



**Request for Proposals for Design, Development,
Facilitation and Hosting of Cyber Incident Response Plan
Workshops for Municipalities
RFP No. 2020-JAII-02**

**Massachusetts Technology Collaborative
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<http://www.masstech.org>**

Procurement Team Leader:	Alison Kennedy
RFP Issued:	December 13, 2019
Questions Due:	January 29, 2020
Answers to Questions Posted:	February 7, 2020
Responses Due:	February 14, 2020

1. INTRODUCTION

The MassCyberCenter, a division of the Massachusetts Technology Collaborative (“Mass Tech Collaborative”) is issuing this Request for Proposals for Design, Development and Facilitation of Cyber Incident Response Plan Workshops for Municipalities (RFP No.2020-JAII-02) (the “RFP”) to solicit responses from qualified contractors (“Applicants”) with experience in cyber incident response plan development to create cyber incident response plan educational materials, and then utilize those materials to design, develop, facilitate and host workshops for municipalities in the Commonwealth of Massachusetts. Applicants will be competing against each other for selection to provide the services set forth herein (the “Services”). The submissions of all Applicants shall be compared and evaluated pursuant to the evaluation criteria set forth in this RFP, and a single Applicant will be selected to perform all Services hereunder.

2. SERVICES REQUIRED

2.1 Applicants may submit proposals for the Services described herein, namely cyber incident response plan development and workshop design, development, facilitation and hosting. Applicants must apply for and be capable of performing both educational content development and workshop design, development, facilitation and hosting; 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 Context

The vision of the [MassCyberCenter](#) is 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 MassCyberCenter has convened the [Cyber Resilient Massachusetts Working Group](#) (CRMWG) to bring together public and private sector leaders to identify ways the Commonwealth’s innovative technology ecosystem can help Massachusetts municipalities and critical institutions protect sensitive data, increase cybersecurity awareness, and respond to emerging threats.

The CRMWG identified that Massachusetts’ 351 municipalities need support in developing cyber incident response plans. The MassCyberCenter recommends the best action a municipality can take to improve their cybersecurity resiliency is to have a cyber incident response plan. Having a cyber incident response plan is the most important step for a municipality because through the planning process cities and towns will:

- 1) Prioritize the assets they need to protect,
- 2) Build a cybersecurity team,
- 3) Create processes to mitigate vulnerabilities, and
- 4) Raise awareness internally about the importance of cybersecurity.

2.3 Scope of Services

The chosen contractor will create training materials regarding municipal cyber incident response plan development and will then utilize those materials and design, develop, facilitate and host workshops across specified regions of the Commonwealth. The workshops will: 1) engage cities and towns around the state in cyber incident response planning; and 2) provide resources, including a template, for municipalities to build cohesive cyber incident response plans. By bringing together communities and using a workshop approach to cyber incident response, these efforts will strengthen regional collaboration around cybersecurity.

Applicants must submit one (1) proposal for both material development and workshop design, development, facilitation and hosting, as specified below. Applicants are encouraged 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.

Workshop Material Development:

- Develop materials for the workshops, including but not limited to marketing collateral (invitations, fliers, etc.); presentation materials with MassCyberCenter branding guidelines (PowerPoints); print materials and step-by-step how-to instructions to develop a cyber incident response plan and a Cyber Incident Response Plan Template (“Template” editable Word document) based on nationally recognized standards (i.e. NIST, MS-ISAC, other state examples).

Please note: The resources developed by the contractor will be made publically available.

Workshop Design, Development, Facilitation and Hosting:

- Applicants are encouraged 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. Services:
- Conduct two sequential workshops for municipalities in each of the 5 Homeland Security Regional Advisory Councils ([Central](#), [Metropolitan](#), [Northeast](#), [Southeast](#), and [Western](#)). Workshops are open to representative(s) from each municipality within each of the regions.
 - The first workshop will guide municipalities through instructions for creating or updating cyber incident response plans using the contractor developed Template. Municipalities who already have plans would be welcome to participate.
 - The second workshop will allow for review of each municipality’s cyber incident response plans (“Plans”) in a group setting and provide feedback to the municipality. The applicant should explain how they intend to accomplish the feedback process (i.e. provide sample Plans; peer-to-peer; individual consultations, etc.)
- Provide subject matter personnel to present materials and additional resources to assist municipal planners at workshops.
- Ensure reasonable accessibility to workshops for remote municipalities, which may necessitate multiple offerings of the workshop within certain region. Workshop locations will be based on recommendations from the individual Homeland Security Regional Advisory Councils.
- Conduct assessment of how to provide multiple offerings to remote regions. The goal of the workshops is to bring people physically together for collaboration. MassCyberCenter recognizes some municipalities will have logistical restraints. The applicant should determine necessity of video conferencing or web hosting the workshops and describe approach to providing such in application.
- Applicants will be responsible for marketing the workshops to municipal representatives.
- Applicants will be responsible for inviting and tracking municipal participation.
- Through the workshop process, Applicants will identify municipalities that are willing to participate in lessons learned case studies on the challenges municipalities faced developing cyber incident

response plans and those municipalities that wish to share their plans, so that MassCyberCenter may highlight progress. Applicant will provide report of lessons learned.

