



**Request for Proposals for Cybersecurity eLearning
Consultant to Create Training Modules and Supporting
Materials for the Minimum Baseline of Cybersecurity for
Municipalities**

RFP No. 2021-Cyber-01

**Massachusetts Technology Collaborative
75 North Drive
Westborough, MA 01581-3340
<http://www.Mass Tech Collaborative.org>**

Procurement Team Leader: Meg Speranza

RFP Issued:	February 10, 2021
Questions Due:	February 17, 2021
Answers to Questions Posted:	February 24, 2021
Responses Due:	March 3, 2021 by 3PM EST

1. INTRODUCTION

1.1 Overview

Massachusetts Technology Collaborative (“Mass Tech Collaborative”), on behalf of the MassCyberCenter is issuing this Request for Proposals for a **Cybersecurity eLearning Consultant to Create Training Modules and Supporting Materials for the Minimum Baseline of Cybersecurity for Municipalities** (RFP No. 2021-Cyber-01) (the “RFP” or “RFP”). This RFP is to solicit responses from qualified contractors (“Respondents”) with experience in **creating engaging eLearning modules and supporting materials for adult learning. Respondents will create eLearning modules and supporting materials based on the MassCyberCenter [Minimum Baseline of Cybersecurity for Municipalities](#)**. Respondents will be competing against each other for selection to provide the services set forth herein (the “Services”). The submissions of all Respondents shall be compared and evaluated pursuant to the evaluation criteria set forth in this RFP, and a single Respondent may be selected.

Mass Tech Collaborative will be the contracting entity on behalf of MassCyberCenter for the purposes of this RFP, and (except where the specific context warrants otherwise), MassCyberCenter and Mass Tech Collaborative are collectively referred to as Mass Tech Collaborative. Mass Tech Collaborative will enter into a Services Agreement and Statement of Work with selected Respondents containing certain standard provisions (the “Agreement”), located [HERE](#).

1.2 Mass Tech Collaborative and MassCyberCenter

Mass Tech Collaborative is an independent public instrumentality of the Commonwealth of Massachusetts chartered by the Commonwealth to serve as a catalyst for growing its innovation economy. Mass Tech Collaborative brings together leaders from industry, academia, and government to advance technology-focused solutions that lead to economic growth, job creation, and public benefits in Massachusetts. Mass Tech Collaborative has five primary divisions: The MassCyberCenter, the Center for Advanced Manufacturing, Innovation Institute at the Mass Tech Collaborative Collaborative, the Massachusetts Broadband Institute, and the Massachusetts e-Health Institute. For additional information about Mass Tech Collaborative and its programs and initiatives, please visit our website at www.Mass Tech Collaborative.org.

The MassCyberCenter was launched in September 2017 with a vision to enhance opportunities for the Massachusetts cybersecurity ecosystem to compete as the national cybersecurity leader while strengthening the resiliency of the Commonwealth’s public and private communities. The Center’s mission is to enhance conditions for economic growth through outreach to the cybersecurity ecosystem of Massachusetts while fostering cybersecurity resiliency within the Commonwealth. Activities focus on convening the top public safety, technology, and municipal leaders across the state to grow programs that support our key institutions. For more information about MassCyberCenter and its programs and activities generally, please visit the web site at <https://masscybercenter.org>.

2. SERVICES REQUIRED

2.1 Applicants may submit proposals for the Services described herein, namely creating engaging eLearning modules and supporting materials based on content within the Minimum Baseline of Cybersecurity for Municipalities, described in more detail below (See Section 2.2 “Content”). Applicants must apply for and be capable of performing both educational content development and supporting material creation; incomplete applications applying for one portion of Services alone will not be considered. Applicants may meet the provider criteria by submitting applications that utilize a prime/subcontractor relationship.

