

## State RFQ Questions and Answers September 2025

No.	Question	RFQ Section (if identified in question)	Response
1	Is there an updated link for the web-based Reference Questionnaire? The link provided in the RFQ states that the form is closed.		OCS has updated the existing link.
2	Are we able to use subcontractor past performance from similar projects to meet the total requirement of three references, as long as at least one past performance is from the prime contractor?		Yes - this is acceptable.
3	The gap analysis includes assessment of the New Mexico State Personnel Office classification and compensation systems. Will contractors have direct access to these systems and personnel, or will information be provided through OCS coordination?		Much of the NM SPO information is online. However, if the awarded vendor needs additional information or access from NM SPO, OCS will help facilitate such requests.
4	The RFQ requires "quantifiable measures to assess achievement of desired results." Are there specific metrics or KPIs that OCS has predetermined, or should contractors propose comprehensive measurement frameworks?		OCS has not predetermined specific metrics or KPIs.
5	What format of sample deliverables is expected?		PDF format.
6	The Cost Response Form states "The Contractor assumes the risk of under-budgeting and commits to delivery of all required services even if the project runs over budget." Are there circumstances where scope adjustments would be considered if unforeseen complexities arise during the assessment phase?		No.
7	For the "similar projects" requirement in references and sample deliverables, how does OCS define "similar"?		The vendor should use the ordinary or plain meaning of the word.

8	Beyond the deliverables specified, what does OCS consider the key success indicators for this project? How will effectiveness be measured post-completion?		See the second bullet in Section 5 of the RFQ.
9	What level of coordination support will OCS provide in scheduling and facilitating agency interviews and surveys?		OCS can make initial communication with the participating entities to set general expectations and let each entity know who the chosen vendor is. The vendor will coordinate with OCS and schedule interviews.
10	Does OCS have a preferred survey platform?		OCS uses Microsoft Forms.
11	Regarding the surveys to be conducted across the selected agencies, what is the anticipated scale of survey administration? Should surveys be distributed enterprise-wide within each agency, or focused on specific departments, roles, or personnel levels? Are there target response rates or minimum sample sizes required for meaningful analysis?		There are no target response rates or minimum sample sizes required. The vendor should determine and propose its best approach and provide a quote consistent with that approach.
12	For the stakeholder interviews across the seven Executive Branch agencies, what is the expected number of interviews per agency? Should we plan for interviews with executive leadership only, or should the approach include cybersecurity staff, human resources personnel, and other relevant stakeholders within each agency?		There is not an expected number of interviews per agency. The vendor should determine and propose its best approach and provide a quote consistent with that approach.
13	For the interviews and surveys conducted across the seven Executive Branch agencies, does OCS expect to receive raw data files (survey responses, interview transcripts, recordings) in addition to the analytical findings, or should contractors provide only synthesized analysis and recommendations in the final deliverables?		Both.

14	While the current scope focuses on assessment and recommendations, is there potential for follow-on implementation support contracts? Should recommendations include implementation planning considerations?		OCS may seek implementation services at a later date. It is the vendor's choice whether to include implementation planning considerations in its recommendations.
15	Who is the incumbent for the similar Cybersecurity Workforce Development Project reference in Section 8, second bullet on page 4?	Section 8, second bullet on page 4	There is no incumbent. The bulleted statement references an RFQ that was published earlier. No contract was awarded based on that RFQ. However, questions were asked and answered that may be informative to this RFQ.
16	What database management tool/system are you currently using for other databases?	Page 2, second bullet in 3.b	The vendor should propose the database or databases it recommends as the best approach.
17	Would the government consider an extension to the proposal due date?		No.
18	Will the Office of Cybersecurity provide standardized templates or reporting formats for the Needs Assessment, Capabilities Assessment, Gap Analysis, and Final Report, or should the Contractor propose its own methodology and deliverable structure?		No. The vendor should propose the methodology and structure it believes is the best approach.
19	For stakeholder interviews and surveys, are virtual sessions sufficient to meet the requirements, or do you anticipate any in-person engagement expectations for participating entities/agencies?		OCS intends the vendor to provide the services remotely.
20	For the Cost Response Form, should hours and pricing be broken down by labor category for each SOW activity, or is a single blended rate acceptable if it covers all activities and deliverables?		Blended is acceptable.

21	Can you provide additional details on the current cybersecurity education and training programs available to the participating entities?		OCS currently provides KnowBe4 cybersecurity awareness training and simulated phishing services.
22	Should the capabilities assessment include an evaluation of the scalability or accessibility of the identified education and training programs?		The vendor should propose the methodology, structure and content it believes provides the best approach.
23	Are there any existing databases or resources that we should reference for the capabilities assessment?		OCS currently provides ASM, VMaaS, Penetration Testing, SOC Services, Cybersecurity Awareness Training and Simulated Phishing Services.
24	For the gap analysis, is there a preferred level of detail for documenting the discrepancies and vulnerabilities specific to each participating entity, and are there specific metrics or benchmarks to focus on?		The vendor is expected to propose the methodology, metrics, and level of detail it believes provides the best approach to fulfilling the requirements of the scope of work.
25	Are there any preferred remediation strategies or providers that the Office of Cybersecurity would like us to prioritize?		No.
26	Mandated Software: Could you please specify if there is a mandated or preferred software solution for the required database?	Scope of Work, Capabilities Assessment	None mandated. The vendor should propose the database or databases it recommends as the best approach.
27	User Access & Scope: Please identify the roles and the estimated number of government personnel who will require direct access to the database. Alternatively, please confirm if the system is intended for contractor use only, with the contractor's sole responsibility being the generation and provision of reports as requested by the government.	Scope of Work, Capabilities Assessment	The database will be the property of the OCS.