3 EVALUATION PROCESS AND CRITERIA

3.1 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 Applicant(s) and then ask the Applicant(s) to submit a best and final offer.

3.2 Criteria

Selection of an Applicant to provide the Services sought herein may be based on criteria that include but are not limited to:

- Expertise in the design, development, facilitation and hosting of workshops;
- Samples of similar large-scale projects;
- Project schedule and timeline of workshops;
- Plan for evaluation of cyber incident response plans;
- Experience level of staff listed in the proposal;
- Subject matter experts in incident response planning and cybersecurity;
- Options for providing workshops to municipalities who are unable to attend workshops in person;
- Understanding of nationally recognized standards (i.e. NIST, MS-ISAC, other state examples);
- Indication of the commitment to delivering a high-level of customer service;
- 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 MassTech 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".

4 APPLICATION PROCESS

4.1 Application and Submission Instructions

Applicants 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.

Mass Tech Collaborative will enter into a Services Agreement and Statement of Work with the selected Applicant containing certain standard provisions (the "Agreement"), located [HERE](#).

Mass Tech Collaborative reserves the right to amend the Agreement at any time prior to execution. Applicants 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.**

- a. All Applications **must** be submitted electronically to:

proposals@masstech.org (please include the solicitation number 2020-JAII-02 in the subject heading).

- 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, 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.
 - Proposals must include both services, Material Development and Workshop Design, Development, Facilitation and Hosting, and should break out the cost structure, approach and timeline for each service type.
 - The Applicant should explain how they intend to accomplish the feedback process (i.e. provide samples Plans; peer-to-peer; individual consultations, etc.)
 - Proposal should include information that addresses the considerations included under the evaluation criteria in section 3.2.
 - Proposed work plan and schedule to complete the services
 - Provide the total not-to-exceed costs for providing the Services based on projected hours, proposed hourly rates, and any other appropriate costs using 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. For travel costs, the Mass Tech Collaborative pays the IRS rate per mile.
 - Three references for work previously performed by the Applicant that is substantially similar to the Services. References should include a description of the services performed, a contact person, address and phone number.
- Authorized Application Signature and Acceptance Form ([Attachment B](#)). **By executing the Authorized Applicant's Signature and Acceptance Form and submitting a response to this RFP, Applicants certify that they (1) are in compliance with the terms, conditions and specifications contained in this RFP, (2) acknowledge and understand the procedures for handling materials submitted to the Mass Tech Collaborative as set forth in subsection c. below, (3) agree to be bound by those procedures, and (4) agree 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 Applicant's selection.**
- Exceptions to the *Services Agreement and Statement of Work*, located [HERE](#), if any.

- c. 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 an Applicant wishes to have the Mass Tech Collaborative treat certain information or documentation as confidential, the Applicant 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 Applicant. 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 Applicant shall clearly label the relevant information and/or documentation as “**CONFIDENTIAL**” in the Application and **shall only include the confidential material in the hard copy of the Application**. Any statements in an Application reserving any confidentiality or privacy rights that is inconsistent with these requirements and procedures will be disregarded.

4.2 Application Timeframe

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

Task	Date:
RFP Released	December 13, 2019
Questions Due	January 29, 2020 @ 5 PM EST
Question and Answer File Posted	February 7, 2020 @ 5 PM EST
Applications Due	February 14, 2020 @ 5 PM EST
Notification of Award	

4.3 Questions

Questions regarding this RFP must be submitted by electronic mail to proposals@masstech.org with the following Subject Line: “Questions – RFP No. 2020-JAII-02”. All questions must be received by 5:00 p.m. EST on January 29, 2020. Responses to all questions received will be posted on or before 5:00 p.m. on February 7, 2020 to Mass Tech Collaborative and Comm-Buys website(s).

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 Applicants, to accept or reject any or all Applications received, to request supplemental or clarifying information, to negotiate with any or all qualified Applicants, 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, Applicants 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. Applicants 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 Applicants with disabilities or other hardships. Applicants 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) Applicant's Application shall be treated by the Mass Tech Collaborative as an accurate statement of Applicant's capabilities and experience. Should any statement asserted by Applicant 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 Applicant'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 Applicant 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 Applicant 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 Applicant.
- h) Submitted responses must be valid in all respects for a minimum period of sixty (60) days after the deadline for submission.

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 Applicant to check the Mass Tech Collaborative, MBI and COMMBUYS websites for any addenda or modifications to the RFP. The Mass Tech Collaborative accepts no liability and will provide no accommodation to Applicants 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 Applicant's Signature and Acceptance Form

The undersigned is a duly authorized representative of the Applicant listed below. The Applicant has read and understands the RFP requirements. The Applicant acknowledges that all of the terms and conditions of the RFP are mandatory, and that Applicant's response is compliant with such requirements. The Applicant specifically acknowledges the application of the procedures regarding disclosure of information as set forth in Section 4.1 (c) of the RFP, and specifically agrees that it shall be bound by those procedures.

The Applicant understands that, if selected by the Mass Tech Collaborative, the Applicant 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.

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

I certify that Applicant 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.

Applicant: _____
(Printed Name of Applicant)

By: _____
(Signature of Authorized Representative)

Name: _____

Title: _____

Date: _____

Attachment C
Budget Template

SEE EXCEL SPREADSHEET