2.2 Overview

Purpose of Project

The purpose of this project is to create and record five (5) eLearning modules, designed for Massachusetts municipalities; and create supporting “one-pager” collateral pieces for each module for the use of the MassCyberCenter to:

1. Introduce the Minimum Baseline of Cybersecurity for Municipalities
2. Explain the Minimum Baseline goals as clear and distinct concepts that are understandable and attainable for municipalities
3. Provide recommended actions for each goal and reference existing online resources for additional materials

“eLearning” is defined as training, learning, or education delivered online through a computer or any other digital device—making it easy for users to learn anytime and anywhere, with few, if any, restrictions.

Ideally, total project costs will not exceed a budget of \$85,000.

Content

The objective of the [Minimum Baseline of Cybersecurity for Municipalities](#) - the foundational level of cybersecurity for which municipalities should strive - is to give municipalities clear goals and ways to measure their progress. The Minimum Baseline was created by the [Cyber Resilient Massachusetts Working Group](#).

The Minimum Baseline is built on four goals:

- **Trained and Cyber-secure Employees** – to reduce the risk of cybersecurity incidents by improving the training and awareness of all system users.
- **Improved Threat Sharing** – to achieve a faster response to threats and improved regional awareness and resilience.
- **Cyber Incident Response Planning** – to create an effective strategy for responding to incidents and strengthening municipal defenses.
- **Secure Technology Environment and Best Practices** – to reduce the threat of incidents and minimize incident impacts.

The consultant will create one eLearning module that discusses the Minimum Baseline overall, and then one eLearning module for each goal, five modules in total. In addition, the consultant will create a supporting “one-pager” collateral piece for each module that can be sent out virtually via email or physically printed (as a .pdf or worksheet) to reinforce the concepts.

Please note: All content—including eLearning modules and all accompanying materials—will use MassCyberCenter and Mass Tech Collaborative branding and will be made publically available on MassCyberCenter.org.

2.3 Scope of Services

Applicants are required to describe their approach for the following Services. Additionally, Applicants are invited to propose alternative(s) which provide substantially better or more cost-effective performance than achievable under the stated RFP scope of services.

eLearning Modules:

The consultant will produce one eLearning module/webinar that provides an overview of the Minimum Baseline, plus one module for each of the four individual goal areas, for a total of five (5) modules. The modules will be recorded for the use of MassCyberCenter during events or posted to the MassCyberCenter website.

- Each module will be 20-30 minutes long
 - The first part of each module will be a content-rich educational component that is 10-15 minutes long to introduce the Minimum Baseline and/or goal, educate the viewer on why the Minimum Baseline or goal is important, and outline steps to get started (giving guidance and providing information about existing online resources for more help). Voice over narration is preferred.
 - The second part of the module will be a 10-15 minute Q&A session with a subject matter expert (SME) or 2 to reinforce the concept.
 - All SMEs are subject to the approval of the MassCyberCenter.
- The modules should be graphically pleasing and engaging, may or may not contain interactive content, and convey the information to the viewer in a consumable manner.
- The intended audience is municipal officials from a variety of municipal departments.
- Regular check-ins will occur throughout module production between the selected consultant and the MassCyberCenter.
 - Check-ins may take the form of emails, virtual meetings or phone calls.
 - All meetings with MassCyberCenter throughout this project will be conducted virtually (via Zoom or phone calls).
 - The consultant will share wireframes and/or prototypes for review and feedback.
 - The visual design of the modules should follow MassCyberCenter and Mass Tech Collaborative branding and be consistent throughout all of the modules, such as font, colors, etc. so viewers recognize all the modules as part of the same series.
 - All modules are subject to the approval of the MassCyberCenter prior to the recording of the module.
- The modules should be delivered as professional, high-resolution training videos in a format that is easily streamed.
- The goal is to complete and publish all five eLearning modules and supporting materials together before May 31, 2021.

Supporting Material Development:

The consultant will also create supporting "one-page" collateral pieces for each module—five (5) "one-page" collateral pieces in all. The purpose of these supporting materials is to reinforce the concepts of each eLearning module.

- Each piece of supporting material should clearly support the content presented in the eLearning module and reinforce the recommended actions and available online resources for municipalities.

