



Advanced Problem
Solving

**RESPONSE TO RFP25-007,
911 TRAINING DIVISION
LEARNING MANAGEMENT SYSTEM**

October 3, 2024

Proposal prepared for:
State of Washington,
Washington Military Department,
Emergency Management Division

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APS PROPOSAL

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REQUIRED ATTACHMENTS (SUBMITTED SEPARATELY):

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- ATTACHMENT C – PERFORMANCE REQUIREMENTS**
- ATTACHMENT D – BID SHEET**

ALSO SUBMITTED SEPARATELY (IN A FILE LABELED “CONFIDENTIAL MATERIALS RELATED TO APS PROPOSAL, NOT FOR PUBLIC DISCLOSURE”):

- CLIENT LETTERS OF RECOMMENDATION**

1. EXECUTIVE SUMMARY

Washington Military Department (“WMD”) seeks a vendor to provide a Learning Management System (LMS) for use by the 911 Training Division.

WMD seeks to mitigate the pain points associated with its current LMS and to provide a more fully capable system in advance of the introduction of credentialing requirements by the State of Washington.

65 Public Safety Answering Points (PSAPs) will need to use the LMS without interfering with each other. In addition, WMD 911 (as the central entity) must have access to the system as a whole.

Advanced Problem Solving (“APS”) is an educational technology company dedicated to helping our clients achieve mission success. We provide a robust LMS to multiple clients in both the private and public sectors, including multiple agencies who use our system to track the credentials of emergency responders.

WMD expresses a strong preference for a parent-child structure in its new LMS in order to segregate the 65 PSAPs (resulting in 66 portals: one for each PSAP and one for WMD 911).

We can accommodate that preference, but we urge you to instead employ our powerful Groups option on a single portal. Doing so will satisfy all the functional requirements listed in the RFP. It will also be easier for you to administer and far less expensive.

We do exactly this for clients including the Los Angeles County Emergency Medical Services Agency (“LA County EMSA”). LA County EMSA uses a single portal to provide training to personnel at multiple hospitals as well as from several private ambulance companies. Administrators from these organizations can only view the records of their own personnel, while administrators from LA County EMSA can view all records.

In the pages that follow we provide the following:

- A description of our LMS, including security and support features (see Appendix A).
- Our standard Terms of Service Agreement (see Appendix B).
 - We understand that WMD may request redlines and we are prepared to accommodate.
- A description of our company and an introduction to key personnel who will work with WMD on this project (see section 2 of our proposal).
 - Resumes for these key personnel can be found in Appendix F.
- Previous projects of similar or like experience (see section 4 of our proposal).
 - This includes a more detailed description of the set up we provide LA County EMSA as mentioned above, which is a close parallel to WMD’s situation.
- A standard (or generic) implementation plan and timeline (see Appendix C).
 - Here we provide a rich description of various stages in the implementation process.

- These descriptions supplement the discussion of the custom integration plan we provide in section 3 of our proposal.
- Our proposed custom workplan and schedule in response to the Scope of Work (see section 3 of our proposal).
- Our training plan for WMD administrators, including administrators from the 65 PSAPs (see Appendix D).
- A detailed response to system requirements found in the published Q&A (see Appendix F).

We also provide the following required materials:

- Attachment A2, Bidder's Certification (signed).
- Attachment A3, Bidder's Profile (including a list of client references and contact information).
- Attachment C, Performance Requirements (including detailed responses to each requirement).
- Attachment D, Bid Sheet.

As you review this material, we invite you to consider the following:

- The Bid Sheet includes all costs associated with our baseline proposal, which is fully responsive to the RFP. In addition, section 3 of our proposal provides information about various upgrades that WMD may wish to consider, either for now or for future years.
- In addition to responding to the Performance Requirements in Attachment C, section 3 of our proposal provides responses to additional requirements (or desired outcomes) provided by WMD elsewhere in the RFP and in the published Q&A.
- The client references we provide in Attachment A3 are for three public agencies, each with requirements broadly similar to those in the RFP.
- Although not required to do so, we provide letters of recommendation from these three clients (in a separate file that is clearly marked confidential).

In short:

- We serve multiple clients with technical, organizational, and security requirements similar to those of WMD.
- As you will see in our letters of reference, those clients attest that APS has been a reliable partner; that our LMS has strong administrative reporting capabilities as well as an intuitive interface; that both admins and end users report high satisfaction with our product; and that APS routinely implements LMS portals on time and on budget.

On that latter point—implementing systems for new clients on time and on budget—we will migrate the user and course information in your legacy system to the APS LMS. Your role will be to check our homework to make sure it is satisfactory.

We look forward to meeting you and serving you. And we look forward to fulfilling the objectives outlined in RFP25-007.

2. COMPANY INFORMATION AND KEY PERSONNEL

APS is an educational technology company dedicated to helping our clients achieve mission success. This commitment is reflected in our brand promises: better platform, better content, better service.

Our primary product lines are instructional design services (digital content creation) and Software-as-a-Service products (including our LMS).

We seek long-lasting partnerships with public and private entities that share our commitments to professionalism and quality. Our clients include the State of California and Toyota Motors of North America.

APS was founded in 2012 (12 years in business) and converted to a California Limited Liability Company (LLC) in 2013 (11 years ago). We have provided an LMS to clients since 2015 (9 years).

APS has 30 employees. We are registered as a small business with the US System for Awards Management (SAM). Our company headquarters is in Claremont, California. We are not owned or controlled by any other entity.

Examples of job classifications in the Software-as-a-Service (or SaaS) division of APS include the following:

- **Customer Support Agents:** these individuals are responsible for staffing our Support Desk and responding to client inquiries. They are selected for a combination of technical and interpersonal skills.
- **Product Specialists:** these individuals have a deep understanding of specific APS products. Product Specialists generally lead client trainings in their respective areas of expertise and sometimes provide in-service training for our Support Agents.
- **Product Development Specialists:** these individuals have a deep understanding of different user needs and often have a background in different user industries. This permits us to thoroughly test products in house before presenting them to our clients.
- **Implementation Specialists:** these individuals work with clients during the early stages of a contract. In the case of our LMS, they are experts in transferring data from our clients' legacy systems into the APS LMS.
- **Software Engineers:** these individuals develop new products (after working with Product Development Specialists) and maintain existing products (working closely with our Customer Support Agents).

In the case of WMD's project, after executing a contract with APS the following people will play key roles in the implementation process:

Your primary point of contact will become **Daniel Toone** (Implementation Specialist). He will function as project manager for this contract with the assistance of **Katy Lumley** (LMS Product

Specialist). **Oscar Meszar** (Senior Software Engineer) will oversee integrations with third-party software.

Here are brief bios for each of these individuals—

Daniel Toone (Implementation Specialist):

Dan has overseen most of our implementations for the past two years. He holds a bachelor's degree from BYU-Idaho with emphases in Psychology and Information Technology. Before joining APS he worked as a supply chain analyst.

Katy Lumley (LMS Product Specialist):

Katy is our lead LMS Product Specialist. She has worked in various roles in online learning for over a dozen years, including as an instructional designer and an LMS administrator. She holds a master's degree in Organizational Performance and Workplace Learning from Boise State University.

Oscar Meszar (Senior Software Engineer):

Oscar is our Senior Software Engineer. He holds a bachelor's degree in Computer Science from Northern Illinois University and has over two decades experience as a developer and technical architect. Among his roles prior to joining APS was the liaison between business users and IT staff in a multi-state insurance agency.

We also provide resumes for these three individuals as Appendix F.

NOTE: Because their resumes contain personal information, and pursuant to California's privacy laws, we ask you to treat Appendix F as confidential and not authorized for public disclosure.

We have also included this request in Appendix F itself.

3. PROPOSED WORKPLAN AND SCHEDULE IN RESPONSE TO THE SCOPE OF WORK

Here we provide the following information:

- Responses to elements of the Scope of Work not addressed in Attachment C, Performance Requirements.
- Responses to important information provided in WMD's published Q&A.
- Our technical assessment of the work requirements.
- Our proposed workplan.
- Our proposed work schedule.

In providing our technical assessment of the work requirements, we outline our baseline proposal (which is fully responsive to the RFP's requirements).

We also outline various optional upgrades that WMD may wish to consider, now or at a future time.

Additional Scope of Work Requirements

The following requirements are listed in section 2.2 of the RFP (Scope of Work for the Procurement). In each instance we provide our response.

(Continued on next page.)

