

## 2021-Cyber-01 Questions and Answers

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Question #	Question	Answer
1	Please provide more clarification on the scope of work. The RFP mentions creating eLearning module/webinar. In this regard, are you looking for completely self-paced online learning modules or do you want a facilitator to conduct sessions on an online platform using some form of eLearning materials?	At this time, there are no plans to integrate the modules or materials with any Learning Management Systems (LMSs). The MassCyberCenter looks forward to seeing how the applicant would present the material using a facilitator.
2	Will the vendor be expected to do any content research or gathering to develop these modules? Or will the content provided by SMEs be adequate?	No, we do not expect additional content research or gathering. The MassCyberCenter has provided the Minimum Baseline of Cybersecurity information and materials on our website (available here: <a href="https://masscybercenter.org/why-cybersecurity/municipal-cybersecurity/municipal-cybersecurity-toolkit/minimum-baseline">https://masscybercenter.org/why-cybersecurity/municipal-cybersecurity/municipal-cybersecurity-toolkit/minimum-baseline</a> ) as the foundation for the training modules. The applicant may propose additional content (this could include additional resources or SMEs) that will require approval of the MassCyberCenter.
3	You have mentioned that 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. Would you want to share any sample eLearning course that you are happy with for reference?	No. The MassCyberCenter looks forward to seeing how the applicant would present the material.
4	Are you considering localization of these modules in the future? Please confirm.	Not at this time.
5	Does the course need to be 508 compliant i.e. made accessible for visually challenged learners?	Not at this time.
6	If you need pre-recorded videos, will you be sharing the videos with us or would you want the vendor to record the videos for you? Also, where will these videos be recorded? Please specify the location.	The applicant is responsible for recording any videos and determining the location for recording. This needs to be in COVID-19 compliance and can include using virtual platforms i.e. Zoom, Microsoft Teams, etc.

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7	How comfortable is the audience using online learning courses?	The audience will have a wide range of familiarity with online learning courses and processes.
8	Do you have a preference for any technology / authoring tool, or should we recommend it? For e.g. Storyline, Captivate etc.	<p>The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.</p> <p>We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.</p> <p>Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.</p>
9	The modules should be delivered as professional, high-resolution training videos in a format that is easily streamed. What do you mean by this? Please clarify.	<p>The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.</p> <p>We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.</p> <p>Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.</p>
10	Are you looking at any quiz or assessment to evaluate your learners at the end of the eLearning modules?	The MassCyberCenter does not require an audience evaluation process as part of the application criteria. However, the MassCyberCenter is open to considering the applicants methods for assessing the audience comprehension of the material.

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11	In what format will the base content be shared with us? For e.g. word, .pdf, .ppt etc.	The MassCyberCenter has provided the Minimum Baseline of Cybersecurity (available here: <a href="https://masscybercenter.org/why-cybersecurity/municipal-cybersecurity/municipal-cybersecurity-toolkit/minimum-baseline">https://masscybercenter.org/why-cybersecurity/municipal-cybersecurity/municipal-cybersecurity-toolkit/minimum-baseline</a> ) as the foundation of the modules.
12	Please confirm if you would like to use human audio or machine audio for the learning output.	The MassCyberCenter would prefer human audio, although we are open to recommendation.
13	It is mentioned that the second part of the module will have a 10-15 minutes Q&A session with SMEs. Can you please clarify this? By this do you mean pre-recorded talking head videos of SMEs or live webinar sessions where the SMEs should be available for a discussion with learners?	The Q&A Session should be prerecorded with pre-defined questions.
14	Do you have any device preference? For e.g. (desktop / mobile / tablet content - iPAD, iPhone)	The training needs to be optimized to share information on our website and be accessible from many types of devices. Users will primarily use desktops to access the information, followed by mobile devices.
15	We understand that the training modules will be hosted on the MassCyberCenter website and not on any LMS. Hence, any form of tracking for learners on completion or assessments will not be possible. Please confirm.	The training will be publically available on the MassCyberCenter website. At this time, we do not plan to use a Learning Management Systems. The training materials will have an e-form to sign prior to using the materials.
16	Can you provide us some brief about the target audience? Who are you creating this training for? Do they already have some idea of the subject being covered in the eLearning modules? Any other information for e.g. age group, qualification, ethnicity, and proficiency with technology like computer and so on will also be helpful.	The workshops are intended for representatives from all 351 municipalities across Massachusetts. These officials may be town managers, IT professionals, first-responders, school administrators and others. The audience will have a wide range of familiarity with cybersecurity issues.
17	Are you open to us including scenarios etc. to teach the content?	Yes.

