDED**

The TMD seeks a qualified vendor to conduct the implementation, data collection, analysis, and reporting for the State’s workforce engagement survey. In addition to providing feedback on existing survey design and supporting survey distribution and data collection, the awarded Bidder will partner with the TMD to analyze and interpret the final survey results. State and department-level reporting based on the results, including areas of improvement and possible recommendations, will be required. The awarded Bidder may also be asked to participate in presentations on the results to state leadership.

The awarded Bidder will be expected to work with TMD to perform the following services.

* 1. **Survey Planning:**
     1. Review current survey questions and work with TMD on perceived gaps and additional question development as necessary.
     2. Develop, with TMD, a mutually agreeable project management plan that describes all phases of the project, including goals/outcomes, tasks, schedule, milestones, responsibilities, and deliverables, to achieve the project's outcomes successfully and promptly. Provide a detailed explanation of the implementation and post-implementation process steps, including identifying the needed lead time, question review, launching the survey, collecting results, analyzing data, and report creation. Identify other helpful information to ensure the engagement survey's successful implementation and launch.
     3. A description of any technical requirements will be provided that considers employee and contractor access at work or elsewhere to complete the survey. The requirements needed for the survey to be administered along with the ability to monitor progress and access reporting will be identified and included. These requirements must comply with all MaineIT polices as outlined below in Section 4.
     4. With the support of the TMD, develop a communication plan for the project's timeline and phases- pre, during, post.
     5. Recommend best practices in engagement survey implementation and provide communication support for all survey periods (pre, during, post) to reach maximum participation or a statistically significant response rate. Best practices should include recommended approaches for electronic, paper, and in person/telephonic survey communication, distribution and collection.
     6. Advise TMD/BHR on approaches to ensure Maine state government’s entire workforce has an equitable opportunity to take part in the survey by considering geographic variances, type of work location (ex. Office vs. field work), literacy, individuals with disabilities, individuals who may require an accommodation, and other preferences and/or considerations.
     7. While not required, preference will be given to Bidders who can support periodic, ad hoc survey requests based on the annual/biennial workforce engagement survey (i.e. pulse surveys).
  2. **Survey & Design Parameters:**
     1. Recommend practices in survey completion and provide communication strategy support for pre-survey, during, and post-survey periods to successfully reach targeted survey participation rates.
     2. Provide multiple methods for survey participation to meet the needs of a diverse workforce, particularly for those with limited computer access/literacy.
     3. Provide a secure survey link via email to invite employees with computer access to participate.
     4. Implement and host an electronic survey with data stored in a secure and confidential manner and provide hard copies as requested.
     5. Provide ease of administration with reliable, valid reporting of results that are easy to interpret and communicate.
     6. Ensure strict standards for protecting respondents’ confidentiality and anonymity, including maintaining participant’s email addresses separate from survey response data and neither tracking nor storing respondents’ IP addresses. Additionally, provide details on data security, storage, access, and restrictions, noting how these details comply with the entire suite of MaineIT policies described below in Section 4.
     7. Certify that the State of Maine owns all survey data collected from State employees and contractors and that raw data will be made available upon request.
     8. Certify that any data collected from State employees and contractors will only be used for the purposes of completing the work outlined in this RFP.
     9. Destroy any data collected from State employees or contractors, such as any Personally Identifiable Information (PII) collected inadvertently in qualitive responses, at the direction of TMD.
     10. Return survey data to TMD at the end of the contract period and destroy all survey data, including archival data, at the direction of TMD.
     11. Allow BHR/TMD staff to monitor and report on survey progress during survey administration.
  3. **Survey Analysis and Reporting:**