RFP Section 2.2, of Work of the Procurement	Scope	APS response (yes, no, partial)	Detailed discussion
<p>The contractor agrees to provide a website with the primary purpose of functioning as a learning management system (LMS) for Washington Military Department (WMD) 911. WMD 911 supports the 911 system in Washington State through many methods, including the delivery and tracking of 911 training. This covers approximately 65 Public Safety Answering Points (PSAPs) that will need to use the LMS without interfering with each other. This also includes WMD 911 as the overarching entity. All entities (PSAPs and WMD 911) must be able to create training courses that may use in-person learning, live virtual learning, or asynchronous learning for the delivery method. The LMS should be able to track all completed and imported courses for continuing education credits that sync to a user's training records. Requirements to implement the LMS include the following:</p>		Yes	<p>APS will provide a website functioning as an LMS for Washington Military Department (WBD) to support 911 training.</p> <p>Our solution will permit the 65 PSAPs to use the LMS without interfering with each other while allowing WMD 911 to function as the overarching entity (with access to records from each of the 65 PSAPs).</p> <p>Our solution will support creation of fully online asynchronous training courses as well as hybrid online asynchronous training courses (with either a live virtual or live in-person component). It will also support stand-alone live virtual learning and live in-person training (meaning that classroom trainings can be tracked in the system).</p> <p>Our solution will allow individual users, their supervisors, and system admins to track all courses that have been completed in the system or imported from another source.</p>

Onboarding:		
1. The contractor will assist in migrating existing training records to the new LMS platform.	Yes	<p>APS will migrate existing records into the new platform as archived data.</p> <p>WMD will direct which files to migrate and where they can be found.</p>
2. The contractor will provide training to the super administrators to ensure they have full understanding of the LMS platform.	Yes	<p>APS will provide comprehensive training sessions tailored for super administrators, ensuring they gain a full understanding of the functionalities, including user management and reporting.</p> <p>See also Appendix D for a more complete response.</p>
3. The contractor will provide a minimum of two virtual “train-the-trainer” sessions for attendance by agency administrators to understand administrator level function of the LMS.	Yes	<p>APS will provide unlimited virtual training sessions for agency administrators, enabling them to grasp the administrative functions effectively. This can be customized based on the agency's needs.</p>
4. The contractor will provide technical and professional support services for the duration of the onboarding period. This shall include, at a minimum, a Project Manager, Training Team member, and IT support.	Yes	<p>During the onboarding period, APS typically assigns an Implementation Manager, Training Team member, and Technical contact to assist clients, ensuring they have the necessary resources and expertise available.</p> <p>These individuals are named in section 2 of our proposal and their resumes are provided in Appendix F.</p>
5. The contractor will accomplish the pre-launch planning and organizational analysis, overall and foundational system orientation to include but not limited to system engine, roles and user profiles, catalog, course content and configuration, curriculum development, report generation, and registration processes.	Yes	<p>APS will collaborate with WMD administrators to conduct pre-launch planning. This will include foundational system orientation, role definitions, course content setup, curriculum development, and reporting processes to align the platform with organizational needs.</p>
6. All onboarding services will not exceed a one-time cost of \$6,000.	Yes	<p>Implementation and onboarding costs (including training costs) will not exceed \$6,000.</p>

Technical Support:		
1. The contractor will provide help desk services that include software support, knowledge base support, and software updates.	Yes	<p>APS provides the following support services:</p> <ul style="list-style-type: none"> • Help Desk: Support by phone or email during business hours, Monday through Friday from 8 a.m. to 6 p.m. Pacific Time. • Knowledge Base: A detailed knowledge base with self-help articles, FAQs, and step-by-step guides to resolve common issues. • Software Updates: Updates to the platform with new features and bug fixes, which are automatically applied for clients.
2. Any outages or critical impacts to the LMS shall be reviewed within 24 hours. Other technical issues, from minor to large impact, will be reviewed within 48-hours. The time to restore critical issues (loss of service or other critical failures) shall not exceed 24 hours. Issues that cannot be resolved within 24 hours, the contractor will provide an update every 48 hours at maximum, until issue is resolved.	Yes	<p>APS ensures responses to critical issues within 24 hours. This includes:</p> <ul style="list-style-type: none"> • Response Time: Critical outages are addressed within 24 hours or less, with dedicated teams monitoring the platform. • Resolution Time: APS works on a timeline similar to this requirement, updating clients every 48 hours or sooner for unresolved issues. Full incident reports are also provided after resolution. • Monitoring: APS uses automated tools for real-time monitoring of the platform to detect and respond to critical issues. <p>See also the more detailed description of our support services in Appendix A.</p>
3. Technical support and software updates or upgrades will not incur any additional cost and will be included in the per user fee.	Yes	<p>Technical support and software updates/upgrades are included in APS LMS's pricing structure.</p> <p>APS operates on a SaaS model where updates, bug fixes, and new feature releases are rolled out regularly at no extra charge.</p> <p>We also include unlimited live virtual training (during onboarding as well as afterwards) at no additional cost.</p>

Daily Functionality:		
<p>1. A minimum of three user types will be provided: a basic user or learner will have entry level functionality, an administrator will have a higher level of permissions to include course creation and enrolling users by proxy, and a super administrator will have the highest level of permissions to allow for visibility on all Washington State agencies and associated tracking and reporting.</p>	<p>Yes</p>	<p>APS LMS supports custom user roles and permissions:</p> <ol style="list-style-type: none"> 1. Learners: Can access assigned courses, view learning paths, and track their own progress. 2. Administrators: Can create and assign courses, enroll users, manage groups, generate reports, and oversee learning paths for their department or organization. 3. Super Administrators: Have global visibility and control over all the learning activities across multiple departments (such as various state agencies), including tracking, reporting, user management, and course assignment on a larger scale.
<p>2. Any existing resources and future resources available through the contractor will be incorporated into the unlimited learning library.</p>	<p>Yes</p>	<p>APS LMS allows administrators to upload a wide range of resources—such as documents, videos, SCORM packages, and more—to the platform. These resources can then be made accessible to learners through various courses.</p> <p>NOTE: For clarity, APS has numerous off-the-shelf training libraries available for purchase on subjects ranging from OSHA training topics to sexual harassment prevention training. These libraries are NOT included in our basic price offer but can be made available at additional charge.</p>
<p>3. The contractor agrees to an unlimited upload of materials by external training, paid trainers, local agency courses, vendor courses, State courses, and homegrown courses with proper author permissions.</p>	<p>Yes</p>	<p>There are no limits to the number of resources (files or other materials) that can be uploaded to the system for learners to access.</p> <p>Once resources are uploaded, administrators can continue adding more over time, meaning that the platform supports ongoing expansion of learning materials. This allows for both existing and future content to be incorporated as needed.</p>

Pricing:		
1. Pricing will be all inclusive and set on a per user basis.	Yes	APS pricing is all inclusive and set on a per user basis.
2. The billed amount for the annual fiscal year contract period shall not exceed \$40,000.	Yes	The billed amount for annual fees will not exceed \$40,000.
3. The contractor will submit invoices monthly which will be processed by the WMD 911 team.	Yes	<p>APS can submit invoices monthly if that is the client's preference.</p> <p>We note that in the Q&A (response to question 119) WMD indicates that it can pay licensing fees one year in advance, which is our standard practice.</p> <p>We can discuss billing options further during contract negotiations.</p>

Response to Objectives Clarified in Published Q&A

Several items in the Q&A offered further insight into WMD’s objectives.

We have responded to the most important such items, offering further insights into the capabilities of our system.

Because of the length of the resulting table, we provide our responses as Appendix E.

Technical Assessment of Work Requirements

WMD wishes to replace its current LMS. The current LMS is Moetivations.

The primary purpose of the new system will be to support 911 training, particularly with an eye to the introduction of statewide credentialing requirements (anticipated during 2025).

The solution must permit the 65 PSAPs to use the LMS without interfering with each other while allowing WMD 911 to function as the overarching entity (with access to records from each of the 65 PSAPs).

We propose to provide WMD with a single portal for users from all 65 sites, using the system Group feature to distinguish participants from different sites.

This is a less expensive alternative than setting up a parent-child structure with 65+1 portals (which is also a possibility, but we recommend against it).

Our solution will permit the 65 PSAPs to use the LMS without interfering with each other while allowing WMD 911 to function as the overarching entity (with access to records from each of the 65 PSAPs).

WMD also desires to alleviate various pain points identified in the RFP and especially in the published Q&A.

Our solution will support creation of fully online asynchronous training courses as well as hybrid online asynchronous training courses (with either a live virtual or live in-person component). It will also support stand-alone live virtual learning and live in-person training (meaning that classroom trainings can be tracked in the system).

Our solution will allow individual users, their supervisors, and system admins to track all courses that have been completed in the system or imported from another source.

Our solution also addresses various other pain points identified by WMD (see especially Appendix E of our proposal).

The RFP and associated Q&A identify several possible future integrations with 3rd-party products but call for no integrations at the present time.

Our cost proposal (Attachment D, Bid Sheet) reflects this requirement—or rather, the absence of this requirement.