- These materials should use the MassCyberCenter branding guidelines, and the visual design should be consistent throughout all of the materials and modules, such as font, colors, etc. so viewers recognize them as part of the same series.
- Supporting materials may be one-sided or two-sided.
- Supporting materials should be delivered in two formats:
 - Portable document files (.pdf)
 - High-resolution, printer-ready files in an agreed upon format
- The goal is to complete and publish all five eLearning modules and supporting materials together before May 31, 2021.

Please note: All content—including eLearning modules and supporting materials—will use MassCyberCenter and Mass Tech Collaborative branding and will be made publically available on MassCyberCenter.org.

3 APPLICATION PROCESS

3.1 Application and Submission Instructions

Respondents are cautioned to read this RFP carefully and to conform to its requirements. Failure to comply with the requirements of this RFP may serve as grounds for rejection of an Application.

- a. All Applications must be submitted electronically in Microsoft Word format.
- b. Required Submissions- All Applications must include the items listed below:
 - Application Cover Sheet ([Attachment A](#))
 - Application, which shall include:
 - A description of the firm responding to the RFP (including descriptions of proposed subcontractors, if any) and the firm's qualifications to perform the Services.
 - The proposed approach to providing the Services. Additionally, Respondents are invited to propose alternative(s) which provide substantially better or more cost-effective performance than achievable under the stated RFP scope of services.
 - Three samples of previous eLearning modules/webinar materials or recordings of events and supporting materials.
 - Three references for work previously performed by the Respondent that is substantially similar to the Services. References should include a contact person, address and phone number.
 - Provide the total not-to-exceed costs for providing the Services based on projected hours, proposed hourly rates, as well as any other appropriate costs, in the Budget Template ([Attachment C](#)). List additional fees, overhead charges, or reimbursable expenses, if any. As a general policy, the Mass Tech Collaborative does not pay mark-ups on reimbursables or out-of-pocket expenses. The Mass Tech Collaborative also does not pay for word processing, overtime or meals. For travel costs, the Mass Tech Collaborative pays the IRS rate per mile.

- Authorized Application Signature and Acceptance Form (Attachment B), which contains specified certifications by Respondent. Please read the certifications carefully before signing.
 - Exceptions to the *Services Agreement and Statement of Work*, located at [HERE](#), if any.
- c. Applications **must** be **submitted electronically** to proposals@masstech.org (please include the RFP number in the subject heading).
- d. Any and all responses, Applications, data, materials, information and documentation submitted to Mass Tech Collaborative in response to this RFP shall become Mass Tech Collaborative’s property and shall be subject to public disclosure. As a public entity, the Mass Tech Collaborative is subject to the Massachusetts Public Records Law (set forth at Massachusetts General Laws Chapter 66). There are very limited and narrow exceptions to disclosure under the Public Records Law. If a Respondent wishes to have the Mass Tech Collaborative treat certain information or documentation as confidential, the Respondent must submit a written request to the Mass Tech Collaborative’s General Counsel’s office no later than 5:00 p.m. fourteen (14) business days prior to the required date of Application submission set forth in Section 4.2 below. The request must precisely identify the information and/or documentation that is the subject of the request and provide a detailed explanation supporting the application of the statutory exemption(s) from the public records cited by the Respondent. The General Counsel will issue a written determination within ten (10) business days of receipt of the written request. If the General Counsel approves the request, the Respondent shall clearly label the relevant information and/or documentation as “**CONFIDENTIAL**” in the Application. Any statements in an Application reserving any confidentiality or privacy rights that is inconsistent with these requirements and procedures will be disregarded.

3.2 Application Timeframe

The application process will proceed according to the following schedule. The target dates are subject to change. Therefore, Respondents are encouraged to check Mass Tech Collaborative’s website frequently for updates to the schedule.