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18	The structure of the module, as explained in the RFP, is that the first part of each module will have the core teach content. Do you want this core content to be covered through text animations and interactivities or prerecorded videos covering the concepts?	Yes. All the core content should be covered; however, the MassCyberCenter looks forward to seeing how the applicant would present the material.
19	The assumption is that the training modules will be self-paced. For the Q+A Section of each module, this will be a one-time live delivery that is recorded for future reference and distribution.  Besides the SME conducting the session, who will be the participants asking the questions? Will this be representatives of the target audience or would the vendor supply the participants and provide the questions for the Q+A?	The applicant will work with the MassCyberCenter to determine the format of the Q&A section—but the intent is to have the Q&A prerecorded and available to the audience when they learn the module.
20	Given the sensitive nature of cybersecurity training, how will MassCyberCenter protect any training specific to cybersecurity which may be provided as relevant examples of the type of work being solicited? Much of this requires handling as limited release.	All content produced will be made publically available. Please do not provide any examples or create any training modules that contain confidential or proprietary information.
21	Does the response require submitting names of personnel for all work on the resulting project or do only principal personnel need to be submitted by name with others identified by labor category? Or may only labor categories be submitted for budget development?	All principal personnel should be listed by name and title; others can be listed by labor category.
22	Given the samples being provided, information on proprietary development processes that would be included in a response and detailed pricing, will only redacted versions of the submissions be released under the cited public release law or does this require submitting a public disclosure request under 3.1.d?	As stated in Section 3.1d of the RFP, MassTech (and therefore the MassCyberCenter) is a public entity, and subject to the Massachusetts Public Records Law (set forth at Mass. Gen. Laws Ch. 66) and thus all documents and other materials made or received by MassTech and/or its employees are subject to public disclosure.  PLEASE NOTE: Pricing information contained in a bid is not exempt from disclosure. Do not include any information regarding proprietary development processes in your written submissions.

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23	The RFP requires submitting three samples of work. Does MassCyberCenter have the capability to host solutions in a test environment with restricted access or must all examples be full public availability?	MassTech does not have the capability to host solutions in a restricted environment. As stated in Section 3.1d of the RFP, MassTech (and therefore the MassCyberCenter) is a public entity, and subject to the Massachusetts Public Records Law (set forth at Mass. Gen. Laws Ch. 66) and thus all documents and other materials made or received by MassTech and/or its employees are subject to public disclosure. Please do not include any information regarding proprietary development processes or confidential information in your samples.
24	How should payment terms be proposed?	MassTech intends for this contract to be paid monthly on a time and materials reimbursement basis. To the extent applicant is not willing to perform the services on that basis, applicant can propose alternative payment terms which MassTech may or may not accept.
25	Are there any requirements to generate certificates of completion? If so will there be any factors other than having completed all course material by letting it play/navigating through it required for a certificate?	No. The courses are not intended for certification.
26	Do you have any examples of previously produced materials that demonstrate your desired result?	No. The MassCyberCenter looks forward to seeing how the applicant would present the material.
27	Do you have a projected date of award for this work? If this award date is less than 60 days prior to the target completion date of May 31, 2021 will MassCyberCenter ensure the necessary support for reviews and collaboration with their personnel to the compressed timeline - generally requiring reviews and answers to questions within hours of your receiving them?	Our goal will be for an award to be made and contract finalized by April 1 <sup>st</sup> . MassCyberCenter staff will be prioritizing the requirements of this project and plans to respond expeditiously to all requests.  A project plan will be negotiable to the mutual satisfaction of the applicant and the MassCyberCenter.
28	The Budget Template requires submitting a Budget Period. What should the assumed Start Date for the Budget Period be?	Projects should assume a start date of April 1 <sup>st</sup> and an end date of June 30 <sup>th</sup> with the primary deliverables to be completed by May 31 <sup>st</sup>