1. Develop, design, and execute survey reports as requested (i.e. department, bureau, and statewide levels) while ensuring confidentiality and anonymity.
2. Summarize survey responses and data, identify department, bureau, and Statewide themes, interpret survey results, and provide recommendations to improve workplace engagement, satisfaction, and culture.
3. Present results, including raw data, weighted data, and informational graphics for each question, with the ability to filter by various combinations of organizational levels and employee demographic categories while preserving individual response anonymity.
4. Provide raw and weighted data in an easily accessible Excel format with informational graphics that can be readily accessed for meaningful analysis and targeted distribution.
5. Offer multi-year analysis, such as trends over time and statistical correlations based upon prior year survey iterations.
6. In partnership with the TMD, weight survey data based on statewide and department demographics, including (but not limited to) total number of employees, age, race, tenure, gender, income, etc.
7. Provide industry benchmark comparisons and flexible reporting by department and team. Examples include:
   1. State of Washington: <https://ofm.wa.gov/state-human-resources/workforce-data-and-planning/state-employee-engagement-survey>
   2. State of Vermont: <https://humanresources.vermont.gov/data/employee-engagement>
   3. State of Oklahoma: <https://oklahoma.gov/content/dam/ok/en/omes/documents/2024OKSEES.pdf>
   4. State of Minnesota: <https://mn.gov/mmb-stat/enterprise-talent-development/2019-engagement/state-agency-employee-engagement-survey-action-planning-toolkit.pdf>
8. Deliver presentations of the results for various audiences if requested by agency leaders.
9. Provide post-survey support with consideration and interpretation of results, as well as support tools, templates, and resources to effectively act on engagement results. Recommendations and samples for post survey action plans will be provided by the vendor.
10. Summarize and interpret results and provide recommendations to drive engagement. Identify the drivers of workforce engagement to enable a focused approach to action planning based on measured results and provide follow-up tools, resources, and support to implement the action plans effectively.
    1. Technical Requirements

MaineIT expects all IT products to comply with the entire suite of MaineIT policies (<https://www.maine.gov/oit/policies-standards>). Special attention must be paid to the following policies/procedures:

1. [[System and Services Acquisition Policy and Procedures (SA-1)](https://www.maine.gov/oit/sites/maine.gov.oit/files/inline-files/SystemAndServicesAcquisitionPolicy.pdf)](https://1)
2. [Digital Accessibility Policy](https://www.maine.gov/oit/sites/maine.gov.oit/files/inline-files/DigitalAccessibilityPolicy.pdf)
3. [Access Control Policy](https://www.maine.gov/oit/sites/maine.gov.oit/files/inline-files/AccessControlPolicy.pdf)
4. [Information Security Policy](https://www.maine.gov/oit/sites/maine.gov.oit/files/inline-files/SecurityPolicy.pdf)
5. Vulnerability Scanning Procedure

**PART III KEY RFP EVENTS**

1. **Questions**
   1. **General Instructions:** It is the responsibility of all Bidders and other interested parties to examine the entire RFP and to seek clarification, in writing, if they do not understand any information or instructions.
      1. Bidders and other interested parties should use **Appendix F** (Submitted Questions Form) for submission of questions. If used, the form is to be submitted as a WORD document.
      2. Questions must be submitted, by e-mail, and received by the RFP Coordinator identified on the cover page of the RFP as soon as possible but no later than the date and time specified on the RFP cover page.
      3. The RFP Number and Title must be included in the subject line of the e-mail containing the submitted questions. The Department assumes no liability for assuring accurate/complete/on time e-mail transmission and receipt.
   2. **Question & Answer Summary:** Responses to all questions will be compiled in writing and posted on the following website no later than seven (7) calendar days prior to the proposal due date: [Office of State Procurement Services RFP Page](https://www.maine.gov/dafs/bbm/procurementservices/vendors/rfps). It is the responsibility of all interested parties to go to this website to obtain a copy of the Question & Answer Summary. Only those answers issued in writing on this website will be considered binding.
2. **Amendments**

All amendments released in regard to the RFP will also be posted on the following website: [Office of State Procurement Services RFP Page](https://www.maine.gov/dafs/bbm/procurementservices/vendors/rfps). It is the responsibility of all interested parties to go to this website to obtain amendments. Only those amendments posted on this website are considered binding.