The RFP does not include a data residency requirement, but the response to Question 81 in the published Q&A (see Appendix E of our proposal) strongly suggests that WMD may desire or require that all data reside in the United States.

We can restrict WMD's data to US-based instances of the cloud if desired.

Doing so would incur additional fees.

Since RFP25-007 did not include data residency as a requirement, our baseline cost proposal does not include this option. However, our cost proposal (Attachment D, Bid Sheet) includes information about the additional costs involved.

The RFP and associated Q&A variously describe the number of user accounts as 1400 and 1500, including 3-4 admins at the system level and approximately 130 admins at the agency level (individual PSAPs).

The continuing costs (annual licensing costs) in our cost proposal are based on 1500 active users.

Only annual active users are counted against this limits. Annual active users are defined as unique users who log into the LMS at least once during a contract year.

WMD can have an unlimited number of inactive users.

For further clarity, each LMS user license can be recycled for use by another employee when the current user leaves the organization and becomes inactive.

Our cost proposal (Attachment D, Bid Sheet) also outlines procedures for purchasing additional licenses if and when they are needed.

It appears that all users will access the system via a registration process controlled at both the system (SECO) and agency (PSAP) levels. It does not appear that the system needs to accommodate self-registrations.

Our system will accommodate new user registrations at both the system (SECO) and agency (PSAP) levels.

Although it does not appear to be a requirement, we are also prepared to provide access to the system via a self-registration portal at no additional charge.

The self-registration option would be made available if and only if WMD so directs.

WMD also wants the vendor to migrate course and user information from its current system. This includes course completion records over 5 years. All data can be found in its legacy LMS.

We routinely migrate data from other systems. Typically this is done by providing us with administrative access to the legacy system.

We will also migrate courses from your legacy system.

The costs for migrating course completion records, user data and courses from your legacy system to the APS LMS are included in year 1 of our cost proposal.

Overall we rate this implementation as “not complex.”

The biggest challenge is not technical. Instead, it will be issuing a contract on the schedule outlined in the RFP (with the anticipated announcement of the apparent successful bidder by October 31) so that work can commence in time to complete data migration, etc., before your current contract ends.

Our workplan and timeline incorporate the assumption that work will commence in early November. However, you will see that we have included several weeks at the end of the schedule for WMD to confirm that the data migration is successful. If necessary, that period can be truncated.

As a result, even if the execution of a contract is delayed for a short while we expect to be able to complete all work well before the expiration of WMD’s contract with its current LMS provider.

Proposed Workplan

The preceding section summarizes our technical assessment of this project. It should be read in conjunction with the more detailed responses provided in Attachment C (Performance Requirements), Appendix C (Response to Objectives Clarified in Published Q&A), and elsewhere in our proposal. Here we focus on the workplan to accomplish these objectives.

To assist, we provide a Sample Implementation Plan and Timeline in Appendix D of this proposal.

This Sample Plan is based on a standard or generic implementation and includes phases for data preparation, data migration, integrations with 3rd party software, quality assurance, training and other tasks.

The associated timeline implies a total implementation time of 9-16 weeks. This variation in length reflects differences from one project to the next in terms of the amount of data to be migrated, the complexity of integrations with 3rd party software, etc.

Please note the following:

1. We regularly set up LMS portals much faster than outlined in this sample timeline. We can do so by conducting different phases of the implementation simultaneously and by engaging in other practices aimed at accelerating our pace.

For example, at the direction of a client we recently implemented their LMS in less than 30 days. This included migration of thousands of course records across multiple years. The client then ran our LMS in parallel with their legacy system for 30 days before turning the legacy system off.

2. The technical requirements of WMD’s implementation are not complex. There are no custom integrations required and in fact no integrations of any kind.

This means that Phase 5 (Custom Integrations) in the sample implementation plan will not be applicable to this project.

That said, we encourage WMD to consider the timeline associated with the sample implementation plan as a good baseline.

In the analysis that follows we adjust both the timeline and the tasks in the Sample Plan in line with WMD's stated needs and objectives (as well as the holiday calendar in November and December).

We do not consider an LMS implementation to be fully complete until we have (1) entered all user data into the system, (2) transferred all requested course and course completion information into the system, (3) completed all integrations with third party contract desired by the client, and (4) the new system has gone live for all active users.

Sometimes these steps don't occur in this order (due to technical considerations or to client preferences). But they all have to happen in order for our implementation to be complete.

We do not expect our clients to perform these tasks. We perform these tasks ourselves. We then present our handiwork to the client for review and acceptance.

This means that data migration will be performed primarily by APS staff, not by WMD personnel.

In brief—

If awarded this contract, we can begin work immediately and complete the implementation as rapidly as WMD requires.

We can provide access to WMD's new LMS portal to selected WMD users within hours of being provided with their names and email addresses (usually meaning on the same business day).

With respect to content migration, we ask our clients to do the following:

1. Explain what data they want migrated.
2. Show us where the data is located.
3. Provide us with administrative access to the data.
4. Confirm that we have successfully migrated the data.

In other words, the client's role is to provide direction and then to check our homework after we have performed the heavy lifting.

For a successful implementation, we will need access to WMD staff members capable of performing the four tasks outlined above. And we will need administrative access to WMD's legacy system.

However, WMD admins will not need to transfer data themselves (unless for some reason they want to do so). It's our job to do that for them.

We hope that these statements are helpful in terms of clarifying mutual expectations.

Proposed Schedule

For the purpose of this exercise, we assume that WMD expects to execute a contract in late October with work authorized to begin in early November.

As a result, we identify November 1 as a target date for a kickoff meeting between our two teams. However, as noted above, we recognize this assumption may not be realistic. We can adjust accordingly. But we include this target date in our proposed schedule.

We further assume that WMD is prepared to entertain a switchover between the legacy system and the APS LMS during the winter holidays.

We recommend this because our proposed timeline contains two separate waves of data migration:

1. Migration of user data and active course data (for courses in the current LMS). We recommend that this migration take place very early in the process so that WMD LMS administrators can become familiar with the functionalities of their new LMS and can prepare for go-live.
2. Migration of course completion and other archived data. We recommend that this take place after the new system is live and after user access to the old system has been terminated. That way we are transferring complete records of all data from the legacy LMS.

Bearing this distinction in mind, and also with attention to the Thanksgiving, Christmas, and New Year's holidays (when we suspect that we will have limited access to WMD personnel), we have prepared a proposed timeline for implementation.

In reviewing this proposed timeline, you will see that it refers to various project phases (Phase 1, etc.) with only minimal explanation of what takes place during each phase. You will also see that the project phases are not always sequential (e.g., week 3 calls for work on Phases 2, 3 and 5).

This is because (1) complete explanations of each project phase can be found in Appendix C of this proposal, where you will find a detailed plan for a standard (or generic) implementation, and (2) we have adjusted the generic plan to account for the desired transition timeline outlined in the RFP.

Please see next page for our proposed timeline.

In it, you will find three entries that are presented in bold print. These correspond to Phase 4 (Portal Configuration), Phase 9 (Go-Live and Transition), and Phase 10 (Archival Data Migration).

We have identified these three entries as "Milestones," with corresponding entries in Attachment D (Bid Sheet).

PROPOSED TIMELINE FOR WMD LMS IMPLEMENTATION

	Dates	Project Phase (from Sample Implementation Plan)*
Week 1	November 1	Kickoff (introduction of teams)
Week 2	November 4-9	Phase 1 (Assessment & Planning)
Week 3	November 11-15	Phase 2 (Content & User Inventory) and Phase 3 (Data Preparation)
Week 4	November 18-22	Phase 4 (Portal Configuration): MILESTONE 1
Week 5	November 25-29	Phase 6 (Course and User Migration, 1 st week)
Week 6	December 2-6	Phase 6 (Course and User Migration, 2nd week) and Phase 8 (Training & Knowledge Base)
Week 7	December 9-13	Phase 7 (Quality Assurance) and Phase 9 (Final Preparation for Go Live)
Week 8	December 16-20	Phase 9 (Go Live & Transition), including hard stop for client to use previous LMS: MILESTONE 2
Week 9	December 23-27	Phase 10 (Archival Data Migration, 1st week)
Week 10	December 30-January 3	Phase 10 (Archival Data Migration, 2nd week)
Week 11	January 6-10	Phase 10 (Archival Data Migration, 3rd week, including quality review by client)
Week 12	January 13-17	Phase 10 (Archival Data Migration, 4th week, including quality review by client)
Week 13	January 20-24	Phase 10 (Archival Data Migration, 5th week, including final quality review by client): MILESTONE 3

**: See the Sample Implementation Plan and Timeline in Appendix C for more complete descriptions of the actions associated with each phase, including who is responsible for each action.*

Here are some final observations about this proposal:

- The timeline is based on the assumption that work cannot begin before November but is expected to proceed rapidly thereafter. But APS is available to begin work before November if a contract is in place.
- **Phase 5 (Custom Integrations) is not included in this schedule because the RFP does not call for any integrations.**
- The timeline calls for training of WMD LMS administrators in the new system shortly after Thanksgiving. We hope that this will be a convenient time but can adjust to accommodate your preferences.
- **The timeline calls for go-live to the new system to take place during the week of December 16-20 (before the winter holidays).** This is when we recommend that standard users lose access to the legacy LMS. WMD administrators can maintain access if desired.
- The timeline provides ample time for course completion records to be transferred to the new system. Most of this work will be undertaken (by APS) during the winter holidays. WMD staff will not be asked to begin reviewing our work until January 6.
- The timeline calls for 3 weeks of quality review on archival data migration by WMD personnel. This constitutes a buffer and can be reduced if contract execution is delayed.