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29	Is your stated target completion date of May 31, 2021 tied to any specific events or other related business milestones?	Municipal schedules change over the summer months, and it is better to schedule events prior. The goal is to have the modules available before the end of May.
30	We note that the evaluation criteria in section 4.2 identify Knowledge of Cybersecurity as a factor and that sub bullet 3 of bullet 1 in eLearning Modules states that SMEs are subject to approval. Is this intended to represent a need to provide SMEs, to identify the advantage of including personnel with relevant skills in collaborative content development, or for some other reason?	The language in section 4.2 is to indicate that the MassCyberCenter will not be providing any SMEs for this project. Applicants are expected to have the relevant cybersecurity expertise, or to provide SMEs as needed with approval from the MassCyberCenter. Per Section 2.1, of the RFP applicants may meet the provider criteria by submitting applications that utilize a prime/subcontractor relationship.
31	If Mass Tech Collective is providing SMEs will multiple SMEs be provided to support the Q&A sessions?	The MassCyberCenter does not anticipate providing any SMEs. The applicant should provide SMEs as needed, with approval from the MassCyberCenter.
32	The 5th bullet in your list of eLearning Module scope items notes modules should be delivered as high-resolution streaming video. This would seem to preclude the interactivity element mentioned in bullet 3 in the same section. Is the intention to limit proposed solutions to streaming video or to capture the requirement that any included video content will be provided as professional, high-resolution training videos in a format that is easily streamed?	<p>The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.</p> <p>We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.</p> <p>Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.</p>
33	Do you envision that any assessments will be part of this overall training solution?	The MassCyberCenter does not require an audience evaluation process as part of the application criteria. However, the MassCyberCenter is open to considering the applicants methods for assessing the audience comprehension of the material.

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34	For the referenced 10 - 15 minute Q&A session with SMEs as the second part of each module, please confirm that the expectation would be a prerecorded Q&A session.	The Q&A Session should be prerecorded with pre-defined questions.
35	In addition to making the materials available on MassCyberCenter.org, do you intend to integrate the materials with any Learning Management Systems (LMSs)? If so, which ones are the target hosts?	The training will be publically available on the MassCyberCenter website. At this time, we do not plan to use a Learning Management Systems. The training materials will have an e-form to sign prior to using the materials.
36	If additional rows are needed in any section of the Budget Template is it acceptable to modify the template by adding these?	Yes, please feel free to add rows to the Budget Template, but add rows in the middle of each section to be sure that the formulas for the subtotals include all of the rows of each section.
37	Will the Mass Tech Collaborative be providing or making available SMEs, or is the expectation that the vendor will be providing any or all SME services?	SMEs will not be provided by the MassCyberCenter. Applicants are expected to have expertise in Cybersecurity, or provide SMEs as needed with approval from the MassCyberCenter. Per Section 2.1, of the RFP applicants may meet the provider criteria by submitting applications that utilize a prime/subcontractor relationship.
38	When does the project begin?	For planning purposes, applicants should assume an April 1 <sup>st</sup> start date.
39	Do modules need to be SCORM compliant for tracking purposes?	No.
40	Do modules need to be 508 compliant including WCAG 2.1 Accessibility?	Not at this time.
41	When will the contract be awarded?	Our goal will be for an award to be made and contract finalized by April 1st.