1. **Proposal Submission**
   1. **Proposals Due:** Proposals must be received no later than 11:59 p.m. local time, on the date listed on the cover page of the RFP.
      1. Any e-mails containing original proposal submissions or any additional or revised proposal files, received after the 11:59 p.m. deadline, will be rejected without exception.
   2. **Delivery Instructions:** E-mail proposal submissions must be submitted to the Office of State Procurement Services at [Proposals@maine.gov](mailto:Proposals@maine.gov).
      1. Only proposal submissions received by e-mail will be considered. The Department assumes no liability for assuring accurate/complete e-mail transmission and receipt.
         1. Proposal submission e-mails that are successfully received by the [proposals@maine.gov](mailto:proposals@maine.gov) inbox will receive an automatic reply stating as such.
      2. E-mails containing links to file sharing sites or online file repositories will not be accepted as submissions. Only e-mail proposal submissions that have the actual requested files attached will be accepted.
      3. Encrypted e-mails received which require opening attachments and logging into a proprietary system will not be accepted as submissions. Bidders should work with their Information Technology team to ensure that the proposal submission will not be encrypted due to any security settings.
      4. File size limits are 25MB per e-mail. Bidders may submit files separately across multiple e-mails, as necessary, due to file size concerns. All e-mails and files must be received by the due date and time listed above.
   3. **Submission Format:**
      1. Bidders are to insert the following into the subject line of their e-mail proposal submission: **“RFP#202506088 Proposal Submission – [Bidder’s Name]”**
      2. Bidder’s proposal submissions are to be broken down into multiple files, with each file named as it is titled in bold below, and include.

* **File 1 [Bidder’s Name] – Preliminary Information:**

*PDF format preferred*

**Appendix A** (Proposal Cover Page)

**Appendix B** (Responsible Bidder Certification)

All required eligibility documentation stated in PART IV, Section I.

* **File 2 [Bidder’s Name] – Organization Qualifications and Experience:**

*PDF format preferred*

**Appendix C** (Organization Qualifications and Experience Form) and all required information and attachments stated in PART IV, Section II.

* **File 3 [Bidder’s Name] – Proposed Services:**

*PDF format preferred*

**Appendix D** (Technical Assessment Form) and all required information and attachments stated in PART IV, Section III.

* **File 4 [Bidder’s Name] – Cost Proposal:**

*Excel format preferred*

**Appendix E** (Cost Proposal Form) and all required information and attachments stated in PART IV, Section IV.

**PART IV PROPOSAL SUBMISSION REQUIREMENTS**

This section contains instructions for Bidders to use in preparing their proposals. The Department seeks detailed yet succinct responses that demonstrate the Bidder’s qualifications, experience, and ability to perform the requirements specified throughout the RFP.

Bidders’ proposals must follow the outline used below, including the numbering, section, and sub-section headings. Failure to use the outline specified in PART IV, or failure to respond to all questions and instructions throughout the RFP, may result in the proposal being disqualified as non-responsive or receiving a reduced score. The Department, and its evaluation team, has sole discretion to determine whether a variance from the RFP specifications will result either in disqualification or reduction in scoring of a proposal. Rephrasing of the content provided in the RFP will, at best, be considered minimally responsive.

Bidders are not to provide additional attachments beyond those specified in the RFP for the purpose of extending their response. Additional materials not requested will not be considered part of the proposal and will not be evaluated. Bidders must include any forms provided in the submission package or reproduce those forms as closely as possible. All information must be presented in the same order and format as described in the RFP.

**Proposal Format and Contents**

**Section I Preliminary Information** (File #1)

* 1. **Proposal Cover Page**

Bidders must complete **Appendix A** (Proposal Cover Page). It is critical that the cover page show the specific information requested, including Bidder address(es) and other details listed. The Proposal Cover Page must be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

* 1. **Responsible Bidder Certification**

Bidders must complete **Appendix B** (Responsible Bidder Certification). The Responsible Bidder Certification must be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

* 1. **Eligibility Requirements**

Bidders must provide documentation to demonstrate meeting eligibility requirements stated in PART I, C. of the RFP. This documentation includes:

* The description of projects included in the response to Part IV, Section 2, #1 below must demonstrate meeting the eligibility requirements described in Part I, C of the RFP.

**Section II Organization Qualifications and Experience** (File #2)

* 1. **Overview of the Organization**

Bidders must complete **Appendix C** (Qualifications and Experience Form) describing their qualifications and skills to provide the requested services in the RFP. Bidders must include three (3) examples of projects which demonstrate their experience and expertise in performing these services, as well as highlighting the Bidder’s stated qualifications and skills.

* 1. **Subcontractors**

If subcontractors are to be used, Bidders must provide a list that specifies the name, address, phone number, contact person, and a brief description of the subcontractors’ organizational capacity and qualifications.

