

State of Maine
Master Score Sheet

RFP# 202508125					
Economic Impact Analysis					
Bidder Name:		Applied Market Analysis LLC	Destination Analysts DBA Future Partners	Downs & St. Germain Research	Eastern Research Group Inc
Proposed Cost:		\$142,200	\$121,290	\$180,000	\$145,628
Scoring Sections	Points Available				
Section I: Preliminary Information	N/A	N/A	N/A	N/A	N/A
Section II: Organization Qualifications and Experience	35	32	10	34	23
Section III: Proposed Services	40	37	20	35	30
Section IV: Cost Proposal	25	18.28	21.44	14.44	17.85
TOTAL	<u>100</u>	<u>87.28</u>	<u>51.44</u>	<u>83.44</u>	<u>70.85</u>
Bidder Name:		Economic Modeling, LLC DBA Lightcast	Industrial Economics Inc	Jones Lang LaSalle Americas Inc	KPMG LLP
Proposed Cost:		nonresponsive	\$199,812	\$184,000	\$205,000
Scoring Sections	Points Available				
Section I: Preliminary Information	N/A	N/A	N/A	N/A	N/A
Section II: Organization Qualifications and Experience	35	10	25	30	30
Section III: Proposed Services	40	28	30	17	15
Section IV: Cost Proposal	25	0	13.01	14.13	12.68
TOTAL	<u>100</u>	<u>38</u>	<u>63.01</u>	<u>61.13</u>	<u>57.68</u>

State of Maine
Master Score Sheet

RFP# 202508125						
Economic Impact Analysis						
Bidder Name:		MGT Impact Solutions LLC	Penn and Associates Inc	Precision Consulting Firm LLC	RRC Associates	
Proposed Cost:		\$240,148	\$113,240	\$750,000	\$104,000	
Scoring Sections						
Section I: Preliminary Information	N/A	N/A	N/A	N/A	N/A	N/A
Section II: Organization Qualifications and Experience	35	20	5	5	5	33
Section III: Proposed Services	40	18	8	5	5	37
Section IV: Cost Proposal	25	10.83	22.96	3.47	3.47	25
TOTAL	<u>100</u>	<u>48.83</u>	<u>35.96</u>	<u>13.47</u>	<u>13.47</u>	<u>95</u>
Bidder Name:		Texas A&M Transportation Institute				
Proposed Cost:		\$298,458				
Scoring Sections						
Section I: Preliminary Information	N/A	N/A				
Section II: Organization Qualifications and Experience	35	15				
Section III: Proposed Services	40	20				
Section IV: Cost Proposal	25	8.71				
TOTAL	<u>100</u>	<u>43.71</u>				



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Michael A. Duguay
COMMISSIONER

DEPARTMENT OF
ECONOMIC & COMMUNITY DEVELOPMENT

RFP # 202508125 Economic Impact Analysis

1. Purpose

Through the subject RFP, the Department sought **Economic Impact Analysis** for the Maine travel and tourism industry. Impact figures are to be reported for the state of Maine and its eight (8) tourist regions. The main objective for the Economic Impact Analysis is to measure the economic impact of tourism to Maine in terms of total sales, jobs that are supported, resident income and taxes generated.

2. Evaluation Process

An evaluation team was composed of 3 evaluators from Department of Economic & Community Development. The evaluation team determined the eligibility of each Bidder, performed individual evaluations of each eligible proposal and recorded individual notes, then met as a team to apply the consensus method for recording the team notes and assigning scores to each proposal for Qualifications and Experience and the Proposed Services sections. Cost was scored using a mathematical formula.

3. Conditional Awards

As a result of the evaluation process, the evaluation team announced its conditional contract awards to the following vendors:

Vendor Name
RRC Associates

Below are the key factors that resulted in the award selection made through this evaluation process:

4. Qualifications & Experience

- Strong experience with tourism industry
- Employee experience well presented
- Exemplary qualifications
- Strong qualifying projects

5. Proposed Services

- Scope of work proposed shows strong ability to perform for DECD/MOT
- Strong Sample plan
- Methodology is well presented and understandable



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ECONOMIC & COMMUNITY DEVELOPMENT**

- Data integrity is shown and impressive

6. Cost Proposal

RRC Associates submitted a cost of \$104,000.00 and was the lowest cost proposed.

7. Conclusion

Out of 100 possible points, the evaluation team awarded RRC Associates a total score of 95. The strength of awarded proposal outweighed the other proposals through a combination of its qualifications and experience, proposed services, and proposed cost. The evaluation team determined that the proposal submitted by RRC Associates represents the best value to the State of Maine.



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1/12/2026

Applied Market Analysis, LLC DBA Applied Analysis
6385 S Rainbow Boulevard, Suite 105
Las Vegas, NV 89118

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Jeremy Aguero,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- RRC Associates

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

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This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

Kimbalie Lawrence

Kimbalie Lawrence, RFP Coordinator
DECD/MOT

STATEMENT OF APPEAL RIGHTS

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).



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Destination Analysts DBA Future Partners
2855 Jackson St., #302
San Francisco, CA 94115

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Erin Francis-Cummings & Courtney Foste,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Downs & St. Germain Research
2992 Habersham Drive
Tallahassee FL 32309

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Joseph St. Germain,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Eastern Research Group, Inc.
561 Virginia Road, Building 4, Suite 300
Concord, MA 01742

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear David Meyers and Charles Goodhue,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Economic Modeling, LLC DBA Lightcast
232 N. Almon Street
Moscow, ID 83843

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Chris Kibarian and Armando Diaz,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Industrial Economics Inc.
2067 Massachusetts Ave., Ste. 4
Cambridge, MA 02140

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Mark Ewen and Daniel Kaufman,

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Jones Lang LaSalle Americas, Inc.
200 E. Randolph Street Suite 4300
Chicago, IL 60601

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Daniel Fenton,

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1/12/2026

KPMG LLP
345 Park Ave
New York, NY 10154

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Tim Walsh and Alexander Miron,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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1/12/2026

MGT Impact Solutions, LLC
4320 West Kennedy Boulevard, Ste 200
Tampa, FL 33609

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Robert Holloway and Zunilda Rodriguez,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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1/12/2026

Penn and Associates, Inc.
3547 Fenley Rd
Cleveland, OH 44121

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Catherine Penn,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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1/12/2026

Precision Consulting Firm LLC
1980 Festival Plaza Drive, Suite 300
Las Vegas, NV 89135

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Charlotte Chabot,

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1/12/2026

RRC Associates
4770 Baseline Rd., Suite 355
Boulder, CO 80303

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Sean Maher and Jeremy Sage,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- RRC Associates

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

Kimbalie Lawrence

Kimbalie Lawrence, RFP Coordinator
DECD/MOT

STATEMENT OF APPEAL RIGHTS

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).



**STATE OF MAINE
DEPARTMENT OF ECONOMIC &
COMMUNITY DEVELOPMENT**

**Michael A. Duguay
Commissioner**

**Janet T. Mills
Governor**

1/12/2026

Texas A&M Transportation Institute
400 Harvey Mitchel Parkway South, Suite 300
College Station, TX 77845-4375

SUBJECT: Notice of Conditional Contract Award under RFP # 202508125 Economic Impact Analysis

Dear Kristi Billinger and Jacqueline Kuzio,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Economic & Community Development for Economic Impact Analysis. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- RRC Associates

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

Kimbalie Lawrence

Kimbalie Lawrence, RFP Coordinator
DECD/MOT

STATEMENT OF APPEAL RIGHTS

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).

