

Maine Turnpike Authority
Human Resource Support Services RFQ

Addendum No. 1

July 7, 2026

Submission Deadline has been changed to July 14, 2026 @ 4:00PM

Question 1: d. Intellectual Property. All creative assets produced shall be the property of the MTA Unless otherwise agreed in writing. **Can you please clarify this?** I created all of my own material and I want to make sure that just because I use it with the MTA doesn't mean it is yours to use? What types of assets fall under this category?

Answer: *The MTA would be free to use the concepts contained in the materials internally, but not with other entities outside of the MTA.*

Question 2: The mailing address on Page 1 references "Re: Public Information Services RFQ." Should this instead read "Re: HR Support Services RFQ"?

Answer: *Yes*

Question 3: Section 1 (Types of Services) references qualifications for "providing information to the MTA's patrons and the general public concerning the projects, programs, and policies of the MTA." Should this section instead reference the HR Support Services categories described in Exhibit A?

Answer: *Yes*

Question 4: How many GCA consultants does the MTA anticipate selecting for each service category?

Answer: *To be determined, but likely only 1 or 2*

Question 5: What is the approximate size of the MTA's current workforce, including any breakdown by department or classification (e.g., administrative, operations, maintenance)?

Answer: *About 375, with about 150 in the field (highway maintenance and construction), the rest in an office environment.*

Question 6: Is there an incumbent consultant or firm currently providing any of the HR Support Services described in Exhibit A?

Answer: *No*

Question 7: Does the MTA have any DBE, MBE, WBE, or small business participation goals or preferences for this procurement?

Answer: *No*

Question 8: For the electronic submission, should it be emailed directly to you, or is there a specific portal or delivery method required?

Answer: *Emailed directly to Nate Carll (ncarll@maineturnpike.com)*

Question 9: Section 3(a)(ii)(1) references "representative work samples." Are work samples counted within the five-page firm overview limit, or may they be included as supplemental portfolio materials?

Answer: *See answer to Question 17 below. Per-category descriptions are counted separately from the 5-page limit. Otherwise, the 5-page limit applies.*

Question 10: Will responses to submitted questions be distributed to all prospective respondents, or provided only to the firm that submitted them?

Answer: *All responses that affect the fairness of the process will be covered by an addendum and sent to all.*

Question 11: Can the MTA share an anticipated annual budget range or estimated volume of task orders for these services?

Answer: *To be determined and depends upon need and work category, but generally in the \$25-100K per year range.*

Question 12: Are there specific compliance, certification, or insurance requirements (e.g., professional liability, workers' compensation) that must be addressed in the proposal or met prior to GCA execution?

Answer: *Insurance requirements are Workers Compensation and General Liability only. Certifications are only those required by federal or Maine law, if any.*

Question 13: For Category 3 (Workplace Safety, Incident Response, and Investigative Services), does the MTA require consultants to hold specific certifications (e.g., AWR, OSHA, CFI, or state investigator licensure)?

Answer: *Certifications are only those required by federal or Maine law, if any.*

Question 14: Intent of the submittal / GCA term. Given the GCA establishes a three-year master agreement with specific work later authorized through Task Orders, are you looking for (a) our qualifications, methods, and rates to be evaluated now, or (b) a proposed approach to a representative engagement? We're inclined to include a brief illustrative approach for Workforce Training & Development and Organizational Change — is that welcome and evaluated, or should we keep to qualifications and rates?

Answer: *As long as your submittal meets the RFQ criteria including format and length, a brief illustrative approach for Workforce Training & Development and Organizational Change is welcome.*

Question 15: Measuring success. Do you have existing success metrics for these engagements, or would you like us to propose how we would measure outcomes (e.g., engagement surveys, adoption metrics, pre/post assessments)?

Answer: *Metrics are in the formative stages; proposals in this area are welcome.*

Question 16: Resumes. Criterion 1 references a "resume of comparable work performed" while criterion 2 references "key staff and project manager." Do you want individual staff resumes, a firm-level body of work, or both? Our preference is to submit examples of Switch Innovation Lab work as the Partners have not had to create resumé for several years.

Answer: *Basic background information of individual staff members that you are proposing to work with the MTA are needed, but they can be part of a firm-level body of work.*

Question 17: Page limits / stacking. The instructions allow up to 5 single-sided pages for the cover letter, business description, resume, client list, and project list combined, plus up to 3 pages per service category. For a firm submitting on two categories (Workforce Training & Development and Organizational Change), do we read the total allowance as 5 pages + (2 × 3) = 11 pages, with the per-category descriptions counted separately from the 5-page core?