* 1. **Organizational Chart**

Bidders must provide an organizational chart.  The organizational chart must include the project being proposed.  Each position must be identified by position title and corresponding to the personnel job descriptions.

* 1. **Litigation**

Bidders must attach a list of all current litigation in which the Bidder is named and a list of all closed cases that have closed within the past five (5) years in which the Bidder paid the claimant either as part of a settlement or by decree.  For each, list the entity bringing suit, the complaint, the accusation, amount, and outcome.

* 1. **Financial Viability**

Bidders must provide the following information for each of the past three tax years:

* + 1. Balance Sheets
    2. Income (Profit/Loss) Statements
  1. **Licensure/Certification**

Bidders may provide documentation of any applicable licensure/certification or specific credentials that are related to providing the proposed services of the RFP.

* 1. **Certificate of Insurance**

Bidders must provide a certificate of insurance on a standard ACORD form (or the equivalent) evidencing the Bidder’s general liability, professional liability and any other relevant liability insurance policies that might be associated with the proposed services.

**Section III Proposed Services** (File #3)

* 1. **Technical Assessment**

Bidders must complete **Appendix D** (Technical Assessment Form) to describe the Bidder’s capability to meet the stated requirements and policies identified in this RFP.

* 1. **Services to be Provided**

Bidders must discuss the Scope of Services referenced above in Part II of the RFP and what the Bidder will offer, including a description of the methods and resources the Bidder will use and how each task involved will be accomplished. Bidders must also describe how the expectations and/or desired outcomes as a result of these services will be achieved. If subcontractors are involved, Bidders must clearly identify the work each will perform.

* 1. **Implementation - Work Plan**

Bidders must provide a realistic work plan for the implementation of the program through the first contract period. The work plan must be displayed in a timeline chart, and concisely describe each program development and implementation task, the month it will be carried out, and the person or position responsible for each task. If applicable, Bidders must identify all tasks to be delegated to subcontractors.

**Section IV Cost Proposal** (File #4)

* 1. **General Instructions**
     1. Bidders must submit a cost proposal that covers the period starting 10/1/2025 and ending on 9/30/2030.
     2. The cost proposal must include the costs necessary for the Bidder to fully comply with the contract terms, conditions, and RFP requirements.
     3. No costs related to the preparation of the proposal for the RFP or to the negotiation of the contract with the Department may be included in the proposal. Only costs to be incurred after the contract effective date that are specifically related to the implementation or operation of contracted services may be included.
  2. **Cost Proposal Form Instructions**

Bidders must fill out **Appendix E** (Cost Proposal Form), following the instructions detailed here and in the form. Failure to provide the requested information and to follow the required cost proposal format provided, may result in disqualification or reduction in scoring of the cost proposal at the discretion of the Department.

**PART V PROPOSAL EVALUATION AND SELECTION**

Evaluation of the submitted proposals will be accomplished as follows:

1. **Evaluation Process – General Information**
   1. An evaluation team, composed of qualified reviewers, will judge the merits of the proposals received in accordance with the criteria defined in the RFP.
   2. Officials responsible for making decisions on the award selection will ensure that the selection process accords equal opportunity and appropriate consideration to all who are capable of meeting the specifications. The goals of the evaluation process are to ensure fairness and objectivity in review of the proposals and to ensure that the contract is awarded to the Bidder whose proposal provides the best value to the State of Maine.
   3. The Department reserves the right to communicate and/or schedule interviews/presentations with Bidders, if needed, to obtain clarification of information contained in the proposals received. The Department may revise the scores assigned in the initial evaluation to reflect those communications and/or interviews/presentations.
   4. Changes to proposals, including updating or adding information, will not be permitted during any portion of the evaluation process. Therefore, Bidders must submit proposals that present their rates and other requested information as clearly and completely as possible.
2. **Scoring Weights and Process**
   1. **Scoring Weights:** Proposal scores will be based on a 100-point scale and will measure the degree to which each proposal meets the following criteria:

|  |  |  |
| --- | --- | --- |
| **Section I.** | **Preliminary Information**  Proposal materials to be evaluated in this section: all elements addressed in Part IV, Section I of the RFP. | **(No Points – Eligibility Requirements)** |
| **Section II.** | **Organization Qualifications and Experience** Proposal materials to be evaluated in this section: all elements addressed above in Part IV, Section II of the RFP. | **(30 points)** |
| **Section III.** | **Proposed Services**  Proposal materials to be evaluated in this section: all elements addressed above in Part IV, Section III of the RFP. | **45 points)** |
| **Section IV.** | **Cost Proposal**  Proposal materials to be evaluated in this section:all elements addressed above in Part IV, Section IV of the RFP. | **(25 points)** |