Bidder/Applicant Name	<u>Applied Market Analysis LLC</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	Applied Market Analysis LLC
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	32
File 3	Proposed Services	40	37
File 4	Cost Proposal	25	18.28
		Total: 100	Total: 87.28

Bidder/Applicant Name	<u>Applied Market Analysis LLC</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	<u>Applied Market Analysis LLC</u>
------------------------------	---

Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	32

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. They have plenty of related experience 2. Projects were interesting and relevant 3. Long term partners 4. No mention of breaking out into regions are they experience to do a two-tiered eco impact
Subcontractors	1. none
Organizational Chart	1. Provide
Litigation	1. none
Certificate of Insurance	1. provided

Bidder/Applicant Name	<u>Applied Market Analysis LLC</u>
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	37

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. Strong case studies 2. They did their homework for our agency 3. Good depth of scope 4. A dedicated website to review study 5. Custom website creation 6. Report includes enhanced reported 7. Clear workplan and timeline 8. Clearly noted they will rely on visitor data that is being created (visitor Profile research) 9. Addressed how they would manage discrepancies in data 10. Clear and to the point 11. + they noted the name change of the conference 12. Strong attention to detail 13. Visuals were good and helpful
Implementation – Work Plan	<ol style="list-style-type: none"> 1. clear workplan and timeline

Bidder/Applicant Name	Applied Market Analysis LLC
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	18.28

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	142,200	x	25	=	18.28

Bidder/Applicant Name	<u>Destination Analysts DBA Future Partners</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	Destination Analysts DBA Future Partners
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	10
File 3	Proposed Services	40	20
File 4	Cost Proposal	25	21.44
		Total: 100	Total: 51.44

Bidder/Applicant Name	<u>Destination Analysts DBA Future Partners</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	Destination Analysts DBA Future Partners
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	10

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Felt incomplete 2. No team experience mentioned 3. Case studies were only visitor profile not economic impact studies 4. Team is Tourism focused but not economic impact
Subcontractors	1. No information provided
Organizational Chart	1. No org chart or team info
Litigation	1. Not mentioned
Certificate of Insurance	1. Not Provided

Bidder/Applicant Name	Destination Analysts DBA Future Partners
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	20

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. The proposed services were clearly outlined and straight forward 2. A bit cut and paste 3. Could have been for any destination 4. Very general proposal 5. They did mention visitor profiles as research 6. Processing and analyzing were cut and pasted from the RFP 7. Workflow and timeline overview 8. Website database mentioned 9. They do mention robust national data but again generally shown
Implementation – Work Plan	<ol style="list-style-type: none"> 1. Generally provided 2. Overly simplistic

Bidder/Applicant Name	Destination Analysts DBA Future Partners
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	21.44

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	121,290	x	25	=	21.44

Bidder/Applicant Name	<u>Downs & St. Germain Research</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	<u>Downs & St. Germain Research</u>
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	34
File 3	Proposed Services	40	35
File 4	Cost Proposal	25	14.44
		Total: 100	Total: 83.44

Bidder/Applicant Name	<u>Downs & St. Germain Research</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	<u>Downs & St. Germain Research</u>
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	34

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Resumes were excessive 2. Boutique research firm 3. Principles are 4. Well qualified 5. Case studies are strong and relevant 6. Single project assessments 7. Site the fact that they have experience with Maine's unique needs 8. Strong partnerships throughout Maine 9. They have been timely to work with 10. Most of their experience is at the DMO level
Subcontractors	1. Nate Kelly advisory and complimentary
Organizational Chart	1. Provided
Litigation	1. None
Certificate of Insurance	1. Provided

Bidder/Applicant Name	<u>Downs & St. Germain Research</u>
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	35

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. They documented audit trail of all adjustments to survey 2. They use a bottom up and top-down approach is a plus 3. Collect sufficient 4. Rigorous quality control 5. Strong ability to present information to lay people 6. Provide a strong level of detail 7. Very clearly provided methodology 8. Defending the results 9. Transparency is noted as important 10. Did not address any type of innovation 11. No dashboard mentioned 12. No continuing contact with the department for sharing progress 13. Outside of the delivery of the report no progress updates were mentioned. 14. Data transfer would be very simple
Implementation – Work Plan	<ol style="list-style-type: none"> 1. Provided and very detailed

Bidder/Applicant Name	<u>Downs & St. Germain Research</u>
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Date of Team Evaluation	12/5/2025
--------------------------------	-----------

File 4 Cost Proposal	
Points Available	Points Awarded
25	14.44

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	180,000	x	25	=	14.44

Bidder/Applicant Name	<u>Eastern Research Group, Inc.</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	<u>Eastern Research Group, Inc.</u>
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	23
File 3	Proposed Services	40	30
File 4	Cost Proposal	25	17.85
		Total: 100	Total: 70.85

Bidder/Applicant Name	<u>Eastern Research Group, Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	<u>Eastern Research Group, Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	23

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Environmental / natural resource based 2. lack tourism experience 3. certainly, qualified in eco impact assessments 4. experience is project based and hyper local 5. projects showed infrastructure focused 6. good information about the team 7. They have worked in Maine before 8. liked that they are New Englanders 9. would they be able to work on media and reported needs 10. examples are on a smaller scale 11. level of experience was not highlighted for this project
Subcontractors	1. none
Organizational Chart	1. Provided
Litigation	1. None
Certificate of Insurance	1. Provided

Bidder/Applicant Name	<u>Eastern Research Group, Inc.</u>
------------------------------	--

Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	30

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. Proposed services are on a smaller scale than we expected 2. They would compare values to ME revenue services 3. Do provide a dashboard 4. Clearly noted that the data would come from the visitor profile 5. Did talk about IMPLAN 6. Noted differences between lodging categories 7. They talk about secondary data systems, but they are unfamiliar with travel and tourism 8. They recognize the need for secondary data 9. But they are unfamiliar with travel and tourism data 10. Clearly investigated the regions and how to address regional breakdowns 11. They suggested biweekly meetings but that is excessive for an economic impact study 12. They actually have a communications division which is a plus
Implementation – Work Plan	<ol style="list-style-type: none"> 1. Provided 2. Very detailed workplan 3. Very clear

Bidder/Applicant Name	<u>Eastern Research Group, Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	17.85

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	145,628	x	25	=	17.85

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	NA
File 2	Organization Qualifications and Experience	35	10
File 3	Proposed Services	40	28
File 4	Cost Proposal	25	0
		Total: 100	Total: 38

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	10

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Labor market experts do not travel and tourism 2. case studies are not relevant 3. They note 3000 economic impact studies but don't show relevant 4. staff/team was in the wrong section
Subcontractors	<ol style="list-style-type: none"> 1. No comments
Organizational Chart	<ol style="list-style-type: none"> 1. Not Provided
Litigation	<ol style="list-style-type: none"> 1. Yes
Certificate of Insurance	<ol style="list-style-type: none"> 1. Provided

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	28

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. Recommending a propriety model that may not fit with the past eco impact studies 2. Sample report was nicely done 3. They researched our agency and Maine needs 4. Dashboard 5. Meeting for preliminary findings 6. 10-year report is not relevant
Implementation – Work Plan	<ol style="list-style-type: none"> 1. Provided 2. Very clear

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	0

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	nonresponsive	x	25	=	0

Confirmed this cost was for only one year and RFP specified 2 years

Bidder/Applicant Name	<u>Industrial Economics Inc.</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	<u>Industrial Economics Inc.</u>
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	25
File 3	Proposed Services	40	30
File 4	Cost Proposal	25	13.01
		Total: 100	Total: 63.01

Bidder/Applicant Name	<u>Industrial Economics Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	Industrial Economics Inc.
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	25