Answer: *The per category pages are counted separately. Eleven pages maximum for two categories is correct.*

Question 18: Document references. The address block reads "Re: Public Information Services RFQ," and page 2 references providing information to "patrons and the general public." Should we disregard those as carryover language and treat this strictly as HR Support Services?

Answer: *Yes, the reference to Public Information Services RFQ was in error. The RFQ is strictly for HR Support Services.*

Question 19: Strategic Plan. If available, can we review a copy of the current Strategic Plan to ensure our approach is best suited for the future vision of the organization?

Answer: *Yes, see attached Strategic Plan.*

Question 20: Can the MTA provide any historical information regarding the frequency or approximate volume of Human Resource Support Services engagements procured over the past three years within each service category?

Answer: *Use is dependent upon need, which is dynamic and varies by the category of HR service. With the arrival of a new Executive Director and new strategic initiatives, services in the training and organization change are expected to stay elevated compared to history of the MTA, but modest relative to larger organizations, perhaps low six figures. The third category re: security and investigations are expected to be one-time and case specific, perhaps tens of thousands per year.*

Question 21: Does the MTA anticipate selecting multiple firms for each service category, or is there a preferred number of General Consultant Agreements to be awarded?

Answer: *To be determined, but likely only 1 or 2*

Question 22: Are consultants permitted to utilize subcontractors or strategic partners to supplement training, leadership development, facilitation, coaching, or organizational change management services? If so, should those partners be identified within the proposal submission, and what qualifications or documentation should be provided?

Answer: *Your firm is what we will be evaluating for a GCA, and we prefer a direct contractual relationship for all core services. Further, evaluating a myriad of subcontractors would make the process unwieldy. If your firm is selected for a GCA, subcontractors may be considered as part of a task order negotiation, but they are not part of this competitive process.*

Question 23: Can the MTA provide general examples of the types of organizational change, workforce development, or leadership initiatives for which consultant support has been utilized in the past?

Answer: *Strategic planning, silo busting, leadership and supervisor training, communication skills, prioritizing work, and managing and embracing change.*

Question 24: Given the task-order nature of the General Consultant Agreement, should consultants provide only standard hourly billing rates, or does the MTA wish to receive additional pricing information such as fixed-fee structures or sample project pricing?

Answer: *Hourly rates and standard expense cost are required. Other information includes fixed fees and sample project pricing is allowed.*

Question 25: What level and how often of on-site presence does the MTA anticipate for the various service categories, particularly for training delivery and organizational change initiatives?

Answer: *This is very project dependent and variable. But as one would expect, on-site presence is preferred and more frequent at the earlier part of initiatives, (monthly or more?), and will be less critical implementation proceeds.*

Question 26: For services requiring on-site support, should consultants anticipate work being performed primarily at MTA headquarters in Portland, or at various facilities and locations throughout the Turnpike system?

Answer: *Primarily at MTA headquarters in Portland, but crew training would vary from York to West Gardiner, Maine, all within 60 miles of interstate driving from the Portland International Jetport.*

Question 27: Does the MTA have a preference regarding virtual versus in-person delivery of training, coaching, facilitation, and consulting services, or will the format be determined on a task-order basis?

Answer: *Again, this is subject matter and project specific. In-person is generally preferable for cultural or softer skill building. More established and technical topics are more conducive for virtually delivery, especially as implementation proceeds.*

Question28: For firms with extensive public-sector HR consulting experience, but limited transportation-industry experience, how will relevant public-sector experience be weighted in the evaluation process?

Answer: *Experience with transportation agencies is obviously the most relevant, but lack of it is not disqualify. Weighting of other experience again depends upon the subject matter. Public-sector experience with state agencies organizations with multi-disciplined workforce – including executive, professional, technical, and crew components focus – that focus on delivery or projects and work in the field would be the most applicable.*

Question 29: Does the MTA currently maintain internal HR staff responsible for training, employee relations, organizational development, and change management, or is the intent of this RFQ to supplement areas where internal expertise or capacity may be limited?

Answer: *Supplement internal staffing.*

Question 30: Does the MTA currently utilize a learning management system (LMS), employee training platform, or established internal training program that consultants would be expected to leverage or integrate with?

Answer: *MTA has internal processes, but improvement of them is a strategic goal.*

All firms submitting proposals are requested to acknowledge the receipt of Addendum No. 1 by signing below and email this sheet to Nathaniel Carll, Purchasing Department, Maine Turnpike Authority at ncarll@maineturnpike.com.

Business Name

Print Name and Title

Signature

Date



MAINE TURNPIKE AUTHORITY **STRATEGIC PLAN**

March 2026



March 2026

To our customers, partners, and employees,

It is my pleasure to share Maine Turnpike Authority's Strategic Plan for 2026-2027.