* 1. **Scoring Process:** For proposals that demonstrate meeting the eligibility requirements in Section I, if applicable, the evaluation team will use a consensus approach to evaluate and score Sections II & III above. Members of the evaluation team will not score those sections individually but, instead, will arrive at a consensus as to assignment of points for each of those sections. Section IV, the Cost Proposal, will be scored as described below.
  2. **Scoring the Cost Proposal:** The total cost proposed for conducting all the functions specified in the RFP will be assigned a score according to a mathematical formula. The lowest bid will be awarded 25 points. Proposals with higher bid values will be awarded proportionately fewer points calculated in comparison with the lowest bid.

The scoring formula is:

(Lowest submitted cost proposal / Cost of proposal being scored) x 25 = pro-rated score

No Best and Final Offers: The State of Maine will not seek or accept a best and final offer (BAFO) from any Bidder in this procurement process.  All Bidders are expected to provide their best value pricing with the submission of their proposal.

* 1. **Negotiations:** The Department reserves the right to negotiate with the awarded Bidder to finalize a contract. Such negotiations may not significantly vary the content, nature or requirements of the proposal or the Department’s Request for Proposal to an extent that may affect the price of goods or services requested. The Department reserves the right to terminate contract negotiations with an awarded Bidder who submits a proposed contract significantly different from the proposal they submitted in response to the advertised RFP. In the event that an acceptable contract cannot be negotiated with the highest ranked Bidder, the Department may withdraw its award and negotiate with the next-highest ranked Bidder, and so on, until an acceptable contract has been finalized. Alternatively, the Department may cancel the RFP, at its sole discretion.

1. **Selection and Award**
   1. The final decision regarding the award of the contract will be made by representatives of the Department subject to approval by the State Procurement Review Committee.
   2. Notification of conditional award selection or non-selection will be made in writing by the Department.
   3. Issuance of the RFP in no way constitutes a commitment by the State of Maine to award a contract, to pay costs incurred in the preparation of a response to the RFP, or to pay costs incurred in procuring or contracting for services, supplies, physical space, personnel or any other costs incurred by the Bidder.
   4. The Department reserves the right to reject any and all proposals or to make multiple awards.
2. **Appeal of Contract Awards**

Any person aggrieved by the award decision that results from the RFP may appeal the decision to the Director of the Bureau of General Services in the manner prescribed in [5 M.R.S.A. § 1825-E](http://www.mainelegislature.org/legis/statutes/5/title5sec1825-E.html) and [18-554 Code of Maine Rules Chapter 120](https://www.maine.gov/dafs/bbm/procurementservices/policies-procedures/chapter-120).  The appeal must be in writing and filed with the Director of the Bureau of General Services, 9 State House Station, Augusta, Maine, 04333-0009 within 15 calendar days of receipt of notification of conditional contract award.

**PART VI CONTRACT ADMINISTRATION AND CONDITIONS**

1. **Contract Document**
   1. The awarded Bidder will be required to execute an [IT Service Contract (IT-SC) with Confidentiality and Non-Disclosure Agreement (NDA)](https://www.maine.gov/dafs/bbm/procurementservices/forms)including appropriate riders as determined by the issuing department. Bidders shall carefully review the IT-SC.