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none">1. Lack of experience with travel and tourism2. Heavy on environmental experience3. Talk about recreation but not a lot about travel and tourism4. Staff is qualified in economic impact studies but not necessarily for travel and tourism5. Little relevant experience
Subcontractors	<ol style="list-style-type: none">1. City data as a subcontract?
Organizational Chart	<ol style="list-style-type: none">1. Not Provided
Litigation	<ol style="list-style-type: none">1. None
Certificate of Insurance	<ol style="list-style-type: none">1. Provided

Bidder/Applicant Name	<u>Industrial Economics Inc.</u>
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Date of Team Evaluation	12/5/2025
--------------------------------	-----------

File 3 Proposed Services	
Points Available	Points Awarded
40	30

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. Case studies are strong but not relevant 2. They omit reference to the office of Tourism only to DECD 3. Plan includes models and techniques we have not seen before 4. Relying heavily on city data may skew results 5. Samples are on much smaller scale 6. No clear impact results 7. Recognized that they need to connect to visitor profile data 8. Year over year alignment and how to communicate that provided 9. Not a strong explanation of how regions will be compared year over year 10. Did not address the differences in all regions 11. Recommended a dashboard 12. Referenced Canada needs 13. Did not speak of how they would align with the MRS data 14. They will only do a timeline once they are on board
Implementation – Work Plan	<ol style="list-style-type: none"> 1. No labeled work plan

Bidder/Applicant Name	Industrial Economics Inc.
------------------------------	----------------------------------

Date of Team Evaluation	12/5/2025
--------------------------------	-----------

File 4 Cost Proposal	
Points Available	Points Awarded
25	13.01

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	199,812	x	25	=	13.01

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc.
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc.
------------------------------	--

Date of Team Evaluation	12/5/2025
--------------------------------	-----------

SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	30
File 3	Proposed Services	40	17
File 4	Cost Proposal	25	14.13
		Total: 100	Total: 61.13

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc.
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc.
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	30

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none">1. Referenced plane visitors not car visitors2. Strong destination experience3. Focus on visitor profile not eco impact4. Experience is on assessment not on tourism specifically5. Plenty of information on the team6. Qualifications focus on strategic planning
Subcontractors	Yes
Organizational Chart	Provided
Litigation	None
Certificate of Insurance	Provided

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc.
------------------------------	--

Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	17

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. Dates of project 2. Mention visitor profile data 3. They offered many things we don't need and lacked addressing what we do need 4. Advisory committee is not needed 5. It feels like they misunderstood the request 6. Didn't understand that we are only seeking eco impact 7. Heavily focus on international visitors-like Hawaii? Makes no sense. 8. Reviewing and enhancing with their own visitor profile study is not needed 9. They don't appear to be sure of who our visitors are 10. Satellite account shows they misunderstood our request 11. This research firm didn't do their research on what we are looking for 12. Added a lot of complexity to a simple report
Implementation – Work Plan	<ol style="list-style-type: none"> 1. Clear workplan

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc.
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Date of Team Evaluation	12/5/2025
--------------------------------	-----------

File 4 Cost Proposal	
Points Available	Points Awarded
25	14.13

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	184,000	x	25	=	14.13

Bidder/Applicant Name	KPMG LLP
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	<u>KPMG LLP</u>
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	30
File 3	Proposed Services	40	15
File 4	Cost Proposal	25	12.68
		Total: 100	Total: 57.68

Bidder/Applicant Name	<u>KPMG LLP</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	KPMG LLP
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Date of Team Evaluation	12/5/2025
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File 2 Organization Qualifications and Experience	
Points Available	Points Awarded
35	30

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Limited relevant experience shown 2. Assessment and forecasting instead of looking back into 3. Supply chain analyst 4. Not a lot about economic impact analysis experience shown 5. Lengthy resumes on team
Subcontractors	<ol style="list-style-type: none"> 1. None
Organizational Chart	<ol style="list-style-type: none"> 1. Provided
Litigation	<ol style="list-style-type: none"> 1. Yes
Certificate of Insurance	<ol style="list-style-type: none"> 1. Provided

Bidder/Applicant Name	KPMG LLP
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	15

Section	Team Notes
Proposed Services	<ol style="list-style-type: none">1. Redlined Rider B in the contract they don't have2. Exempt from FOAA shown on case studies3. State of Maine is not exempt from FOAA ever4. Disclaimers were excessive and felt like an audit5. Proposal shown was not relevance to what we were asking for6. Proposing to change the scope of work
Implementation – Work Plan	<ol style="list-style-type: none">1. Not provided

Bidder/Applicant Name	KPMG LLP
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	12.68

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	205,000	x	25	=	12.68

Bidder/Applicant Name	<u>MGT Impact Solutions, LLC</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	<u>MGT Impact Solutions, LLC</u>
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	20
File 3	Proposed Services	40	18
File 4	Cost Proposal	25	10.83
		Total: 100	Total: 48.83

Bidder/Applicant Name	<u>MGT Impact Solutions, LLC</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	<u>MGT Impact Solutions, LLC</u>
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	20

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none">1. They are experienced in developing economic plans2. Strong survey capabilities but not relevant3. ROI experience4. Where is the experience for economic impact analysis related to DMO and travel and tourism
Subcontractors	<ol style="list-style-type: none">1. none
Organizational Chart	<ol style="list-style-type: none">1. Provided
Litigation	<ol style="list-style-type: none">1. none
Certificate of Insurance	<ol style="list-style-type: none">1. Provided

Bidder/Applicant Name	<u>MGT Impact Solutions, LLC</u>
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	18

Section	Team Notes
Proposed Services	<ol style="list-style-type: none">1. Where did they get their information for figures2. Did not give annual numbers for 20243. Launching a survey and stakeholder interviews is not in this project4. No mention of tying into visitor profile data being used5. Demands of DECD project manager6. Assuming we have staff or can add a staff7. Did not appear to understand what we are asking for8. Case studies are for smaller projects and regions
Implementation – Work Plan	<ol style="list-style-type: none">1. Clear workplan

Bidder/Applicant Name	MGT Impact Solutions, LLC
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	10.83

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	240,148	x	25	=	10.83

Bidder/Applicant Name	<u>Penn and Associates Inc.</u>
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	<u>Penn and Associates Inc.</u>
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	5
File 3	Proposed Services	40	8
File 4	Cost Proposal	25	22.96
		Total: 100	Total: 35.96

Bidder/Applicant Name	<u>Penn and Associates Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	<u>Penn and Associates Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	5

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none">1. Small scale previous projects2. Relevant experience is limited3. Can one person do this? No team is mentioned4. Flow chart is not relevant
Subcontractors	<ol style="list-style-type: none">1. Not provided
Organizational Chart	<ol style="list-style-type: none">1. Provided
Litigation	<ol style="list-style-type: none">1. Not provide
Certificate of Insurance	<ol style="list-style-type: none">1. Provided

Bidder/Applicant Name	<u>Penn and Associates Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	8

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. RIMS2 vs IMPLAN suggested 2. Inhouse model will be used and is concerning 3. Theres no mention of using visitor profile research 4. Did research our regions and breaks it out in proposal 5. Validating her results with Maine's actual taxable sales 6. Dashboard proposed is a plus 7. Single person to do all the services is concerning
Implementation – Work Plan	<ol style="list-style-type: none"> 1. Provided

Bidder/Applicant Name	<u>Penn and Associates Inc.</u>
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	22.96

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	113,240	x	25	=	22.96

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	5
File 3	Proposed Services	40	5
File 4	Cost Proposal	25	3.47
		Total: 100	Total: 13.47

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	5

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Titles of projects didn't match the description of work 2. Limited experience in travel and tourism 3. Pay studies are not relevant
Subcontractors	<ol style="list-style-type: none"> 1. Not provided
Organizational Chart	<ol style="list-style-type: none"> 1. Not provided
Litigation	<ol style="list-style-type: none"> 1. Not provided
Certificate of Insurance	<ol style="list-style-type: none"> 1. Provided – in the wrong place