Our leadership team has been developing this plan since mid 2025 with input from our staff, Board members, and key external partners. We appreciate all of you who have taken the time to share your thoughts through interviews, surveys, and town hall meetings.

This Strategic Plan focuses on how the Maine Turnpike Authority (MTA) – and our more than 400 team members – will continue to serve Maine by connecting customers, communities, and commerce through a safe and reliable toll road experience. It also defines the mission, vision, values, and priorities that will guide our work as we strive to better serve our customers, partners, and employees.

The plan also defines our strategic priorities for the next two years, as we focus on enriching customer experience; strengthening our organization and culture and empowering our staff; enhancing our use of data and technology; and improving public perception and engagement. We already have cross-functional internal work groups in place to begin advancing key actions in these four areas.

For nearly 80 years, MTA has served Maine's residents, visitors, and businesses. Our team remains as committed to this vision today as our predecessors were when the Maine Legislature first created the MTA. We believe this Strategic Plan will guide us to even greater heights of efficiency, effectiveness, and excellence, as **We Serve Maine** in the years ahead.

At your service,

Andre Briere
Executive Director



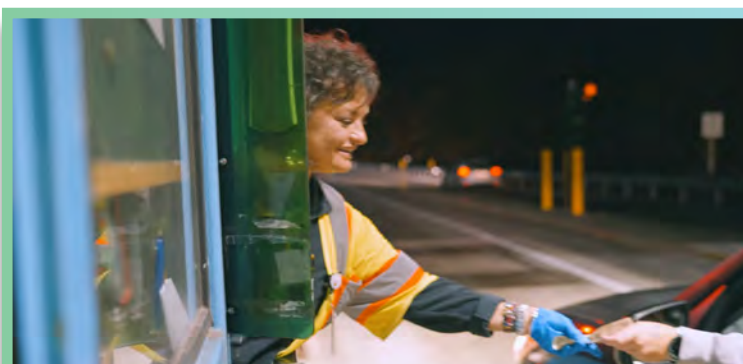
INTRODUCTION

We serve Maine.

Each day, the Maine Turnpike Authority's **more than 400 employees** start the day with one question in mind: **How can I serve the people of Maine today?**

The Maine Turnpike connects communities across the state and links Maine to the rest of the world. It's the gateway home for many of our 1.4 million residents and the first impression for many of the 15 million visitors who travel here each year. The Turnpike also carries a significant share of the more than 90 million tons of freight that move into and out of Maine annually — keeping grocery shelves stocked, supporting manufacturers, and delivering the state's agricultural, forest, and fishery products nationwide. Most of all, the Turnpike is safe, reliable, and well-maintained. It's the road parents want their children to be driving on during heavy traffic or poor weather — the road we want our own families to use.

This Strategic Plan outlines how the Maine Turnpike Authority will continue serving the people of Maine through 2027 and beyond. It defines our mission, vision, values, and strategic priorities for the next two years. The plan is designed to **help every member of our staff understand their role** in advancing our shared mission, to **clearly communicate our priorities** to our partners and the public, and to **guide our decisions** during times of change and uncertainty.

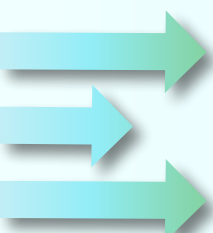
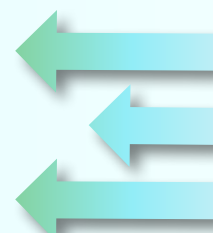


HOW DID WE DEVELOP THE PLAN?

We developed this plan by taking four perspectives:

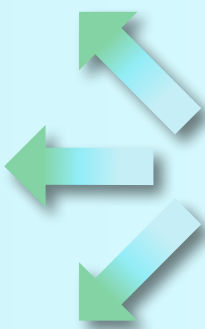


WE LOOKED BACKWARD at the history of MTA and how we have evolved over nearly 80 years since our creation. As Maine has evolved and changed, so have we: from the opening of Maine's first "minute-a-mile road," from Kittery to Portland, in 1947 to the opening of the extension to Augusta in 1955; from the first electronic toll collection in 1997 to the completion of the widening from York to South Portland in 2004. **Our average daily traffic grew from 2,500 in 1957 to more than 70,000 vehicles today** – and yet our safety and asset conditions remain stronger than the average for all other roads in the state.