*All exceptions will be negotiated between the awarded Bidder(s) and the State. The State will not accept any proposed exceptions as part of this RFP process. The State is not obligated to accept, negotiate, or compromise of any proposed exceptions.*

The complete set of standard State of Maine Service Contract documents, along with other forms and contract documents commonly used by the State, may be found on the Office of State Procurement Services’ website at the following link: [Office of [State Procurement Services Forms Page](https://www.maine.gov/dafs/bbm/procurementservices/forms).](https://www.maine.gov/dafs/bbm/procurementservices/forms)

* 1. Allocation of funds is final upon successful negotiation and execution of the contract, subject to the review and approval of the State Procurement Review Committee. Contracts are not considered fully executed and valid until approved by the State Procurement Review Committee and funds are encumbered. No contract will be approved based on an RFP which has an effective date less than fourteen (14) calendar days after award notification to Bidders. (Referenced in the regulations of the Department of Administrative and Financial Services, [Chapter 110, § 3(B)(i)](https://www.maine.gov/dafs/bbm/procurementservices/policies-procedures/chapter-110).)

This provision means that a contract cannot be effective until at least 14 calendar days after award notification.

* 1. The State recognizes that the actual contract effective date depends upon completion of the RFP process, date of formal award notification, length of contract negotiation, and preparation and approval by the State Procurement Review Committee. Any appeals to the Department’s award decision(s) may further postpone the actual contract effective date, depending upon the outcome. The contract effective date listed in the RFP may need to be adjusted, if necessary, to comply with mandated requirements.
  2. In providing services and performing under the contract, the awarded Bidder must act as an independent contractor and not as an agent of the State of Maine.

1. **Standard State Contract Provisions**
   1. Contract Administration

Following the award, a Contract Administrator from the Department will be appointed to assist with the development and administration of the contract and to act as administrator during the entire contract period. Department staff will be available after the award to consult with the awarded Bidder in the finalization of the contract.

* 1. Payments and Other Provisions

The State anticipates paying the Contractor on the basis of net 30 payment terms, upon the receipt of an accurate and acceptable invoice. An invoice will be considered accurate and acceptable if it contains a reference to the State of Maine contract number, contains correct pricing information relative to the contract, and provides any required supporting documents, as applicable, and any other specific and agreed-upon requirements listed within the contract that results from the RFP.

**PART VII LIST OF RFP APPENDICES AND RELATED DOCUMENTS**

**Appendix A** – Proposal Cover Page

**Appendix B** – Responsible Bidder Certification

**Appendix C** – Qualifications and Experience Form

**Appendix D** –Technical Assessment Form

**Appendix E** – Cost Proposal Form

**Appendix F** – Submitted Questions Form

**APPENDIX A**

**State of Maine**

**Department of Administrative & Financial Services**

*Bureau of Human Resources, Talent Management Division*

**PROPOSAL COVER PAGE**

**RFP# 202506088**

**Employee Engagement Survey**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Bidder’s Organization Name:** | |  | | |
| **Chief Executive - Name/Title:** | |  | | |
| **Tel:** |  | | **E-mail:** |  |
| **Headquarters Street Address:** | |  | | |
| **Headquarters City/State/Zip:** | |  | | |
| *(Provide information requested below if* ***different*** *from above)* | | | | |
| **Lead Point of Contact for Proposal - Name/Title:** | |  | | |
| **Tel:** |  | | **E-mail:** |  |
| **Headquarters Street Address:** | |  | | |
| **Headquarters City/State/Zip:** | |  | | |

* This proposal and the pricing structure contained herein will remain firm for a period of 180 days from the date and time of the bid opening.
* No personnel currently employed by the Department or any other State agency participated, either directly or indirectly, in any activities relating to the preparation of the Bidder’s proposal.
* No attempt has been made, or will be made, by the Bidder to induce any other person or firm to submit or not to submit a proposal.
* The above-named organization is the legal entity entering into the resulting contract with the Department if they are awarded the contract.
* The undersigned is authorized to enter contractual obligations on behalf of the above-named organization.

*To the best of my knowledge, all information provided in the enclosed proposal, both programmatic and financial, is complete and accurate at the time of submission.*

|  |  |
| --- | --- |
| **Name (Print):** | **Title:** |
| **Authorized Signature:** | **Date:** |