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	5

Section	Team Notes
Proposed Services	<ol style="list-style-type: none">1. RFP instructions were not followed2. Unprofessional proposal3. Presentation is important
Implementation – Work Plan	<ol style="list-style-type: none">1. Provided

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	3.47

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	750,000	x	25	=	3.47

Bidder/Applicant Name	RRC Associates
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	RRC Associates
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	33
File 3	Proposed Services	40	37
File 4	Cost Proposal	25	25
		Total: 100	Total: 95

Bidder/Applicant Name	<u>RRC Associates</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	RRC Associates
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Date of Team Evaluation	12/5/2025
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File 2 Organization Qualifications and Experience	
Points Available	Points Awarded
35	33

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none"> 1. Lead has strong tourism experience 2. Clear understanding of economic impact analysis 3. Projects relatable to our request 4. Relevant projects
Subcontractors	1. None
Organizational Chart	1. provided
Litigation	1. None
Certificate of Insurance	1. Provided

Bidder/Applicant Name	<u>RRC Associates</u>
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	37

Section	Team Notes
Proposed Services	<ol style="list-style-type: none"> 1. Team well specified 2. Strong lead suggested 3. Going to build on data collected from Visitor Profile Surveys 4. Interview prior economic reports 5. IMplant being used 6. Clear outline of project 7. Great examples and visuals 8. Clearly understood what we needed 9. Clear and concise proposal 10. Good use of past work 11. Clear readiness to engage 12. Monitor external factors 13. They indicate they can tell the story well 14. Understood the secondary data sets relevant to travel and tourism 15. Case studies are strong and relevant 16. Propose an interactive dashboard 17. Innovative different ways to look at data 18. Very thoughtful and researched proposal
Implementation – Work Plan	Provided

Bidder/Applicant Name	RRC Associates
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	25

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	104,000	x	25	=	25

Bidder/Applicant Name	Texas A&M Transportation Institute
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Date of Team Evaluation	12/5/2025
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State of Maine

Department of Economics & Community Development

Office of Tourism

RFP 202508125

Economic Impact Analysis

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	Name	Kimbalie Lawrence
	Title	Grant Administrator
	Email	Kimbalie.Lawrence

Evaluation Team	
Name	Carolann Ouellette
Name	Micki Mullen
Name	Jeff McCabe

Bidder/Applicant Name	Texas A&M Transportation Institute
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Date of Team Evaluation	12/5/2025
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SUMMARY

		Points Available	Points Awarded
File 1	Preliminary Information	N/A	N/A
File 2	Organization Qualifications and Experience	35	15
File 3	Proposed Services	40	20
File 4	Cost Proposal	25	8.71
		Total: 100	Total: 43.71

Bidder/Applicant Name	<u>Texas A&M Transportation Institute</u>
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Date of Team Evaluation	12/5/2025
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File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder/Applicant Name	Texas A&M Transportation Institute
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Date of Team Evaluation	12/5/2025
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File 2	
Organization Qualifications and Experience	
Points Available	Points Awarded
35	15

Section	Team Notes
Overview of the Organization	<ol style="list-style-type: none">1. Transportation research experience2. Limited out of state projects shown3. Limited experience in travel and tourism4. Team experience is limited5. Limited work in the Northeast
Subcontractors	<ol style="list-style-type: none">1. None
Organizational Chart	<ol style="list-style-type: none">1. Provided – in wrong place
Licensure/Certification	<ol style="list-style-type: none">1. None
Certificate of Insurance	<ol style="list-style-type: none">1. Not provided because they are a school

Bidder/Applicant Name	Texas A&M Transportation Institute
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Date of Team Evaluation	12/5/2025
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File 3 Proposed Services	
Points Available	Points Awarded
40	20

Section	Team Notes
Proposed Services	<ol style="list-style-type: none">1. Dashboard proposed2. RFP instructions were not followed3. Did mention visitor profile data to be provided4. Proposal is very general5. Lacking details of services
Implementation – Work Plan	<ol style="list-style-type: none">1. Provided

Bidder/Applicant Name	Texas A&M Transportation Institute
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Date of Team Evaluation	12/5/2025
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File 4 Cost Proposal	
Points Available	Points Awarded
25	8.71

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
104,000	/	298,458	x	25	=	8.71

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Applied Market Analysis, LLC d/b/a Applied Analysis
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Date of Individual Evaluation	<u>11/28/25</u>
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Applied Market Analysis, LLC d/b/a Applied Analysis
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Date of Individual Evaluation	<u>11/28/25</u>
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Strong related experience and case studies. Experience in destination, resort and event analyses. Broad economic impact for destination to project/event specific. Intro shows good homework on Maine. Analyses go beyond standard economic impact. Look at pre/post plus ROI for complete picture.
Subcontractors	none
Organizational Chart	Did not provide
Litigation	none
Certificate of Insurance	yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Good explanation for why IMPLAN is best model for this work. Discussed extra verification to assess tax impacts beyond visitor data run through IMPLAN.
Implementation – Work Plan	Report includes trends & key data for additional insights. Offered design dedicated website, project milestones, public facing platform. Discussed enhanced reporting. Clear work plan and timeline with thorough outline of budget.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Applied Market Analysis, LLC
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Date of Individual Evaluation	December 1, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Applied Market Analysis, LLC
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Date of Individual Evaluation	December 1, 2025
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File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Has developed economic impact analysis in a number of states. Has done Las Vegas, Nevada for two decades. Internationally: Rio, Melbourne, Perth, Sydney, Toronto, Vancouver, Paris, and Berlin.
Subcontractors	None
Organizational Chart	Not provided
Litigation	None
Certificate of Insurance	Provided

File 3 – Proposed Services

	Individual Notes
Proposed Services	Bidder proposes IMPLAN input-output model. Notes that IMPLAN is updated annually. They will compare and contrast with actual tax collections. They have a two-pronged approach to estimate total tax revenues. “Reports will be designed to ensure clear and concise summarization of key findings.” Bidder proposes a dedicated website to view data. Bidder has developed and/or manages dozens of custom, web-based solutions.
Implementation – Work Plan	Provided clear workplan and timeline.

Overall, a strong proposal. Bidder has extensive domestic experience and did their homework specific to MOT’s needs/requirements. Bidder noted the change in the name of the Conference on Tourism.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Applied Market Analyst
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Date of Individual Evaluation	<u>11/25/25</u>
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Applied Market Analyst
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Date of Individual Evaluation	<u>11/25/25</u>
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Can this company offer the media and reporting support our team is looking for? Great range of work.
Subcontractors	N/A
Organizational Chart	No-details about the origination provided
Litigation	No-No litigation was disclosed
Certificate of Insurance	Yes attached as part of the packet.