28	License Procurement: Please clarify which party, the government or the contractor, will be responsible for the procurement of the requisite database software licenses.	Scope of Work, Capabilities Assessment	The vendor should determine what its best approach is regarding license procurement and provide a quote consistent with that approach.
29	Hosting Infrastructure: In the event that direct access is required for multiple government users, please confirm whether the database instance is to be deployed and maintained on the government's technical infrastructure.	Scope of Work, Capabilities Assessment	The database will be the property of the OCS.
30	With reference to the State of NM Cybersecurity Workforce Development Project, Section 3. Scope of Work, which stipulates the use of interviews and surveys for up to seven (7) Executive Agencies, clarification is requested as to whether a specific or minimum number of interviews are required to be conducted per agency.	Scope of Work	No specific or minimum number of interviews is mandated. OCS expects the vendor to determine and propose what it believes is the best approach.
31	In reference to the workforce surveys stipulated in Section 3. Scope of Work of the State of NM Cybersecurity Workforce Development Project, we request clarification as to whether a labor review of the survey instrument is mandated. If such a requirement exists, please specify the allotted timeframe for the completion of said review	Scope of Work	A labor review is not mandated in the RFQ. The vendor should determine whether a labor review of its survey design is a constituent part of its proposed best approach and the given timeline for the project, and provide a quote consistent with that approach.
32	Without naming entities, can OCS provide approximate cyber staff counts per selected agency (e.g., small/mid/large)?	3.a	OCS does not have that information.
33	Can OCS provide the number of cybersecurity functions within each selected agency?	3.a	OCS does not have that information.

34	Will all participating agencies be ready to engage at project start, or will there be a phased onboarding of agencies over the period of performance?	3.a	OCS anticipates that all entities will be ready to engage at project start.
35	Will entities provide access to existing organizational charts, position descriptions, or training plans, or must all data be collected from scratch?	3.a	It is anticipated that the vendor will request and collect the information it needs directly from the participating entities.
36	What is the anticipated budget for this project?	9	There is no established budget range.
37	Does each vendor need to have a NM BTIN# prior to proposal submission or is it acceptable to provide the NM BTIN# at the start of the period of performance?	Attachment B	The selected vendor may obtain and provide its NM BTIN# after receiving a notice of award. However, The NM BTIN# is a necessary component of the contract, and the contract must be issued prior to project start.
38	Will a single submission of three references satisfy the reference requirements for both RFQs if only submitted once?	Quote Requirements	No.
39	Is there a specified time by which the RFQ must be submitted on October 3, 2025?	Timeline	The vendor must submit its Quote by 11:59 pm on the submission date.
40	Does the scope only include interviewing the representative sample of executive branch agencies, or does it extend to all of them?	Section 3a – Needs Assessment	The scope is limited to the seven executive branch agencies.
41	What, if any, technical requirements apply to the creation of the database?	Section 3b. Capabilities Assessment	None mandated.
42	What is the specific total budget ceiling?		There is no established budget range.
43	As currently written, the intake for the “needs assessment” task is limited to interviews and surveys. Can the contractor also request access to relevant organizational documentation as needed to properly inform the needs assessment, or will intake be expressly limited to interviews and surveys?	Section 3a – Needs Assessment	The vendor can request access to relevant documentation from the participating entities.

44	As currently written, the “capabilities assessment” task is specific to identifying “organizations and providers” who have “practices and support” that are “currently available to New Mexico public entities” (i.e., external resources). But presumably, some of the improvements that the NM entities should make are specific to emplacing/improving internal capabilities, processes, and resources, rather than ones that can be procured or outsourced. Is this task expressly intended to be limited to identifying external resources as currently written?	Section 3b. Capabilities Assessment	No.
45	<p>As currently written, the titles and explanations of the first three tasks (“needs assessment,” “capabilities assessment,” and “gap analysis”) conflict with the traditional sequencing and/or definitions/scope of these tasks as typically applied in such projects. Should proposers' approaches directly comply with the sequencing and scope of these tasks as currently written, or may we propose approaches that accomplish the outcomes being desired, but with adjustments made to the sequencing and/or scope of these tasks?</p> <p>For example, we would suggest:</p> <p>(a) Needs Assessment: Via interviews, surveys, and document reviews, understand and define the scope of the entities’ requirements (the necessary “to be” status);</p> <p>(b) Capabilities Assessment: Via interviews, surveys, and document reviews, understand and define the current (“as-is”) status of the entities’ resources, capabilities, processes, etc.;</p> <p>(c) Gap Analysis: Understand and define the differences between the “as-is” and “to-be” statuses;</p> <p>(d) Remediation Recommendations: Identify time-sequenced actions, resources, and outcomes for addressing the assessed gaps.</p> <p>(e) Remediation Report: Delivering a final report (and accompanying presentation/discussion, if desired)</p>	The vendor should propose its best approach to meet the requirements of the scope of work.	