**APPENDIX B**

**State of Maine**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*

**RESPONSIBLE BIDDER CERTIFICATION**

**RFP# 202506088**

**Employee Engagement Survey**

|  |  |
| --- | --- |
| **Bidder’s Organization Name:** |  |

*By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:*

1. *Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.*
2. *Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:*
   1. *Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or contract.*
   2. *Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.*
3. *Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification.*
4. *Have not within a three (3) year period preceding this proposal had one or more federal, state, or local government transactions terminated for cause or default*.
5. *Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above-mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.*
6. *Is not a foreign adversary business entity (*[*https://www.maine.gov/oit/prohibited-technologies*](https://www.maine.gov/oit/prohibited-technologies)*).*
7. *Is not on the list of prohibited companies (*[*https://www.maine.gov/oit/prohibited-technologies*](https://www.maine.gov/oit/prohibited-technologies)*) or does not obtain or purchase any information or communications technology or services included on the list of prohibited information and communications technology and services* [*https://www.maine.gov/oit/prohibited-technologies*](https://www.maine.gov/oit/prohibited-technologies) *(Title 5 §2030-B).*

|  |  |
| --- | --- |
| **Name (Print):** | **Title:** |
| **Authorized Signature:** | **Date:** |

**APPENDIX C**

**State of Maine**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*

## QUALIFICATIONS and EXPERIENCE FORM

**RFP# 202506088**

**Employee Engagement Survey**

|  |  |
| --- | --- |
| **Bidder’s Organization Name:** |  |

|  |
| --- |
| **Present a brief statement of qualifications. Describe the history of the Bidder’s organization, especially regarding skills pertinent to the specific work required by the RFP and any special or unique characteristics of the organization which would make it especially qualified to perform the required work activities. You may expand this form and use additional pages to provide this information.** |
|  |

|  |
| --- |
| **Provide a description of projects that occurred within the past five (5) years which reflect experience and expertise needed in performing the functions described in Part II – Scope of Services to be Provided of the RFP. Contract history with the State of Maine, whether positive or negative, may be considered in evaluating proposals even if not provided by the Bidder.**  *If the Bidder has not provided similar services, note this, and describe experience with projects that highlight the Bidder’s general capabilities.* |

|  |  |
| --- | --- |
| **Project One** | |
| **Client Name:** |  |
| **Client Contact Person:** |  |
| **Telephone:** |  |
| **E-Mail:** |  |
| **Brief Description of Project** | |
|  | |

|  |  |
| --- | --- |
| **Project Two** | |
| **Client Name:** |  |
| **Client Contact Person:** |  |
| **Telephone:** |  |
| **E-Mail:** |  |
| **Brief Description of Project** | |
|  | |

|  |  |
| --- | --- |
| **Project Three** | |
| **Client Name:** |  |
| **Client Contact Person:** |  |
| **Telephone:** |  |
| **E-Mail:** |  |
| **Brief Description of Project** | |
|  | |

**APPENDIX D**

**State of Maine**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*

**TECHNICAL ASSESSMENT FORM**

**RFP# 202506088**

**Employee Engagement Survey**

Bidders must complete the Technical Assessment Form embedded below.

The Technical Assessment Form may be obtained by double-clicking the Excel (xlsx) icon below.



**APPENDIX E**

**State of Maine**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*

**COST PROPOSAL FORM**

**RFP# 202506088**

**Employee Engagement Survey**

|  |  |
| --- | --- |
| **Bidder’s Organization Name:** |  |
| **Total Proposed Cost:** | **$** |

Bidders must submit a cost proposal that includes the costs necessary for the Bidder to fully comply with the contract terms, conditions, and RFP requirements. The proposed cost must be presented as an itemized total cost broken down by service).

The total proposed cost will be used to score the cost proposal as defined Part V, B, 3 of the RFP.

|  |  |
| --- | --- |
| **Service** | **Cost** |
| Survey planning and design |  |
| Data Collection |  |
| Data Analysis |  |
| Reporting |  |
| **Total Proposed Cost** |  |

**APPENDIX F**

**State of Maine**

**Department of Administrative and Financial Services**

*Bureau of Human Resources, Talent Management Division*

**SUBMITTED QUESTIONS FORM**

**RFP# 202506088**

**Employee Engagement Survey**

This form should be used by Bidders when submitting written questions to the RFP Coordinator as defined in Part III of the RFP.

If a question is not related to any section of the RFP, enter “N/A” under the RFP Section & Page Number. Add additional rows as necessary.

|  |  |
| --- | --- |
| **Organization Name:** |  |

|  |  |
| --- | --- |
| **RFP Section & Page Number** | **Question** |
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