Most importantly, this timeline allows the new system to go live (for all users) and for all desired data from the old system to be migrated well before the expiration of WMD's contract with the legacy vendor.

4. PREVIOUS PROJECTS OF SIMILAR OR LIKE EXPERIENCE

As noted previously, APS is an educational technology company dedicated to helping our clients achieve mission success. This commitment is reflected in our brand promises: better platform, better content, better service.

Here we provide evidence of our experience as a provider of a Learning Management System, focusing on projects similar to RFP25-007.

Experience working with emergency services providers

Here in southern California, our LMS is used by fire departments of each of the following cities:

- Alhambra
- Arcadia
- Avalon
- Burbank
- Compton
- Costa Mesa
- Downey
- Glendale
- Manhattan Beach
- Monrovia
- Montebello
- Monterey Park
- Pasadena
- Redondo Beach
- San Gabriel
- Santa Fe Springs
- Santa Monica
- Sierra Madre
- Ventura City

Many of the fire departments in these cities were exposed to the APS LMS by virtue of our contract with the Los Angeles Area Fire Chiefs Association (LAAFCA), which is described further below. However, we now have separate contracts with each of these cities, meaning that their fire departments have switched from their previous LMS vendors and now use the APS LMS for all their online training needs.

In short, we have extensive experience working with emergency response providers.

Experience working with dispatch centers

We have two broad points of contact with dispatch centers, one concerning software development and the other concerning content development.

On the software side, we provide several of the agencies listed above with NFIRS reporting software. This means that we are connected to their CAD systems and are familiar with their dispatch procedures.

In addition, we have developed training content for LAAFCA that included specialized modules for dispatchers.

For example, we developed a multi-disciplinary course on Bioterrorism that includes training for dispatchers (as well as specialized modules for emergency personnel, public health officials, and others).

In short, we are more likely to be familiar with your work culture than many LMS providers you encounter.

Experience providing emergency response agencies with multi-tenant LMS portals

We provide multi-tenant training portals to several customers. The closest parallel to WMD's project is the portal we provide to the Los Angeles County Emergency Medical Services Agency (LA County EMSA).

We provide a training portal (as well as customized training content) to LA County EMSA. This portal is used to disseminate content to pre-hospital emergency medical services training to various organizations that are not our direct clients.

As mentioned above, direct clients include most of the career fire departments in Los Angeles County. In addition, however, we provide training (in partnership with LA County EMSA) to various hospitals, private ambulance companies, and other first responders in the Los Angeles area.

Users from these different organizations all access the portal we maintain for LA County EMSA. They are segregated from one another by the powerful Groups feature of our LMS.

The Groups feature allows LA County EMSA administrators to have access to training records of all users in the system, which is essential. The portal is used to distribute LA County's annual "EMS Update," which is required training for all providers of pre-hospital emergency medical services in Los Angeles County. LA County EMSA is therefore able to both distribute the training and to monitor completions using our portal.

By contrast, administrators for each of the Groups (hospitals, private ambulance operators, etc.) can only see the training records of their respective members. They can also only assign training to their respective members.

This arrangement is a close analogue to the situation described in RFP25-007. We propose to implement a similar solution for WMD, allowing system administrators (at the SECO level) access to all training records whereas agency administrators (at the PSAP level) will only have access to their respective members.

Although not required by RFP25-007, we provide a letter of recommendation from the Assistant Medical Director of LA County EMSA in a separate file that is clearly marked confidential. We also provide letters of recommendation from representatives of LAAFCA and the California Debt and Investment Agency.

These letters attest that APS has been a reliable partner to work with; that the APS LMS has strong administrative reporting capabilities as well as an intuitive interface resulting in high satisfaction among end users; and that APS routinely implements LMS portals for our clients, on time and on budget.

APPENDICES

A. APS LMS: SYSTEM, SECURITY, AND SUPPORT

In this section we briefly describe key aspects of our system, our security protocols, and our customer support.

APS System

The APS LMS is a full-service LMS that includes the following features:

- Rapid, easy lesson development.
- Training delivery on demand or as scheduled.
- Strong reporting capabilities on course status, test results and more.

Our system also permits us to brand clients' portals with their logos and preferred color scheme. And we feature a rotating banner that allows the client to alert users to new content or other messaging.

The APS LMS platform is particularly strong in classroom and hybrid learning. It also provides a strong mobile experience for deskless workers.

We provide several images of the user and admin interfaces in the pages that follow. These slides show the simplicity of the interface and the clean, intuitive workflow associated with tasks such as registering for a course or running a report.

We will also be happy to demonstrate these features in a live virtual meeting. Or we can provide you with guest access to a sample portal.

For now, suffice it to say that the APS LMS has an intuitive interface, strong reporting capabilities, and powerful features for delivering training on demand or on a set schedule.

APS Security

We take system security and data privacy very seriously. Let's start with certifications and then move to security protocols and single sign on.

The APS LMS is SOC 2 compliant, ISO 27001:2013 and ISO 27701:2019 certified, and has an uptime in excess of 99.99%.

All communication with our LMS and our APIs is encrypted using HTTPS/TLSv1.2 or above. Client data is stored on encrypted volumes, with sensitive data additionally encrypted at rest. In addition, advanced password settings can be configured to ensure your organization's password policy requirements can be met.

The APS LMS supports Multi-Factor Authentication (MFA). We also support SAML Single Sign On (SSO), allowing users to authenticate to other secure platforms in your tech ecosystem and then to access the APS LMS without having to authenticate again. And once in, permissions are configurable to allow different levels of access within our platform.

In addition, and as noted previously, we meet all the security requirements found in Attachment C (Performance Requirements).

In short, your data will be safe with us.

Support

The APS LMS comes with two levels of customer support: Gold and Platinum.

Gold level service provides an extraordinary level of attention to our clients, including services you are unlikely to find elsewhere. For example, our Customer Support Agents are frequently asked by clients to assign a particular course to a specific group of end users beginning on a given date. We are happy to perform these tasks, as well as setting up expiration dates for these assignments and scheduling completion reports to be sent to specific supervisors. Or we can train your team how to perform these tasks themselves, as the requirements in RFP25-007 suggest. It's entirely up to you.

Gold level service also includes training during and after implementation. We will have more to say about this on the next page, but in brief this includes the following:

- Access to live support at our Customer Support Desk during regular business hours (8 am-5 pm).
- Monthly or quarterly Client Connect meetings customized to your needs (you will determine the frequency of these meetings).
- Access to the user guides and troubleshooting articles in the APS Knowledge Base.
- Access to asynchronous lessons for client admins through the APS LMS.

Gold level service meets all the core requirements outlined in RFP25-007.

Platinum level service provides all the support associated with Gold level service plus additional access to our instructional design team. This level of support is intended for customers who want assistance not only with posting courses to the LMS and assigning them to end users but also with upgrading the training developed by the client. We can convert files to SCORM format, add speed bump questions to lessons, or perform other tasks as directed.

Platinum level service is unnecessary for meeting the needs described in RFP25-007. We include this brief description in the event WMD elects to pursue a separate contract for instructional design services at a later date.

Regardless of whether our clients have selected Gold or Platinum level service, we employ the following systems to track issues efficiently:

- Zoho Desk is used by our support team to receive information from our customers, to respond to their concerns, and to track our performance.
- Jira is used internally by our developers to manage and resolve technical issues.

Both systems are essential for seamless and rapid resolution of issues.

Mode of Delivery:

- Online Zoom Conferences: Primary mode of delivery will be via MS Teams or Zoom, ensuring accessibility and flexibility. Participants will need computers with internet access, webcams, and microphones.
- Built-in Tutorials: We will develop tutorials directly within the APS LMS, enabling users to self-educate and access resources whenever needed. This feature ensures continuous support and reinforces training materials effectively.
- Test Environment: A test environment on the APS LMS will be provided for hands-on practice.