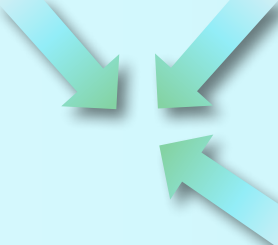


WE LOOKED FORWARD to anticipated changes in Maine's population and economy during the next several years, a period anticipated to include **gradual gains in population, steady growth in the economy and tourism, and continued emergence of new vehicle, information, and energy technologies**. We also considered the risks we may face, ranging from extreme weather events to cybersecurity. We seek to continue to evolve as an agency to help Maine adapt to these changes.





WE LOOKED OUTWARD, getting input from our Board members and key partners, including the Maine Department of Transportation, metropolitan planning organizations, and industry groups. They **highlighted the strengths of our workforce, financial stability, infrastructure, and highway operations** – while noting the **need for more focus on public engagement, internal capacity building and succession planning, and employee morale**. We also looked at other statewide and regional toll authorities across the nation, and how they have innovated in areas ranging from emerging technology to multimodal partnerships to customer service to innovative uses of right of way and data.

WE LOOKED INWARD, getting input from all MTA directors and deputy directors through one-on-one interviews and from all staff through an employee survey. The interviews highlighted the same strengths as our Board members and partners, while also identifying **challenges such as information technology modernization and cybersecurity, human resources systems and internal processes, siloing of departments and processes, public perception, and succession planning**.

All of this culminated in a day-long, off-site strategic planning retreat in August 2025 attended by our directors and deputy directors and facilitated by our support team from Cambridge Systematics, Inc. **The retreat reaffirmed our mission, confirmed our values, and developed a vision focused on how we can better serve Maine in the years ahead.** The retreat also defined four strategic priorities for the next two years.



Employee Survey: *What did we learn?*

A total of **148 MTA employees**, about one third of our total team, **participated in an anonymous survey** in June/July 2025 to support the strategic planning process. The respondents represented all divisions and a wide range of levels of experience with MTA, with particular concentrations among highway and maintenance employees and non-supervisory employees. Here's what they told us:



More than **five out of six (84%) respondents** said they were **attracted to MTA by our compensation and benefits**, followed by career growth opportunities (43%).



About **three out of five respondents** said they had **worked at MTA for at least five years**. People said they stay at MTA because of the compensation and benefits (82%), job security (56%), and positive relationships with co-workers (47%).



Enhancing road safety, maintaining a high-quality roadway, and providing efficient and reliable service are essential elements of our mission.



More than **three out of five respondents** identified **workforce development and recruitment and public perception and trust as key challenges** facing the MTA in the next few years, while more than two out of five respondents cited technology changes.



More than **three out of five respondents** identified **year-round and seasonal maintenance and the skilled and experienced workforce as MTA's greatest strengths**. More than three out of five identified communications and transparency and strong and effective leadership as the greatest opportunities for improvement.

OUR MISSION, VISION, AND VALUES



MISSION: OUR SHARED PURPOSE

We Serve Maine by connecting customers, communities, and commerce through a safe and reliable toll road experience



VISION: WHAT WE HOPE TO ACHIEVE

We will serve Maine by providing:

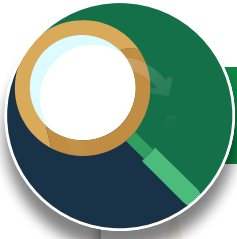
- ★ **OUR CUSTOMERS** with a safe, high-quality, and high-value travel experience
- ★ **OUR EMPLOYEES** with strong, resilient, transparent, and trustworthy leadership
- ★ **OUR PARTNERS** in Maine with meaningful, positive contributions to the state's economy and careful consideration of communities and the environment
- ★ **OUR NATIONAL PEERS** with a model for financial prudence, stability, and independence, and by advancing the effective use of innovation and technology



VALUES: HOW WE WILL WORK TOGETHER

We Serve Maine by being:

- ★ **TRUSTED** by, and connected to, our customers, employees, partners, and communities
- ★ **SKILLED** in maintaining Maine's most safe, reliable, and economically significant highway
- ★ **RESPONSIBLE** as a steward of financial resources and of Maine's communities and environment
- ★ **INNOVATIVE** as we adopt new technology
- ★ **AGILE** in responding to changes that impact our mission



STRATEGIC PRIORITIES: OUR NEAR-TERM FOCUS

Through 2027, we will focus on four priorities:

1

ENRICHING CUSTOMER EXPERIENCE

Our customers seek a safe, reliable, and convenient experience when using the Turnpike. We seek to enhance customer service, improve toll and violation payment systems, and improve real-time traveler information for our customers. We will begin by baselining customer satisfaction today, identifying ways to streamlining customer interactions, and offering more accessible, user-friendly information and payment services across multiple platforms.