File 3 – Proposed Services

	Individual Notes
Proposed Services	The company demonstrates strong, well-established expertise in its field. Wide range of projects and work in other states.
Implementation – Work Plan	The company demonstrates a strong familiarity with Maine's unique market conditions. I would be interested in getting teams feedback on timeline.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Destination Analysts d/b/a Future Partners
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Date of Individual Evaluation	11/28/25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Destination Analysts d/b/a Future Partners
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Date of Individual Evaluation	11/28/25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Strong tourism experience and understanding of the industry. Good mix of clients large and small. Discussed how transition would go. Move beyond static report – flow through and ROI also part of overall report.
Subcontractors	Didn't address
Organizational Chart	Not included
Litigation	None
Certificate of Insurance	Not included

File 3 – Proposed Services

	Individual Notes
Proposed Services	Clearly outlined – simple straightforward approach. Not a lot of details. Addressed why IMPLAN is the best choice. Discussed consistency across vendors and highlighted secondary data sources. Discussed alignment and benchmarking to taxable sales. Plus, custom dashboard.
Implementation – Work Plan	Timeline and workplan outlined but not a lot of details. No indication of actual team members – just titles assigned to tasks in work plan.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Destination Analysts d/b/a Future Partners
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Date of Individual Evaluation	December 1, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Destination Analysts d/b/a Future Partners
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Date of Individual Evaluation	December 1, 2025
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Partnered with 300+ travel and tourism clients including six national tourism offices, 40 U.S. states, 140 DMOs, and 50+ attractions. Projects were all for visitor profile research – none for economic impact analysis. EIA conducted for a wide range of events and clients over the past five years. Addressed transitioning and the need for continuity and reliability.
Subcontractors	Information not provided.
Organizational Chart	Information not provided.
Litigation	Information not provided.
Certificate of Insurance	Information not provided.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Proposes use of IMPLAN model. Does robust national data tracking. Cites visitor profile data as primary data. Proposes benchmarking visitor spending to relevant tax bases. Will have built in checks and balances.
Implementation – Work Plan	Provided.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Destination Analysts/Future Partners
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Date of Individual Evaluation	<u>11/25/25</u>
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Destination Analysts/Future Partners
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Date of Individual Evaluation	<u>11/25/25</u>

File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	No-Overview of the organization was included.
Subcontractors	Unclear-Proposal did not include weather or not Subcontractors will be used
Organizational Chart	No-The Proposal did not Clearly layout an organizational chart.
Litigation	Unclear-Information provided does not answer this question.
Certificate of Insurance	Not included

File 3 – Proposed Services

	Individual Notes
Proposed Services	Simple layout/ not a lot of details in information provided. Proposal did not go into details around work to be completed..
Implementation – Work Plan	Examples or work regional in nature and wondering if they have any northeast examples. Their proposal doesn't adequately address our priorities and work that needs to be completed.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Downs & St. Germain
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Date of Individual Evaluation	11/29/25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Downs & St. Germain
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Date of Individual Evaluation	11/29/25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Years of experience with this type of work. Only work in travel and tourism plus DSG has been the vendor for this work in Maine most recently. Strong understanding of seasonality and regional differences in Maine. Case studies all relevant – either similar or the same scope of work. Lots of information on the team members including full resumes plus. Principals are still engaged in the work.
Subcontractors	None
Organizational Chart	Yes
Litigation	None
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Strong explanation as to why IMPLAN is the best model. Provides documented trail of all adjustments throughout the process. Data transfer from visitor tracking study would be seamless as DSG is the vendor for that scope of work. Results are presented in clear language. Documentation of methodology provided in reports. An incredible amount of discussion of dual-method approach. Provides examples of how the data works through IMPLAN. Clearly outlines proposed services.
Implementation – Work Plan	Clear and organized with key staff identified throughout. Provided summary and overview of value DSG would provide to the Office of Tourism.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Downs & St. Germain Research
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Date of Individual Evaluation	December 1, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Downs & St. Germain Research
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Date of Individual Evaluation	December 1, 2025
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	<p>“Extensive history conducting research in Maine.” Partners with 35 destinations and more than 40 tourism hospitality clients. Partners with Nate Kelly of Pacific Edge Insights for “high level contextual analysis, examining macroeconomic factors. . . such as statewide employment, GDP and output trends.” “Nate’s role is advisory and complementary.” DSG’s principals remain directly involved with this boutique research firm. Bidder has an impressive list of tourism clients. Resources include STR, Key Data and tax collections.</p>
Subcontractors	None
Organizational Chart	Provided
Litigation	None
Certificate of Insurance	Provided

File 3 – Proposed Services

	Individual Notes
Proposed Services	<p>“Responsiveness has been a hallmark of our partnership.” Bottom up and top-down approach. Uses IMPLAN, STR and Key Data. Collects sufficient sample sizes. Like that each step is documented in final report, preserving a clear audit trail – “documented audit trail of all adjustments.” Bidder verified inventory counts of the state’s lodging. Bidder conducts rigorous quality reviews. Results are prepared in clear language. No offer of providing a dashboard.</p>
Implementation – Work Plan	Provided.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Downs & St. Germain Research (DSG)
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INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Downs & St. Germain Research (DSG)
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes, well presented, lots of detail provided, required scanning and rereading the packet several times to process all the details.
Subcontractors	None-No subcontractors referenced as part of the packet
Organizational Chart	Yes, it is very detailed with bios and a lot of information around who DSG is and who does what in the larger organization.
Litigation	Did not notice a reference to litigation, Packett was very lengthy.
Certificate of Insurance	Yes- this was provided as part of the package.

File 3 – Proposed Services

	Individual Notes
Proposed Services	The company is highly qualified, with demonstrated proficiency in delivering similar work. Their credentials and past achievements clearly indicate their readiness for this engagement.
Implementation – Work Plan	Complete and feasible. Great detail.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Eastern Research Group, Inc
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Eastern Research Group, Inc
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Highly qualified in economic impact analyses. Have communications team in-house. Not much travel and tourism experience – mostly environmental and natural resource based although worked on projects connected to visitation to specific areas to assess impact. Case studies ok. GOPIF recommendation included. Lots of info on team.
Subcontractors	None
Organizational Chart	Yes
Litigation	None
Certificate of Insurance	Included

File 3 – Proposed Services

	Individual Notes
Proposed Services	Clearly notes that data for eco impact dependent upon Visitor Profile data and working with that vendor. Notes variations and how to address. Clear methodology overview. Notes difference between lodging categories but seem unfamiliar with (travel/tourism) secondary data sources. Notes need for secondary sources.
Implementation – Work Plan	Clearly outlined. Did homework on regions. Recommended heavy schedule of meetings for this type of work.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Eastern Research Group, Inc.
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Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Eastern Research Group, Inc.
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File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	<p>Bidder is an “environmental research and economic services consulting firm.”</p> <p>Forty years of experience, a staff of 800 and 15 offices nationwide.</p> <p>Performed over 50 economic impact and economic contribution analyses.</p> <p>Clients = NOAA, Cape Cod Commission</p> <p>Effectively communicates study results to a range of audiences.</p> <p>Bidder has experience presenting complex results to tech and non-tech audiences.</p> <p>Bidder has worked with GOPIF.</p> <p>“We are New Englanders.”</p> <p>Projects include two with the Cape Cod Commission and another with Lincoln County in Oregon.</p> <p>Projects are more focused on infrastructure disruption.</p> <p>Little relevant experience.</p>
Subcontractors	None
Organizational Chart	Provided
Litigation	None
Certificate of Insurance	Provided

File 3 – Proposed Services

	Individual Notes
Proposed Services	<p>Bidder will compare values to tax data.</p> <p>Is bidder familiar with secondary data such as STR and Key Data?</p> <p>Propose a dashboard.</p> <p>Provides a good regional breakdown.</p> <p>Weekly reporting?</p>
Implementation – Work Plan	Provided.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Eastern Research Group
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Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Eastern Research Group
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-Details provided of who organization is and skill sets of the team.
Subcontractors	N/A-Was not mentioned in information provided
Organizational Chart	Yes
Litigation	N/A-Nothing is being disclosed or referenced in the application
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Is this company's expertise sufficient for our media and reporting needs? The work examples seem on smaller scale.
Implementation – Work Plan	Work plan is well laid out. This company doesn't seem to highlight the level of experience we need.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Economic Modeling, LLC d/b/a Lightcast
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INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Economic Modeling, LLC d/b/a Lightcast
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Labor market expertise primarily. Case studies not that relevant although most closely aligned was one on small community theater project. 20 years of economic impact analyses with over 3000 completed. Project staff information in workplan section.
Subcontractors	Not addressed
Organizational Chart	provided
Litigation	Yes, indicating Bidder is a plaintiff but not a defendant in litigation.
Certificate of Insurance	Provided