It is also possible that WMD will want us to provide training to some or all of the anticipated 130 agency administrators (at the PSAP level). If so, we are prepared to provide this training. In order to be most effective, though, we would suggest a train-the-trainer model, where we train the system administrators and the system administrators train the agency administrators (with or without APS personnel on hand to provide assistance).

In any event, APS provides unlimited live virtual training both during and after implementation as part of our standard pricing.

For the record, we can afford to make this offer because the system is so intuitive that training will not be time consuming.

Ongoing Training Following Implementation

The opportunities for training continue after implementation is complete. Standard features of our continuing training include the following:

- Client Connect meetings (monthly or quarterly, per client preference).
- Tutorials (as requested).
- Knowledge Base (available 24/7).
- Online asynchronous lessons (available 24/7).

A central feature of our continuing training is our Client Connect meetings. Here representatives from the client meet with APS personnel to discuss new product features, to share best practices, and to provide opportunities for client administrators to deepen their knowledge and skills. The agendas for these meetings are flexible and are intended to respond to client needs and objectives.

Finally, and as noted earlier, some of our clients prefer to have APS perform certain administrative functions on their behalf. This is possible with the Gold level support package that is included in our cost proposal. For more information, see the discussion in Appendix A, "APS LMS: System, Security, and Support."

APPENDIX B: APS TERMS OF SERVICE



Advanced Problem
Solving

TERMS OF SERVICE

This Terms of Service Agreement ("Agreement") is effective as of the date ("Effective Date") set forth in the attached Exhibit "A" and is by and between Advanced Problem Solving, LLC ("APS"), a California limited liability company, and _____ ("Client"), and governs the purchase and ongoing use of the services described in this Agreement ("Services").

1. Services

APS shall provide the following services to Client:

1.1. Access. APS hereby grants to Client a non-exclusive, non-transferable, revocable, limited license to remotely access and use the Services described in Exhibit "A" (which is incorporated herein by this reference) and, unless prohibited by law, will provide access to any person designated by Client ("Users") provided that the total number of Users does not exceed the maximum authorized pursuant to Exhibit "A."

1.2. Availability. APS shall use commercially reasonable efforts to display all content and coursework purchased by Client from APS or uploaded by Client for access and use by Client's Users twenty-four (24) hours a day, seven (7) days a week, subject to scheduled downtime for routine maintenance, emergency maintenance, system outage and other outages beyond the control of APS.

1.3. Support. APS will provide Client with 24/7 access to client success resources within the training portal or website assigned to Client, including answers to Frequently Asked Questions and associated videotaped trainings; and APS will assist Users as requested by Client on issues relating to usage five (5) days per week during scheduled hours but excluding public and bank holidays except as otherwise provided in Exhibit "A."

2. Client's Obligations

2.1. Compliance. Client shall be responsible for Users' compliance with this Agreement and shall use its best commercially reasonable efforts to prevent unauthorized access to or use of Services.

2.2. Identify Users. Client shall (i) provide a listing of its authorized Users; (ii) either by submitting profiles for each of its Users to APS or causing each of its Users to complete a profile which is furnished to APS; and (iii) shall maintain its user database by adding and removing Users as necessary.

2.3. Future Functionality. Client agrees that its purchases of Services is neither contingent on the delivery of any future functionality or features nor dependent on any public comments regarding future functionality or features.

3. Fees and Payments

3.1. Fees. Client will pay for the Services in accordance with the fee schedule set forth in Exhibit "A".

3.2. Payments. All fees due shall be paid in United States dollars. Fees will be invoiced in advance as set forth in Exhibit "A." Invoices payable net 60 days from invoice date.

4. Intellectual Property Rights

4.1. Ownership of APS Technology and Content. Client acknowledges that APS alone (and its successors or licensors, where applicable) shall own all right, title and interest in and to APS's software, website and technology; course content and the

Services provided by APS; as well as any and all suggestions, ideas, enhancement requests, feedback, recommendations or other information provided by Client to APS. Client further acknowledges that this Agreement does not convey to Client any ownership rights therein or thereto. APS' name and logo are trademarks of APS, and no right or license to use them is granted to Client.

4.2. Intellectual Property Rights in Third Party Content Provided by APS. Client acknowledges that APS' provision of third party content to Users does not convey to Client or its Users any right of ownership in or to the same. The names and logos of APS' third party partners are trademarks of those partners and no right or license to use the same is granted to Client.

4.3. Prohibition on Sharing or Copying Technology or Content. Except as otherwise agreed in writing or to the extent necessary for Client to use Services in accordance with this Agreement, Client shall not: (i) copy in whole or in part any course content provided by APS ; (ii) display, reproduce, create derivative works from, transmit, sell, distribute, rent, lease, sublicense, transfer or in any way exploit in whole or in part the course content provided by APS ; (iii) embed course content provided by APS into other products: (iv) use any trademark, service mark, domain name, logo, or other identifier of APS or any of its third party suppliers; or (v) reverse engineer, decompile, disassemble, or access the source code of any APS software.

4.4. Client Intellectual Property Rights. Client retains any and all intellectual property rights to which it is otherwise entitled with respect to content generated by Client and uploaded to the APS website. APS further acknowledges that this Agreement does not convey to APS any ownership rights therein or thereto.

4.5 Content Updates. Notwithstanding the provisions of Section 1.2, Client acknowledges that APS' content, as well as third party content provided by APS, is subject to ongoing review and revision which may result in gaps in availability of some content or courses. Occasionally review may result in the discontinuation of a specific course and related content. Delays or gaps in course and content availability may also arise in the course approval process.

5. Term

The term of this Agreement shall commence on the Effective Date and continue for the term indicated in Exhibit "A" ("Term").

6. Mutual Warranties and Disclaimer

6.1. Mutual Representations & Warranties. Each party represents and warrants that it has full authority to enter into this Agreement and to perform its obligations hereunder.

6.2. Disclaimer. EXCEPT AS EXPRESSLY PROVIDED HEREIN, NEITHER PARTY MAKES ANY WARRANTIES OF ANY KIND, WHETHER EXPRESS, IMPLIED, STATUTORY OR OTHERWISE, EXCLUDING WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

7. Miscellaneous

7.1. Limitation on Liability. Except for claims under Section 4 or Section 7.2 of this Agreement, (i) in no event shall either party be liable to the other, whether in contract, warranty, tort (including negligence) or otherwise, for special, incidental, indirect or consequential damages (including lost profits) arising out of or in connection with this Agreement; and (ii) the total liability of either party for any and all damages, including, without limitation, direct damages, shall not exceed the amount of the value of the insurance required by Client.

7.2. Indemnification. APS shall indemnify and hold Client harmless from and against any and all claims, damages, losses and expenses, including but not limited to reasonable attorney fees, arising out of or resulting from any third-party claim that the Services or any component thereof infringes upon or violates any intellectual property right of any person.

7.3. Assignment. Neither party may assign or delegate its rights or obligations pursuant to this Agreement without the prior written consent of the other. Notwithstanding the foregoing, APS may freely assign or transfer any or all of its rights without Client consent to an affiliate, or in connection with a merger, acquisition, corporate reorganization, or sale of all or substantially all of its assets.

7.4. Force Majeure. APS shall have no liability for any failure or delay in performing any of its obligations pursuant to this Agreement due to, or arising out of, any act not within its control, including, without limitation, acts of God, strikes, lockouts, war, riots, lightning, fire, storm, flood, explosion, interruption or delay in power supply, computer virus, governmental laws or regulations.

7.5. No Waiver. No waiver, amendment or modification of this Agreement shall be effective unless in writing and signed by the parties.

7.6. Severability. If any provision of this Agreement is found to be contrary to law by a court of competent jurisdiction, such provision shall be of no force or effect; but the remainder of this Agreement shall continue in full force and effect.

7.7. Entire Agreement. This Agreement and its Exhibits represent the entire understanding and agreement between APS and Client, and supersedes all other negotiations, proposals, understandings and representations (written or oral) made by and between APS and Client.