Task	Date:
RFP Released	February 10, 2021
Questions Due	February 17, 2021 @ 5 PM EST
Question and Answer File Posted	February 24, 2021 @ 5 PM EST
Applications Due	March 3, 2021 @ 3 PM EST

3.3 Questions

Questions regarding this RFP must be submitted by electronic mail to proposals@masstech.org with the following Subject Line: “Questions – RFP No. 2021-Cyber-01“. All questions must be received by 5:00 p.m. EST on February 17, 2021. Responses to all questions received will be posted on or before 5:00 p.m. on February 24, 2021 to Mass Tech Collaborative and COMMBUYS website(s).

4 EVALUATION PROCESS AND CRITERIA

4.1 Process

The Mass Tech Collaborative shall evaluate each Application that is properly submitted. As part of the selection process, Mass Tech Collaborative may invite finalists to answer questions regarding

their Application in person or in writing. In its sole discretion, Mass Tech Collaborative may also choose to enter into a negotiation period with one or more finalist Respondent(s) and then ask the Respondent(s) to submit a best and final offer.

4.2 Criteria

Selection of a Respondent to provide the services sought herein may be based on criteria that include but are not limited to:

- Expertise in the design and development of eLearning modules and supporting materials;
- Proficiency in the principles of adult learning and related content;
- Knowledge of Cybersecurity, and specifically the principles contained in the [Minimum Baseline of Cybersecurity for Municipalities](#).
- Quality of samples of similar projects;
- Qualitative assessment of the proposal to meet our objectives (30 minutes of engaging and educational content x 5, plus supporting materials);
- Project schedule and timeline;
- Indication of the commitment to delivering a high-level of customer service;
- References;
- Competitive rates;
- Proposed mechanisms and processes to manage communications, projects, and requests; and
- Lack of debarment status by either the state or federal government is also required.

The order of these factors does not generally denote relative importance. The goal of this RFP is to select and enter into an Agreement with the Applicant that will provide the best value for the Services to achieve Mass Tech Collaborative Collaborative's goals. Mass Tech Collaborative reserves the right to consider such other relevant factors as it deems appropriate in order to obtain the "best value".

5.0 GENERAL CONDITIONS

5.1 General Information

- a) If an Application fails to meet any material terms, conditions, requirements or procedures, it may be deemed unresponsive and disqualified. The Mass Tech Collaborative reserves the right to waive omissions or irregularities that it determines to be not material.
- b) This RFP, as may be amended from time to time by Mass Tech Collaborative, does not commit Mass Tech Collaborative to select any firm(s), award any contracts for services pursuant to this RFP, or pay any costs incurred in responding to this RFP. Mass Tech Collaborative reserves the right, in its sole discretion, to withdraw the RFP, to engage in preliminary discussions with prospective Respondents, to accept or reject any or all Applications received, to request supplemental or clarifying information, to negotiate with any or all qualified Respondents, and to request modifications to Applications in accordance with negotiations, all to the same extent as if this were a Request for Information.
- c) On matters related solely to this RFP that arise prior to an award decision by the Mass Tech Collaborative, Respondents shall limit communications with the Mass Tech Collaborative to the Procurement Team Leader and such other individuals as the Mass Tech Collaborative may designate from time to time. No other Mass Tech Collaborative employee or representative is authorized to provide any information or respond to any questions or inquiries concerning this RFP. Respondents may contact the Procurement Team Leader for this RFP in the event this RFP is incomplete.