File 3 – Proposed Services

	Individual Notes
Proposed Services	Addresses transition alignment and YOY comparisons. Recommended proprietary model for assisting with better out-of-state and in-state weighting. Sample reports included from other projects. Internal peer review as part of process. Comprehensive deliverables. Report with visuals plus fact sheet and power point for presentation use + online dashboard. Recommended meeting to review preliminary findings. Addressed innovation and real-time reporting.
Implementation – Work Plan	Straightforward but only identifies vendor and/or department. No specific staff identified in workplan.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Economic Modeling, LLC d/b/a Lightcast
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Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Economic Modeling, LLC d/b/a Lightcast
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Date of Individual Evaluation	December 1, 2025
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File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	According to the proposal the bidder is a global leader Expeerie in workforce palnning Bidder has very little relevant experience.
Subcontractors	Did not see mention of sub-contractors.
Organizational Chart	Yes, of project team members.
Litigation	Yes, indicating Bidder is a plaintiff but not a defendant in litigation.
Certificate of Insurance	Provided.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Bidder proposes proprietary modeling – Multi-Regional Social Accounting Matrix, a/k/a MR-SAM. Bidder states that MR-SAM “often outperforms IMPLAN and RIMS II.” Proposed real time dashboard. North Carolina report looks nice but it is 10 years old.
Implementation – Work Plan	Provided.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Economic Modeling LLC DBA Lightcast
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-Helpful information was provided to explain the origination
Subcontractors	N/A-nothing was disclosed as part of information provided
Organizational Chart	Yes-
Litigation	No-Nothing was disclosed as part of the packet
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Examples are not on same scale of the work we are looking for; one proposal was from 2014 from NC
Implementation – Work Plan	Complete, more details may have been helpful.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Industrial Economics (IEC)
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Industrial Economics (IEC)
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Heavy on environmental/natural resource-based projects. Strong experience with economic impact analyses (EIA). Note outdoor recreation but limited if any travel/tourism/destination work other than National Park visitation project. Clearly qualified staff for EIA broadly. Case studies are somewhat relevant.
Subcontractors	Yes, City Data
Organizational Chart	included
Litigation	none
Certificate of Insurance	included

File 3 – Proposed Services

	Individual Notes
Proposed Services	Interestingly only refers to DECD, not Office of Tourism, in narrative. Recommends IMPLAN with explanation as to why. Recognizes connection to visitor profile vendor for data source and YOY alignment. Recommends online interactive dashboard. Discusses how to communicate differences YOY. No reference to alignment with taxable sales data. Recommends expanded Canadian analysis. Provided clear details of City Data role in project.
Implementation – Work Plan	Clearly outlined and notes that adjustments might need to be made once on board.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Industrial Economics Incorporated
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Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Industrial Economics Incorporated
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	A “nationally recognized” consulting firm – recognized by whom? “Has information on over one million total trips to and within Maine each day.” How? Heavy on environmental/natural resources. Limited travel and tourism experience.
Subcontractors	City Data which is a “big data + AI” company – crowd sourced mobility data.
Organizational Chart	Yes
Litigation	None
Certificate of Insurance	Yes, provided and included entire insurance policy.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Proposes using IMPLAN. Proposes dashboard. Cites visitor profile research and YoY alignment.
Implementation – Work Plan	Provided.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Industrial Economics Inc.
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Industrial Economics Inc.
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Date of Individual Evaluation	11.25.25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Examples on much smaller scale and regional basis. Experience with other state agencies
Subcontractors	?
Organizational Chart	Yes
Litigation	N/A
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Plan includes using techniques and modeling different than other work, I have seen used.
Implementation – Work Plan	Complete and approaches are slightly varied

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Jones Lang LaSalle
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Jones Lang LaSalle
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Strong understanding of destination marketing organizations. (HI & Fiji) Seems experience more grounded in visitor profile than economic impact analyses (EIA). Discussed importance of state and county level data. Solid understanding of importance of YOY comparison and explanation of differences. Noted appreciation for community issues – housing, climate, etc. Two former tourism officials as leads. Strong in other related work – Destinations International, World Travel & Tourism Council, etc. Case studies good, but old and not all that relevant. Team clear but experience seems more focused on assessments/planning and tourism readiness. Also more focused on international visitor analysis.
Subcontractors	yes
Organizational Chart	yes
Litigation	none
Certificate of Insurance	yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Appears this may include visitor profile work that will be completed by another vendor and is not part of this scope but explanation provided as to why additional survey work (monthly) is needed – addresses critical flaws and enhances data sets. Recommend including ROI + infrastructure investment in overall calculations. Recommends forming an advisory committee starting with an alignment meeting. Talks a lot about exchange rates in data inconsistencies. Not sure solid understanding of Maine visitor base. Looking to provide more detail in category spending. Discussed manufacturing impact due to strength of sector in Maine – not sure how that aligns with this scope although more like BEA Satellite Accounts. Discussed add-ons not included in budget.
Implementation – Work Plan	Limited discussion on how regional reports will be completed. Timeline and workplan clearly outlined.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Jones, Lang, LaSalle a/k/a JLL
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Department of Economic & Community Development

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Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Jones, Lang, LaSalle a/k/a JLL
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Has experience with Hawaii, Fiji and State of Texas. A “global leader in tourism and destination advisory.” Most of bidder’s experience is with fly markets. Very little relevant experience.
Subcontractors	Yes
Organizational Chart	Provided
Litigation	None
Certificate of Insurance	Provided

File 3 – Proposed Services

	Individual Notes
Proposed Services	Hawaii and Fiji are the primary markets bidder has worked with. These are fly markets, whereas Maine is a drive market.
Implementation – Work Plan	