Name and title of individual authorized to represent client

Name and title of individual representing APS

Signature

Signature

Date

Date

APPENDIX C:
STANDARD IMPLEMENTATION PLAN AND TIMELINE

APS Sample Implementation Plan and Timeline

Action	Party Responsible	Timeline	Priority	Status	Start Date	End Date	Notes
Kickoff: Introduction of teams							
Introductions	APS	1 day					
Identify key stakeholders throughout project, including administrators, content creators, etc.	APS						
Review project plan, responsibilities, and timeline							
Phase 1: Assessment and Planning							
Evaluate current LMS (source LMS) to understand the structure, content, formats, and any customizations	APS	1-2 weeks					
Introduce the APS LMS to familiarize client with capabilities, limitations, and content requirements	APS						
Identify rules and restrictions desired moving forward as it pertains to users, courses, enrollments, and assessment options	APS						
Phase 2: Content and User Inventory							
Create a detailed inventory of all courses, modules, assessments, multimedia content, and associated metadata in the source LMS	APS	1-2 weeks					
Determine which courses are essential to migrate and prioritize them based on factors such as relevance, popularity and compliance requirements	APS						
Create a detailed inventory of all users and their associated roles (learner, manager, admin).	Client/APS						
Phase 3: Data Preparation							
Clean up and organize course materials in the source LMS to ensure consistency and accuracy	Client / APS	1-2 weeks					
Standardize content formats and file types to align with the specifications supported by APS LMS	Client / APS						
Export course content, associated data and files (SCORM, PDF, PowerPoint, Word, etc) from the source LMS in compatible formats	Client / APS						
Phase 4: Portal Configuration							
Set up organization settings including branding and contacts	APS	1 week					
Add users to platform with associated permissions	APS						
Configure course prerequisites, visibility, and completion criteria	APS						
Configure enrollment options based on previously identified rules and restrictions	APS						
Configure assessment options including quizzes, surveys, exams , grading (or transcript) options, and feedback	APS						
Set up communication channels and notifications	APS						
Integrate with desired 3rd party systems for which APS LMS already has an existing API	APS						
Test configurations	APS						
Phase 5: Custom Integrations							
Validate requirements of custom integrations (if any)	Client / APS	1-4 weeks					
Integrate with 3rd party system requiring custom integrations (if any)	APS						
Test custom integrations (if any)	APS						

These tasks are associated with a generic implementation. The substance and order can be modified according to client preferences and project requirements.

APS Sample Implementation Plan and Timeline

Action	Party Responsible	Timeline	Priority	Status	Start Date	End Date	Notes
Phase 6: Migration		1-2 weeks					
Import course materials and metadata into the APS LMS	APS						
Validate the imported data to ensure that courses are correctly transferred and metadata is accurately mapped	Client						
Organize content as desired by client	Client/APS						
Test course functionality, navigation, multimedia events, and assessments to verify that they function as expected in the APS LMS	APS						
Phase 7: Quality Assurance and Testing		1 week					
Conduct thorough testing of migrated courses across different browsers, devices, and user roles to identify any issues or discrepancies	APS						
Review course content for consistency, formatting errors, broken links, and accessibility compliance	APS						
Gather feedback from a select group of users or stakeholders to validate the migration outcome and address any concerns or suggestions	Client / APS						
Phase 8: Training and Knowledge Base		1 week					
Provide training sessions or resources for administrators, instructors, and learners on navigating the APS LMS platform, accessing migrated courses and utilizing new features	APS						
Review user guides, FAQs, and troubleshooting documentation (knowledge base) to support users during the transition period	APS						
Phase 9: Go live and transition		1 week					
Schedule cutover date for transition to the APS LMS and communicate to all stakeholders	APS						
Disable access to the source LMS and redirect users to APS LMS	APS						
Monitor the transition process closely and address any issues or user inquiries	APS						
Conduct post-migration evaluations to assess user satisfaction and system performance	APS						
Phase 10: Migration of Completed or Archived Data (Optional)		2-4 weeks					
Review and map completed or archived data to be migrated from previous system	APS						
Export the selected data from current system and import into the APS LMS, ensuring data integrity and security throughout the process	APS						
Verify the data has been successfully migrated, running tests to ensure all files are accessible and properly linked	APS						
Closure: Post-Implementation Support		1 day					
Validate project deliverables	APS						
Celebrate accomplishments	Client / APS						
Discuss lessons learned and feedback	APS						
Introduce support team; discuss ongoing maintenance, updates, and product roadmap	APS						

These tasks are associated with a generic implementation. The substance and order can be modified according to client preferences and project requirements.

D. TRAINING PLAN FOR WMD ADMINISTRATORS

Using the APS LMS as a learner is simple and intuitive. Administrative functions (user management, course creation, running reports, etc.) are likewise straightforward, but the stakes associated with user error are higher. Training is therefore essential.

Training for client administrators generally takes two forms:

- Training during implementation.
- Ongoing training following implementation.

We describe both in the pages that follow.

Training During Implementation

Training is an integral part of our implementation process. This includes training sessions and resources for administrators, instructors and learners on navigating the APS LMS platform, accessing migrated courses and utilizing new features. It also includes reviewing user guides, FAQs and troubleshooting documentation (Knowledge Base) to support users during the transition period.

Your dedicated Implementation Specialist (Daniel Toone) will guide WMD system administrators through the training plan, ensuring they gain the necessary skills and knowledge to effectively manage the APS LMS. He will also facilitate each training session, provide hands-on support, and tailor the training to meet the specific needs of WMD. This approach ensures a smooth transition and empowers system administrators to fully leverage the capabilities of the APS LMS from an early stage.

Here is an overview of the objectives, roles and responsibilities, and mode of delivery for the training:

Objectives:

- Equip system administrators with the necessary technical and functional skills to effectively manage and optimize the APS LMS.
- Provide hands-on experience and practical knowledge tailored to the specific needs of WMD LMS administrators.
- Ensure a thorough understanding of system capabilities, customization options, and best practices for maintenance and support.

Roles and Responsibilities:

- APS Lead Implementer: Oversee the entire training program, schedule sessions, and ensure all materials are prepared.
- APS Trainers: Deliver the training sessions, provide hands-on demonstrations, and answer any queries pertaining to their particular expertise.
- WMD's System Administrators: Participate actively in the training, complete all exercises, and provide feedback.
- APS Support Staff: Handle technical issues and provide ongoing support post-training.

APPENDIX E:
RESPONSE TO OBJECTIVES CLARIFIED IN PUBLISHED Q & A

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

	Vendor Questions (with question number)	WMD Responses	APS Notes & Observations
6	Will WMD be providing all the asynchronous training (as SCORM files) or are you looking for either OTS or custom training to be provided by the vendor?	We will be providing the asynchronous training but we are also interested in custom training provided by a vendor	<p>We have multiple OTS training libraries available on a wide variety of subjects.</p> <p>We also have a full service instructional design division that can develop custom training to your specifications.</p> <p>We are not including these options in our bid but can explore these options once WMD's interests are clarified.</p>
8	Were all the content that was developed in-house today created on your current LMS system or were they created on an external authoring tool such as Articulate or Adobe Captivate?	Some were created through Easy Generator by our office, some were created by the current LMS. We do not use any other authoring tools at this time.	<p>Our system will upload courses developed by Easy Generator.</p> <p>We can also build an API integrating Easy Generator directly with our LMS.</p> <p>We do not include this option (or similar options) in our bid in order to accommodate the RFP's budgetary guidelines.</p>
12	What is the onboarding process when it comes to a new hire's training and how long does it take them to get onboard? Do they shadow as well as any team members as a part of onboarding?	The structure of the LMS will be a parent-child structure, with WMD (SECO) as the parent, and individual 911 agencies as the child branches. Each 911 agency has their own new hire training and onboarding process that is unique. The LMS should be capable of capturing associated new hire training records.	<p>Our solution relies on our Groups feature to segregate users from the 65 PSAPs.</p> <p>This will be cheaper and easier to administrate.</p> <p>Each PSAP can develop its own onboarding curriculum and embed that in a Learning Path, as we describe further below.</p>

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

14	<p>What are some things that you were not able to accomplish with your current LMS that you are hoping a new solution would provide for you?</p>	<p>Currently, there are several key items that we are not able to accomplish but would look for in an LMS.</p> <ul style="list-style-type: none"> • Course searching is cumbersome and housed in two places; we would like that streamlined. • The registration process involves enrollment and registration which confuses users, and it lacks appropriate notifications to make sure that process always moves in a timely manner. • Course capacity does not work properly and is difficult to change; there is also no waitlist option. • In-person classes do not integrate well and are not sorted in any logical manner. • There is a lack of automatic notifications to the users based on set criteria. • Reporting tools are lacking and generally only report one element of data; there is no filtering at the application level. • “Child” agency users are not split into silo’s and instead see all of each other’s data. <p>Additionally, the entire user and administrator experience is not intuitive or user-friendly, which causes significant issue with accidental enrollments, missed steps, improperly built courses, and so forth.</p> <p>Lastly, Washington State is looking to implement statewide certification as a requirement for all telecommunicators in the state. We need the LMS to be able to intake training certificates and marry them with training hosted through the LMS to be able to easily see what training (and associated CEUs) have been completed by any user over a set period of time.</p>	<p>Our solution will provide each of the following:</p> <ul style="list-style-type: none"> • Easy, powerful search features. • Straightforward course registration processes. • Course capacity functions including a waitlist option. • Straightforward navigation to in-person class registration and information. • Automated notifications of course enrollment, deadlines, expirations, etc. • Powerful reporting tools including filtering options. • PSAPs will not be able to see one another's users or data. • Clean display with intuitive interface, as we show in Appendix A and would be happy to demonstrate. <p>Regarding the forthcoming statewide certification process: our system includes an optional Credentials module (at additional charge). This feature would allow admins to more easily monitor progress towards credential renewal and set up automatic notifications for credential expirations (as opposed to course expirations).</p> <p>We do not include this option in our baseline proposal, but we mention it in case WMD wishes to explore it in future years.</p> <p>For clarity, access to this additional module is not required in order to meet the requirements outlined in the RFP. But it might be beneficial once the requirements associated with the statewide credentialing system are clarified.</p>
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RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