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42	What format would you like the completed modules delivered?	<p>The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.</p> <p>We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.</p> <p>Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.</p>
43	Is there a limit on how many pages the proposal should be?	<p>The MassCyberCenter is not setting a page limit but looks forward to seeing well thought-out, concise proposals.</p>
44	Does Mass Tech Collaborative expect the training modules to be filmed? Or can the training modules be built in an interactive format by using authoring tools such as Articulate Storyline and/or Adobe Captivate?	<p>The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.</p> <p>We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.</p> <p>Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.</p>

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45	Is there a preferred file format(s) for the video/eLearning modules?	The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.  We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.  Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.
46	Who are the stakeholders?	The workshops are intended for representatives from all 351 municipalities across Massachusetts. These officials may be town managers, IT professionals, first-responders, school administrators and others. The audience will have a wide range of familiarity with cybersecurity issues.
47	How are each criterion in section 4.2 being weighted in the evaluation?	All applications will be evaluated by a review team and all criteria will be rated on a scale to be determined.
48	Are you open to budgets that exceed \$85,000?	MassTech's intent is to enter into an agreement for up to \$85,000 for these services, but all proposals will be evaluated, even those that exceed \$85,000. Applicants should remember, however, that MassTech's goal is to obtain the best overall value while meeting project needs, and cost will be an evaluation factor.
49	Do you require any live-action filming?	No.
50	Do you have specific modules or multimedia content that inspires you, that we can reference?	No. The MassCyberCenter looks forward to seeing how the applicant would present the material.

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51	Are you interested in the 1-pager including visuals outside of branded design elements?	The MassCyberCenter requires materials to be prepared in accordance with MassCyberCenter branding guidelines. Any creative additions or deviations must be approved by the MassCyberCenter.
52	What type of support will we receive from you in defining the educational content of each module?	The MassCyberCenter will provide additional content/materials as needed and be available to review and approve educational content regularly. Please see resources linked in Question 11 above.
53	How do you envision the Q&A session as part of the modules in terms of it being interactive? Are you thinking it would run more like an interview, with predefined questions?	The Q&A Session should be prerecorded with pre-defined questions. MassCyberCenter looks forward to seeing how the applicant would present the material.
54	Will the modules live anywhere else other than publicly online (e.g. an LMS)?	The training will be publically available on the MassCyberCenter website. At this time, we do not plan to use a Learning Management Systems. The training materials will have an e-form to sign prior to using the materials.
55	We are a company based in Canada, but are registered to conduct business in the US. Is there anything barring us from applying?	There are no restrictions as long as the organization is registered to do business in the United States and has not been debarred.
56	Are you open to animation instead of live-action footage/images?	Yes. All modules should be consistent; however, the MassCyberCenter looks forward to seeing how the applicant would present the material.
57	Is the model IRP developed last year from RFP No. 2020-JA11-02 on incident response planning for MA Municipalities publically available somewhere, and is it expected to be referenced or used in the RFP 2021-Cyber-01 e-learning modules?	The cyber incident response template is publicly available on the MassCyberCenter website, and it can be—but is not required to be—referenced in these modules.
58	If the applicant previously submitted a response to RFP No. 2020-JA11-02 on incident response planning for MA Municipalities last year, can the same letters of reference be used in RFP 2021-Cyber-01, since the qualifications are similar in each?	Yes, however the MassCyberCenter reserves the right to request updated references.

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59	Will Subject Matter Experts provide guidance and feedback for course content or will the vendor be expected to have expertise in Cybersecurity?	SMEs will not be provided by the MassCyberCenter. Applicants are expected to have expertise in Cybersecurity, or provide SMEs as needed with approval from the MassCyberCenter. Per Section 2.1, of the RFP applicants may meet the provider criteria by submitting applications that utilize a prime/subcontractor relationship.
60	The proposal states that" the modules should be delivered as professional, high-resolution training videos in a format that is easily streamed." Question- Do you need the modules delivered as video files, such as MP4? Or do you have the capacity to deliver courses built in Articulate 360 and delivered as HTML 5 folders for web distribution?	<p>The MassCyberCenter does not have a preferred technology or authoring tool for the training modules.</p> <p>We are open to using technology other than video to deliver the training modules, as long as it is deliverable via the web, without the user being required to download another application.</p> <p>Currently video content is stored both on Vimeo (as .mp4 and .mov files) and embedded in pages on the website. Any video content should be provided as professional, high-resolution video in a format that is easily streamed.</p>
61	Is there a functionality to see the Interested Vendors list, or others who have downloaded the RFP documentation?	Mass Tech does not have an interested vendors list and does not track RFP downloads.