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Jones Lang LaSalle Americas, Inc
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-details provided
Subcontractors	None-mentioned as part of proposal-org chart had me wondering if subs or multiple business tied together.
Organizational Chart	Yes-very detailed-Also referenced other businesses-Are these possible subs?
Litigation	Not referenced as part of the packet.
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Very detailed
Implementation – Work Plan	The company is highly qualified, with demonstrated proficiency in delivering similar work. Their credentials and past achievements indicate their readiness for this engagement.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	KPMG
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	KPMG
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File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Fair amount of information about services in this qualifications section. Strong case studies but not really relevant although did highlight how aspects of project relate to this scope. Economic and statistical consulting practice. Limited travel, tourism/destination experience. Team information is clear and good detail plus resumes. Lots of information on leads. Mostly single project-based, experience in large scale projects. Strong transportation and healthcare experience. Seemingly more assessment and forecasting – also focus on site selection and tax credit analyses. Qualified team in the work they do.
Subcontractors	none
Organizational Chart	Provided
Litigation	Unclear
Certificate of Insurance	yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Proposed approach identifies unique regional characteristics which notes that statewide multiplier may not work. Addressed that data to include visitor profile data and identified some secondary data sources. Bottom-up approach – assess regions first then move to statewide analysis. Identified use of IMPLAN and why best choice. Briefly discussed alignment with taxable sales data. Clear outline of how and why of the proposed services detailed in the narrative. Process to include standard analysis + trends + what is driving change. Develop narrative around YOY comparisons and emerging trends. Lots of disclaimers in proposed service discussion.
Implementation – Work Plan	Timeline/workplan clear but dates should be 2026.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	KPMG
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Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	KPMG
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Date of Individual Evaluation	December 2, 2025
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Not a lot of relevant experience. Bidder’s experience is largely in health care and transportation. Bidder’s proposal contains extensive proposed amendments to the state’s boiler plate language. Bidder also objects to the sharing of project information, contrary to state requirements. Projects are stamped with “KPMG Trade Secret – Exempt From FOAA Disclosure.”
Subcontractors	None.
Organizational Chart	Provided.
Litigation	Bidder claims they have no litigation that would “materially affect” the firm’s operations.
Certificate of Insurance	Yes, and the policy itself.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Given the extent of the bidder’s proposed amendments to the state’s services contract, I question the feasibility of even being able to enter into a contract with them.
Implementation – Work Plan	Provided.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	<u>KPGM</u>
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	<u>KPGM</u>
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-Details that provide clear overview of the organization were provided as part of the packet
Subcontractors	No-No use of subcontractors was mentioned or disclosed in the packet presented.
Organizational Chart	Yes-Details given explaining structure and those handling work for the organization in specific areas.
Litigation	Referenced a statement about litigation
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Details given as part of the packet show they are able to provide the services being solicited.
Implementation – Work Plan	Detailed-referencing bookings at state parks.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	MGT Impact Solutions, LLC
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ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	MGT Impact Solutions, LLC
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	More experience in developing economic development plans. Case studies interesting but not completely relevant except for Richmond. Shows strong survey capabilities. More experience in ROI analysis than economic impact analysis (EIA) although cover letter noted work doing EIA's. Did discuss some EIA work- City of Richmond and City of New York but noted that this work is an evolving vertical for the firm. Identified team and roles.
Subcontractors	None
Organizational Chart	Yes
Litigation	None
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Confusion regarding figures on page 1 of services – assuming summer information, not annual or possibly BEA data? Discussed launching a survey and conducting stakeholder interviews. Didn't discuss working with current visitor profile study vendor to coordinate. Discussed community engagement- not part of RFP. Possibly didn't completely understand scope.
Implementation – Work Plan	Project timeline included but not very detailed. Work plan clearly outlined.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	MGT Impact Solutions
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Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	MGT Impact Solutions
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Fifty years of experience. Team of 1,200 professionals. 30,000 projects. Uses IMPLAN. Worked with cities of Richmond, VA and New York. “Quantitative rigor and policy sensitivity.” “Extensive experience with stakeholder engagement.” Projects included City of Houston and Virginia cities of Portsmouth and Richmond, none of which were relevant or tourism related.
Subcontractors	None.
Organizational Chart	Yes, on project team.
Litigation	None.
Certificate of Insurance	Provided.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Proposal makes no mention of the reports. Bidder proposes building a “stakeholder engagement plan” with one-on-one interviews and virtual interviews. Bidder emphasizes planning and communication as key. Proposes Qualtrics web engagement survey. Bidder addresses data security. Mentions the role of the “DECD Project Officer.”
Implementation – Work Plan	

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	MGT Impact Solutions
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INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	MGT Impact Solutions
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-Details provided show the organization is able to provide the key services requested.
Subcontractors	No-Subcontractors not described as part of submission
Organizational Chart	Yes-Details provided paint clear picture of MGT Impact Solutions
Litigation	No-Nothing was disclosed as part of the submission
Certificate of Insurance	Yes provided in packet of information

File 3 – Proposed Services

	Individual Notes
Proposed Services	The organization provided examples of much smaller regions/cities mentioned as compared to statewide work that would be carried out as part of work here in Maine. Not define all methods being used.
Implementation – Work Plan	Work plan proposed seems complete and feasible. Questions around methods as referenced above, would be a question.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Penn & Associates, Inc
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Date of Individual Evaluation	11/28/25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Penn & Associates, Inc
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Date of Individual Evaluation	11/28/25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Some tourism experience in economic impact analysis (EIA) – State of OH. Mostly transportation and regional systems. Case studies not completely relevant. Use proprietary model to better see inputs and outputs but also RIMSII model – addresses how both will be used and coordinated.
Subcontractors	None
Organizational Chart	Yes, but not very detailed. Only lists founder/principal
Litigation	No?
Certificate of Insurance	Yes but with another certificate holder listed

File 3 – Proposed Services

	Individual Notes
Proposed Services	Not sure how the visitor profile data is incorporated in EIA except for info on visitor segments. Limited discussion of alignment YOY of EIA. Also not sure how regional reports will be aligned and/or reconciled YOY. Seemingly dependent on BEA data as primary source. Did discuss taxable sales but more as part of data set instead of reconciliation. Scope very focused on regional analyses.
Implementation – Work Plan	Clear outline of work plan and timeline. Assuming single person on project as only the founder/principal is named in the workplan.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Penn + Associates, Inc.
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Date of Individual Evaluation	December 2, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Penn + Associates, Inc.
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Date of Individual Evaluation	December 2, 2025
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Bidder proposes use of their “built-in-house” EIA model. Their model is “tourism-specific CGE Model” for travel and tourism. CGE stands for Computable General Equilibrium model. Projects were: <ol style="list-style-type: none"> 1. State of Ohio – recreational boating industry. 2. Northeast Ohio 3. Cleveland Hopkins International Airport Projects are not very relevant.
Subcontractors	No information provided.
Organizational Chart	Unclear
Litigation	No information provided.
Certificate of Insurance	Provided.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Bidder proposes use of their homemade model. Bidder proposes a dashboard. There is zero mention of working with the contractors doing the visitor profile research, and little mention of using the visitor profile research which is essential to the EIA.
Implementation – Work Plan	included

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	<u>Penn and Associates, Inc.</u>
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Date of Individual Evaluation	11.25.25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	<u>Penn and Associates, Inc.</u>
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Date of Individual Evaluation	11.25.25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-Information of the organization provided.
Subcontractors	Unclear-It was not clear if subcontractors would be used to complete the work.
Organizational Chart	Not complete, details not provided around who the org is made up of and who would be completing the proposed work
Litigation	Details not provided and question not answered
Certificate of Insurance	yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Capacity would be the question.
Implementation – Work Plan	Work plan question-Wondering more about survey and visitor engagement.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Individual Evaluation	11/28/25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Precision Consulting Firm LLC
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Date of Individual Evaluation	11/28/25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Very limited information about firm overall. Brief statement of qualifications only. Case studies not relevant.
Subcontractors	None that are evident
Organizational Chart	Not included
Litigation	No info provided
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Not sure proposal aligns with scope of work requested in the RFP. Will conduct review of models to form possible hybrid, so no indication of which model will be used for this scope of work. Odd assumptions for lodging and retail weightings. Validation with MRS unclear. Discusses conducting visitor surveys rather than how to incorporate data from visitor surveys already conducted by another vendor. Lots of assumptions on visitation – seemingly unfamiliar with travel and tourism.
Implementation – Work Plan	Discussed monthly updates, quarterly briefs, custom tech notes and dashboard. Timeline and workplan clear.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Precision Consulting Firm, LLC
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Date of Individual Evaluation	December 2, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Precision Consulting Firm, LLC
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Date of Individual Evaluation	December 2, 2025
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	<p>Bidder did not follow instructions on completing the proposal. There was no section on Qualifications & Experience. No information was provided on sub-contractors or litigation. The descriptions for their three projects consisted of only two sentences each, and none were relevant.</p> <p>Projects:</p> <ol style="list-style-type: none"> 1. Cecil County Transit Authority (MD) – operational analysis 2. Quincy, MA – Evaluation of SANE Nursing Program 3. State of Oregon – Surplus Property Program
Subcontractors	No information provided.
Organizational Chart	Not included
Litigation	No information provided.
Certificate of Insurance	Yes, provided as the last page to section for services.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Bidder integrates IMPLAN and RIMS II.
Implementation – Work Plan	Clear plan