- d) The Mass Tech Collaborative may provide reasonable accommodations, including the provision of materials in an alternative format, for Respondents with disabilities or other hardships. Respondents requiring accommodations shall submit requests in writing, with supporting documentation justifying the accommodations, to the Procurement Team Leader. The Mass Tech Collaborative reserves the right to grant or reject any request for accommodations.
- e) Respondent's Application shall be treated by the Mass Tech Collaborative as an accurate statement of Respondent's capabilities and experience. Should any statement asserted by Respondent prove to be inaccurate or inconsistent with the foregoing, such inaccuracy or inconsistency shall constitute sufficient cause for Mass Tech Collaborative in its sole discretion to reject the Application and/or terminate of any resulting Agreement.
- f) Costs that are not specifically identified in the Respondent's response and/or not specifically accepted by Mass Tech Collaborative as part of the Agreement will not be compensated under any contract awarded pursuant to this RFP.
- g) Mass Tech Collaborative's prior approval is required for any subcontracted services under any Agreement entered into as a result of this RFP. The selected Respondent will take all appropriate steps to assure that minority firms, women's business enterprises, and labor surplus area firms are used when possible. The selected Respondent is responsible for the satisfactory performance and adequate oversight of its subcontractors. Subcontractors are required to meet the same requirements and are held to the same reimbursable cost standards as the selected Respondent.
- h) Submitted responses must be valid in all respects for a minimum period of sixty (60) days after the deadline for submission.
- i) Mass Tech Collaborative reserves the right to amend the Agreement at any time prior to execution. Respondents should review the Agreement as they are required to specify any exceptions to the Agreement and to make any suggested counterproposal in their Application. A failure to specify exceptions and/or counterproposals will be deemed an acceptance of the Agreement's general terms and conditions, and no subsequent negotiation of such provisions shall be permitted.

5.2 Posting of Modifications/Addenda to RFP

This RFP has been distributed electronically using the Mass Tech Collaborative and COMMBUYS websites. If the Mass Tech Collaborative determines that it is necessary to revise any part of this RFP, or if additional data is necessary to clarify any of its provisions, an addendum will be posted to the websites. It is the responsibility of each potential Respondent to check the Mass Tech Collaborative, MassCyberCenter and COMMBUYS websites for any addenda or modifications to the RFP. The Mass Tech Collaborative accepts no liability and will provide no accommodation to Respondents who submit a response based on an out-of-date RFP.

Attachment A
Application Cover Sheet

Name of Respondent			
Mailing Address	City/Town	State	Zip Code
Telephone	Fax	Web Address	
Primary Contact for Clarification		Primary Contact E-mail Address	
Authorized Signatory		Authorized Signatory E-mail Address	
Legal Status/Jurisdiction (e.g., a Massachusetts Corporation, LLC, LLP, etc.)		Respondents DUNS No.	

Attachment B
Massachusetts Technology Collaborative
Authorized Respondent's Signature and Acceptance Form

The undersigned is a duly authorized representative of the Respondent listed below. The Respondent has read and understands the RFP requirements. The Respondent acknowledges that all of the terms and conditions of the RFP are mandatory. By executing this Authorized Respondent's Signature and Acceptance Form, Respondent certifies that they (1) are in compliance with the terms, conditions and specifications contained in this RFP, (2) acknowledges and understands the procedures for handling materials submitted to the Mass Tech Collaborative as set forth in section 3.1 d. of this RFP, (3) agrees to be bound by those procedures, and (4) agrees that the Mass Tech Collaborative shall not be liable under any circumstances for the disclosure of any materials submitted to the Mass Tech Collaborative pursuant to this RFP or upon the Respondent's selection.

The Respondent understands that, if selected by the Mass Tech Collaborative, the Respondent and the Mass Tech Collaborative will execute an Agreement specifying the mutual requirements of participation. The undersigned has either (*please check one*):

- specified exceptions and counter-proposals to the terms and conditions of the [Agreement](#); or
- agrees to the terms and conditions set forth therein;

The undersigned acknowledges and agrees that the failure to submit exceptions and counter-proposals with this response shall be deemed a waiver, and the Agreement shall not be subject to further negotiation.

Respondent agrees that the entire bid response will remain valid for sixty (60) days from receipt by the Mass Tech Collaborative.

I certify that Respondent is in compliance with all corporate filing requirements and State tax laws.

I further certify that the statements made in this response to the RFP, including all attachments and exhibits, are true and correct to the best of my knowledge.

Respondent: _____
(Printed Name of Respondent)

By: _____
(Signature of Authorized Representative)

Name: _____

Title: _____

Date: _____

Attachment c
Budget Template

SEE EXCEL SPREADSHEET