15	What integration capabilities are required for the LMS?	No current integration capabilities required as we expect this to be entirely cloud based. Future MS Teams integration may be a possibility but is currently locked out by our IT	Based on this response, we do not include integrations with Easy Generator, MS Teams, or other 3rd party applications as part of our proposal. But we would be happy to explore these options in future years.
23	Who will be responsible for ensuring the LMS is properly implemented? Do you have a dedicated LMS Administrator?	The SECO 911 Training Program Coordinator will be the LMS administrator. The SECO 911 Training Program Manager will be the contract manager and responsible for compliance issues. Both of these fall under the 911 Deputy of Operations. All 3 of these positions will be monitoring and engaging on any compliance issues.	We can provide these three SECO personnel (or any other personnel identified by WMD) with access to all user and course data in the system, including from the individual PSAPs.
24	How many team members will be involved in creating content, and do you have a designated administrator?	2-3 SECO team members will be involved in creating content. The SECO 911 Training Program Coordinator will be the LMS administrator.	We can train these individuals (or other individuals, as directed) to use our system's native course authoring tools as well as how to upload courses developed in Easy Generator.
30	Are there any language requirements for the content?	No current language requirements, we would be interested in captioning for ADA reasons.	Should WMD (or the State) eventually require that the LMS be made available in multiple languages, we can accommodate such a requirement at no additional charge. Our system is also fully ADA compliant, as described in more detail in Appendix A.

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

36	How many users are you anticipating participating in the platform? The more accurate this number is, the better bid we can provide!	Total number of users: appx 1500 but this number can and will fluctuate due to staffing at 911 PSAPS (majority will be learners). Total Admin for entire platform (SECO employees): 3-4, Total Admin for individual agencies (they need to have control over adding/removing users from their agency, adding users to courses, but should ONLY see their agency and users): appx 130 (2 per agency)	We use these figures as the basis of the cost proposal in Attachment D (Bid Sheet).
39	Can you please provide more details on existing data along with their type, size, and where it is hosted?	Data includes our virtual SCORM courses and shared videos, registration and records of training initiated and completed, attendance, CEUs, uploaded certificates or assignments, course evaluation responses and other course data. Type and size are variable and include pdf, jpeg, .xlsx, the videos and SCORM courses contain links from embedded audio and video using url. Some of the PSAP's have uploaded training documents but we do not have the total data amounts at this time. All is this is cloud based.	We can migrate all these records (assuming that they are exportable from your legacy LMS).
41	Do you have any hosting preferences (Cloud or On-prem)?	Cloud	Our system is fully cloud-based.
42	Who will be responsible for managing the hosting of the solution?	We expect to have a unique URL for the cloud based solution as provided by the LMS provider.	We can white label the URL for your portal, allowing you to choose any URL to which WMD has rights.

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

43	Can you share the total number, type, and format of the reports that you expect to generate through this system?	We expect that our SECO admin are able to run agency, user and other reports on demand for all our users and all 65 PSAPS. Our agency admins at each PSAP should also expect to run monthly or on-demand reports as needed for their training records.	SECO admins as well as agency admins at each of the PSAPs will be able to generate reports on demand, to set up automatic reports (including with customized features), or to ask the APS Support Desk to perform these tasks for you. Agency admins at each of the PSAPs will only be able to generate reports for their assigned personnel.
51	What are the expectations for ongoing support after the initial launch?	<ol style="list-style-type: none"> 1. The contractor will provide help desk services that include software support, knowledge base support, and software updates. 2. Any outages or critical impacts to the LMS shall be reviewed within 24 hours. Other technical issues, from minor to large impact, will be reviewed within 48-hours. The time to restore critical issues (loss of service or other critical failures) shall not exceed 24 hours. Issues that cannot be resolved within 24 hours, the contractor will provide an update every 48 hours at maximum, until issue is resolved. 3. Technical support and software updates or upgrades will not incur any additional cost and will be included in the per user fee. 	<p>APS ensures responses to critical issues within 24 hours. This includes:</p> <ul style="list-style-type: none"> • Response Time: Critical outages are addressed within 24 hours or less, with dedicated teams monitoring the platform. • Resolution Time: APS works on a timeline similar to this requirement, updating clients every 48 hours or sooner for unresolved issues. Full incident reports are also provided after resolution. • Monitoring: APS uses automated tools for real-time monitoring of the platform to detect and respond to critical issues. <p>See also the more detailed description of our support services in Appendix A.</p>
53	When does your current LMS system contract end?	1/31/2025	Our proposed workplan will result in a fully operational system, including migration of data from the legacy LMS, well before this date.
57	Do you require the ability to charge a fee for any training?	We do not currently charge for any of our courses but would like the option of having e-commerce transactions.	<p>We are capable of building APIs to any of several different e-commerce tools.</p> <p>In light of this guidance, however, we do not include that option in our current bid.</p>

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

59	What are your learning objectives / goals for this new LMS for this year and beyond?	The goal for the LMS is to provide a platform for professional development for telecommunicators in Washington State. It will house training courses to include virtual/on demand and instructor led courses. maintain training records, and be a registration portal for in person classes. The LMS must be user friendly for SECO staff as well as Training Coordinators and users of the system. It should have a report function that is easily customized to filter necessary and relevant information. The 65 PSAP Training Coordinators and users should be able to easily find and select courses from a library that is sortable by date, title, or category. The reporting function should be sortable by individual and by groups which do not interfere with other groups.	Our solution addresses these requirements.
60	What type of eLearning content formats do you currently use or plan to use (ex. AICC, SCORM, xAPI, MP4, etc.)?	Currently use SCORM, would also like the ability to give LMS administrators a PPT and quiz/video etc. for courses and have them build a SCORM course from that	Our system can accommodate all these file formats.
62	Do you use any competencies that correlate a job to a course so that as a user who needs a certain skill or competency for a job can see what course(s) they need to take?	Certification may require courses that address specific competencies, so users need an easy search function to find these courses.	Our system includes a powerful but easy search tool, as we would be pleased to demonstrate.
65	Do you require single sign-on and multi-factor authentication?	No	As with other custom API features discussed in the Q&A, we can provide SSO (and MFA) but do not include them in our proposal.
66	Do you purchase pre-built content? If so, from what company? Do you need the new LMS to offer any type of content library or titles? If so, what specific topics do you need?	Not at this time. We are open to a content library option, but will always vet these courses through our training team prior to posting them to the LMS. Topics need to be relevant to 911 telecommunicators.	Based on this response, and also WMD's response to Question 6 (above), we do not include OTS course libraries in our current proposal but are prepared to explore this option if so directed.

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

68	How are learners currently evaluated on their training? Does your training include tests? Do you need the new LMS to include test making capabilities?	Online courses include quizzes and/or knowledge checks. We need test making capabilities in an LMS system.	Our system includes native test-making capabilities (in addition to running tests and knowledge checks built in Easy Generator or elsewhere).
69	Is there a need for recurring training? How do you currently manage recertification schedules?	Yes. Recertification processes are being established, but we expect it to be every 2 years. The LMS system must be able to send out automatic notifications when courses are nearing expiration and communicate processes to users/admin for recertification.	<p>As noted above, our proposal fully meets this requirement and will generate automatic notifications when courses are nearing expiration.</p> <p>We can also discuss whether access to our Credentials module (as described in our response to Question 14) would be a useful addition to your system at some future date.</p>
70	Do you currently use any type of learning path for career development? If so, what are some of the roles utilizing this training? Are there specific skills or competencies you are trying to develop?	The ability to use a learning path is of interest as we approach 911 state cert.	<p>Our system includes Learning Paths.</p> <p>This will facilitate both of the following:</p> <ul style="list-style-type: none"> • Individual PSAPs will be able to establish their own onboarding criteria (and embed it in a Learning Path). • SECO admins will be able to set up Learning Paths for all users (reflecting State requirements).