Overall, this proposal was very poorly presented and lacks some basic information required by the State.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	<u>Precision Consulting Firm</u>
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Date of Individual Evaluation	11.25.25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Precision Consulting Firm
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Date of Individual Evaluation	11.25.25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Complete-Details provide
Subcontractors	N/A-No information provided that would indicate use of subcontractors
Organizational Chart	Yes-Clear plan, with details associated with work that needs to be carried out.
Litigation	Nothing referenced.
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Appears to not have done work on this scale. Looking at examples and seeing if work on the scale (statewide has been completed in the past.)
Implementation – Work Plan	Slightly different approach then used currently in my read of the work but wondering if others on team view it that way. Unclear if org has done presentations of the scale, we would be looking for key events associated with the work.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	RRC Associates
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Date of Individual Evaluation	11/29/25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	RRC Associates
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Date of Individual Evaluation	11/29/25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Strong background in tourism and outdoor recreation economic impact analysis. Case studies are either the same as the scope proposed or extremely relevant. Lead has strong tourism experience. Explore MN case study shows ability to drill down. Prior work in Maine. Clear explanation as to why IMPLAN is the best model. Discussed dynamic benchmarking. It is interesting to see social scientist as part of the team.
Subcontractors	None
Organizational Chart	Very clear with each team member’s experience and role outlined as part of the org chart.
Litigation	None
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Clearly outlined including goals and how to approach the regions and county level analysis. Discussion of secondary data sets clearly showed that the deep understanding of this work and tourism/outdoor recreation data sources. Discussed historical benchmarking and outlier detection as well as monitoring of external variables. Solid recommendations included trends dashboard; overlays with national datasets to id differences; monitor external variables; full comparison analysis to tell the complete story.
Implementation – Work Plan	Very clearly outlined with right amount of detail.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	RRC Associates
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Date of Individual Evaluation	December 2, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	RRC Associates
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Date of Individual Evaluation	December 2, 2025
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Nineteen-member team. Four decades of experience. 1,500 projects. Clients/Projects: Minnesota Department of Natural Resources Rhode Island Comm. Corp. Ski Maine Utah Division of Outdoor Recreation Research Partners for the National Ski Areas Association
Subcontractors	None.
Organizational Chart	Identified proposed research team.
Litigation	None.
Certificate of Insurance	Provided.

File 3 – Proposed Services

	Individual Notes
Proposed Services	First thing they say is that they'll "Build on Maine's statewide tourism spending baseline drawing on the results of the visitor profile data collected by Downs & St. Germain. Uses IMPLAN. Propose a "living analytics platform." They will collect and review prior EIA reports. Will map RRC methodology to prior framework. Bidder identified secondary data sets. Proposes a dashboard. Bidder will provide long-term resilience insights.
Implementation – Work Plan	Provided.

Overall, a thoughtful, well researched proposal.

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	RRC Associates
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	RRC Associates
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Date of Individual Evaluation	11.25.25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	RRC overview was well laid out and easy to read and follow in packet.
Subcontractors	Yes Mentioned/referenced use of subcontractors
Organizational Chart	Yes
Litigation	Yes
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Builds on past work, good use of past work. With substantial qualifications and a reliable track record on comparable projects, the company demonstrates clear readiness for this engagement.
Implementation – Work Plan	This company appears to offer a comprehensive set of services that respond to the needs you've identified, delivering both immediate and long-term benefits.

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Texas A&M Transportation Institute (TTI)
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Date of Individual Evaluation	11/28/25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Carolann Ouellette
	Title	Director of Tourism, Film and Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Texas A&M Transportation Institute (TTI)
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Date of Individual Evaluation	11/28/25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Very transportation focused-no tourism experience. Team clearly outlined. Lots of information about other divisions within TTI. Has experience in economic impact analysis.
Subcontractors	None
Organizational Chart	Yes
Litigation	None
Certificate of Insurance	No

File 3 – Proposed Services

	Individual Notes
Proposed Services	Interactive dashboard. Will run comparison to prior years. IMPLAN model recommended. Discussed interviews with stakeholders. Limited understanding of who are the key stakeholders. Limited mention of how to incorporate existing visitor profile data. A fair amount of cut and paste from the RFP.
Implementation – Work Plan	Clearly outlined with timeline.

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Texas A&M Transport Institute
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Date of Individual Evaluation	December 2, 2025
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State of Maine

Department of Economic & Community Development

Maine Office of Tourism

RFP # 202508125

Economic Impact Analysis Research

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Micki Mullen
	Title	Marketing Manager
	Department	Department of Economic & Community Development/Maine Office of Tourism

Bidder/Applicant Name	Texas A&M Transport Institute
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Date of Individual Evaluation	December 2, 2025
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File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Bidder is focused on transportation research. Projects: <ol style="list-style-type: none"> 1. EIA of Port Freeport 2. Transit systems in Texas 3. Border Crossing 4. EIA of an airport
Subcontractors	None.
Organizational Chart	Provided project team organizational chart.
Litigation	None.
Certificate of Insurance	Provided adequate evidence of self-insurance.

File 3 – Proposed Services

	Individual Notes
Proposed Services	Proposed a dashboard.
Implementation – Work Plan	provided

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Texas A & M Transportation Institute
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Date of Individual Evaluation	11.25.25
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State of Maine

Department of Economic & Community Development

OFFICE OF TOURISM

RFP 202508125

ECONOMIC IMPACT ANALYSIS

INDIVIDUAL EVALUATION NOTES

Evaluator	Name	Jeff McCabe
	Title	Director of Outdoor Recreation
	Department	Economic & Community Development

Bidder/Applicant Name	Texas A & M Transportation Institute
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Date of Individual Evaluation	11.25.25
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File 2 – Organization Qualifications and Experience
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	Individual Notes
Overview of the Organization	Yes-Information shared tells clear picture of who the organization is and gives information about those who would do the work. No out of state projects shown
Subcontractors	No-I would wonder if students would be part of the work, not subcontractors that question comes to mind.
Organizational Chart	Yes-Details provided to those who would be part of this work described in information provided.
Litigation	No-Information provided does not indicate any pending litigation associated with this type of work.
Certificate of Insurance	Yes

File 3 – Proposed Services

	Individual Notes
Proposed Services	Track record of research appears to reference in state work. Out of state projects?
Implementation – Work Plan	Could have been more specific on the groundwork?



STATE OF MAINE
DEPARTMENT OF ECONOMIC &
COMMUNITY DEVELOPMENT

Janet T. Mills
Governor

Michael A. Duguay
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202508125
RFP TITLE: Economic Impact Analysis

I, Carolann Ouellette, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Economic & Community Development. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

A handwritten signature in black ink, appearing to read 'Carolann Ouellette', written over a horizontal line.

Signature

11-24-25

Date



STATE OF MAINE
DEPARTMENT OF ECONOMIC &
COMMUNITY DEVELOPMENT

Janet T. Mills
Governor

Michael A. Duguay
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202508125
RFP TITLE: Economic Impact Analysis

I, Micki Mullen, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Economic & Community Development. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

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Micki Mullen

Signature

11/18/25

Date



STATE OF MAINE
DEPARTMENT OF ECONOMIC &
COMMUNITY DEVELOPMENT

Janet T. Mills
Governor

Michael A. Duguay
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202508125
RFP TITLE: Economic Impact Analysis

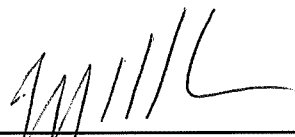
I, Jeff McCabe, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Economic & Community Development. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

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Signature

11/25/25

Date