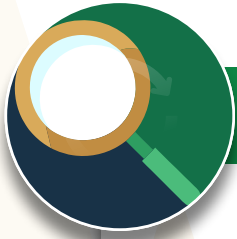


2

STRENGTHENING OUR ORGANIZATION AND CULTURE AND EMPOWERING OUR STAFF

We must strengthen MTA as an authority so we can continue to serve Maine effectively. We will focus initially on rebuilding trust and morale by empowering our staff and by promoting assertive, accountable leadership, especially at the Director level. We also will seek to reform internal policies so we can break down silos, encourage innovation, and support workforce development.





STRATEGIC PRIORITIES: OUR NEAR-TERM FOCUS

3

ENHANCING USE OF DATA AND TECHNOLOGY

MTA historically has been a leader in providing mobility solutions – we operated one of the first turnpikes in the nation. We seek to return to that leadership role as we embrace innovation both on the Turnpike and in our internal systems. We will look at opportunities for greater modernization and automation. We will aim for a hybrid approach using internal and external resources to align technology upgrades with our strategic and operational goals. We believe this approach will help empower our staff and serve our customers.



4

IMPROVING PUBLIC PERCEPTION AND ENGAGEMENT

Finally, we seek to enhance our public image through proactive outreach to elected officials, local governments, other partners, and the public. A public education campaign, consistent messaging, and proactive and ongoing engagement will highlight our contributions to safety, mobility, and multimodal transportation tied to our mission: *#WeServeMaine*.



WHAT'S NEXT?

We have established internal teams to help us advance specific actions in all four of these areas during the next two years. We will meet regularly to examine our progress toward the mission and vision, refine strategies, and continue to enhance how *We Serve Maine* each day. We invite all of our employees and partners to be part of this journey.





Introducing the Evergreen Logo

To celebrate our shared commitment to our *We Serve Maine* strategic priorities, we are introducing a new employee-only logo called the Evergreen logo. This design is a symbol of who we are as a workforce, celebrated every time we see one another wearing it.

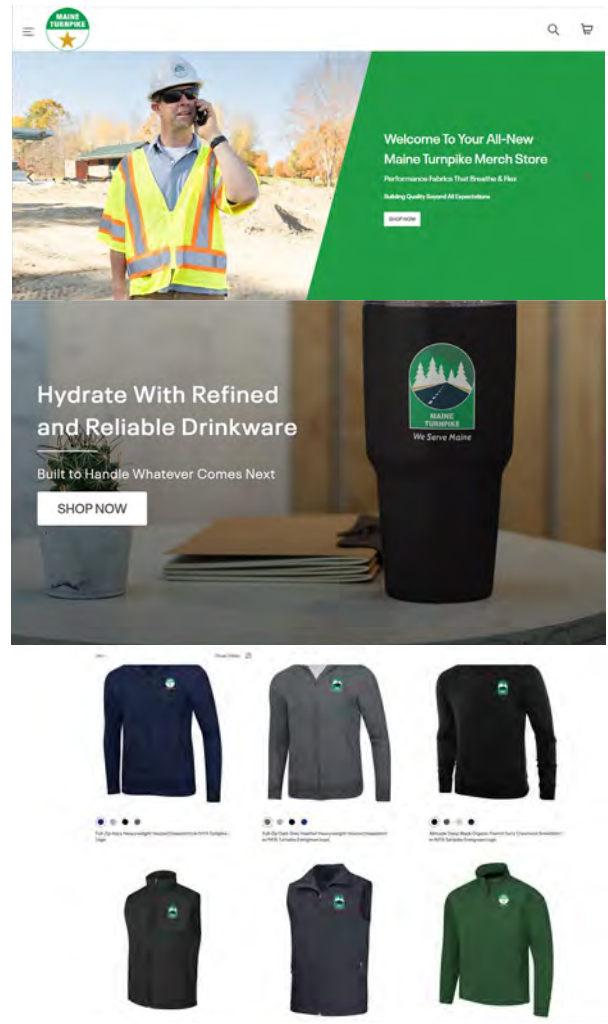
What the Elements Represent

Three evergreen shades: A reminder of the 3 C's at the heart of the MTA mission – customers, communities, and commerce.

Highway lanes: A symbol of our brand promise – transportation that is safe and reliable. The open lanes represent the future is wide open – we get to chart our path forward.

Gold accents: Honor our heritage as the Gold Star Memorial Highway, keeping our history in mind, but with focus on the future.

New merchandise with the Evergreen logo is now available at our employee store: www.maineturnpikestore.com





For more information on the *Strategic Plan*:

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**MAINE
TURNPIKE**



We Serve Maine