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

71	Attachment C, page 2, a.i.1 - What is the Archival Policy for the Content? What is the current Archive Size.	<p>In addition to offering on-demand online courses, the LMS will also be used as a registration portal for instructor led courses. Because we do not want past ILC's to be viewed and users mistakenly registered (i.e. Call taking course start date of Sept. 1st 2024 still in view), we have no current way to stop registrations so we have to manually move classes to an archive in order to hide them from view but in doing so, the learners are no longer able to complete course evaluations. We need a solution that includes a closed registration date and automatically removes the course from view, placing it into an archived category but still allows users to complete all evaluations. Regarding archival policy see pages 42-44: https://www2.sos.wa.gov/_assets/archives/recor dsmanagement/state-government-general-records-retention-schedule-v.6.2-(august-2021).pdf.</p>	<p>Our system addresses this pain point with course evaluations as follows:</p> <ul style="list-style-type: none"> • Courses can be archived Individually, by specifying an expiration date for each course; or automatically, once the start date has elapsed for a live training course. • Automatic archiving can be configured in the course settings where you can establish the archiving policy by either a fixed date or the number of days after enrollment. • Regardless of the method, once a course is archived, users will no longer be able to access or relaunch the course materials, though they will still retain their course history. <p>Returning to the course evaluation problem:</p> <p>If learners still need to complete the evaluation after the course has been archived, the course can be removed from the catalog view and only learners already enrolled in the course will be allowed to complete the remaining evaluation.</p> <p>Or, the evaluation can live as a separate course.</p>
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RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

72	Attachment C, page 2, a.ii.1 - Is this an assignment which is something like examination after course?	Course participants must complete assignments externally (ie: Word, pdf,etc) and have the ability to upload multiple assignment document to LMS system.	The APS LMS allows users to upload multiple documents as part of assignments or certificate requirements for courses. For a more complete discussion, see our response to Question 128 (below).
74	Attachment C - Is the system only for Web or the Android and iOS Platform(Mobile/Tablets)	Prefer availability with all platforms (web, android, iOS, mobile/tablets etc.)	Our system is platform agnostic, mobile responsive, and will operate in any device with a modern browser.
75	Attachment C, page 9, ci.i.5 - What types of report and personal training metrics need to be generated ?	Status of course completions, certificates, agency enrolled users. Agency administrators need to be able to run reports for only their agency and users without interfering with other agencies or seeing other agency's users. Users need to have access to their personal training records including course completions, status, certificates, etc.	Our system can accommodate all these requirements.
76	Attachment C, page 12, e.ii.4 - What is the requirement size for "Unlimited storage".	Requirement size is unlimited. Agencies may choose to upload their own training documents and files in addition to the training courses and archived data	Admins will be able to upload an unlimited number of training content items and other resources.
78	Page 4 - Will helpdesk Service from India (IST) timezone be acceptable, if we assume responsibility of 24 hr SLA to resolve the issue.	There is no requirement for this however we would like service hours to align with our business hours.	Our service hours are 8 am to 6 pm Pacific.
81	Page 5 - Will we get the remote access to the systems & Data from India.	Not on the SGN, everything outside of CONUS is blocked and we do not provide remote access into our systems to vendors, we do screenshares.	Our data normally resides in multiple instances in both the United States and the European Union, where it is subject to GDPR requirements. We can restrict WMD's data to US instances only for an additional fee, as discussed in Attachment D (Bid Sheet).

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

82	Page 5 - Are there any specific reliability, availability and data security compliance requirements.	Yes https://watech.wa.gov/policies/definition-terms-used-policies-and-reports	We are compliant with these requirements.
83	Page 5 - Will content upload and ingestion be done by Vendor or WMD?	Content upload will be done by vendor.	<p>We will migrate all user, course completion, and other data from WMD's legacy LMS.</p> <p>We will ask WMD to explain what data needs to be migrated and where it can be found.</p> <p>Apart from that, we will do the heavy lifting and you will check our homework.</p>
87	Page 1 - In RFP document it's mentioned that WMD wants per user pricing capped at \$40K per year where in attachment D it's asking for price breakup based on milestones, one-time costs, and recurring costs. Please elaborate on this and the expected pricing model	We are requesting a breakdown in pricing, to include per user fees, one time, recurring and all other inclusive costs. The total annual cumulative costs cannot exceed \$40,000, other than year 1 when the total allowed is \$46,000 (\$6,000 for implementation).	Our cost proposal (Attachment D, Bid Sheet) conforms to these requirements.
92	Do you require the LMS to support multiple organizations within the same platform?	SECO does require multiple organizations set up in a parent-child structure, with SECO as the parent.	<p>As explained elsewhere, we propose using our Groups feature to accomplish the objectives outlined in the RFP.</p> <p>We can provide a parent-child structure, but it will be both more expensive and more cumbersome.</p>
95	Do you have an existing inhouse storage solution? If yes, do we need to integrate the LMS with this storage system?	No, all records will be housed in the LMS.	Our LMS is robust and can house all your training records.

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

98	How important is mobile access and responsiveness for your users?	Have mobile access and responsively is important although not critical. We want our users to be able to access courses easily and many rely on their mobile devices to do this.	As noted above, our system is platform agnostic and mobile responsive. Our system is web-based and will operate on the latest versions of all standard browsers.
99	Do you require advanced features such as gamification or social learning within the LMS?	You can mention it, but since we are not requesting the function it will not be factored into the scoring. It might actually negatively impact a bidder's score if there is a higher cost associated with it.	We can activate certain gamification features at no additional charge. In view of this response, however, we do not elaborate on these features in our proposal.
100	What is your preferred process for onboarding users onto the new LMS?	It is our preference that we introduce the new LMS through an email from our team. We would like to then load users into the platform, circumventing a time-expiring invite to the system. Many of our users work weekends and nights, so we do not want to be re-sending multiple invites to get everyone onboarded. From there, we would expect subsequent new users to be built by the agency administrators.	If we understand this preference properly, we can accommodate your objective by adjusting the time limit on invitation messages. We are also prepared to explore alternative approaches, including having our Support Desk send and monitor the onboarding messages..
101	What accessibility features are necessary to support users with disabilities?	We would like to offer captioning to meet ADA standards.	Our system is ADA compliant.
102	Does the LMS need to be compatible with SCORM 1.2 or SCORM 2004 standards?	Yes, we need it to be compatible with both.	Our system can accommodate both these standards as well as xAPI files and other formats.
103	Are there any specific API requirements or custom integrations needed for your LMS?	Not at this time.	We have not included API integrations in our proposal in view of this guidance (although we can support them at a future date).

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

104	The Scope of Work includes this passage: "The contractor agrees to an unlimited upload of materials by external training, paid trainers, local agency courses, vendor courses, State courses, and homegrown courses with proper author permissions." How many new training materials are typically created or uploaded each month (or year)?	We need unlimited content storage because we schedule SECO courses monthly and throughout the year requiring uploads of materials for the courses by the participants. The 65 PSAPS would also each have the option to upload training courses or documents. Our current LMS does not separate courses that SECO or our PSAPS develop and upload from the courses that are available on the LMS provided by the current LMS sub-contractor TalenLMS.	Admins will be able to upload an unlimited number of training content items and other resources. In addition, our system will (1) permit uploads of files by end users and (2) segregate both users and content by groups (PSAPs).
107	RE: RFP 24-007, 2.2 Scope of Work of the Procurement, bullet list item 1, page 4. QUESTION: What are the content types of the "existing tracking records" that will need to be migrated to the new LMS platform?	Content includes info from the training records including: name, email, agency, course title, date completed, CEU credits earned, certificate, expiration,	We are accustomed to migrating these data fields.
108	RE: RFP 24-007, 2.2 Scope of Work of the Procurement, bullet list item 1, page 4. QUESTION: What are the format(s) and/or file type(s) of the "existing tracking records" that will need to be migrated to the new LMS platform?	The training record files will be given as excel spreadsheets.	We can import the files in this format.
114	Bidder will submit its standard license terms and conditions with this proposal. Will Bidder's license agreement be fully incorporated into any final Agreement to the extent it does not conflict with WMD's standard terms and conditions?	We cannot guarantee it will be fully incorporated. We will work with the winning bidder to come to agreeable terms. There will most likely be redlines required by WMD.	We provide a copy of our standard Terms of Service Agreement as Appendix B. We believe that WMD will find the terms and conditions therein to be completely conventional. We understand, however, that this document may be subject to legal review, and we are prepared to amend our terms and conditions as required.

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

118	<p>Bidder provides annual subscriptions to its licensed products and services that are billed at the beginning of each contract year, and it considers amounts invoiced as due and earned upon being invoiced and non-refundable when paid. Is this invoicing and payment method acceptable to WMD?</p>	<p>We can pay one year in advance for subscription services per state law, so yes this method would be acceptable. We can not prepay for implementation costs.</p>	<p>We note that WMD is authorized to pay for one year of service in advance and that you are not authorized to prepay for implementation.</p> <p>We will abide by these stipulations.</p>
124	<p>To the extent WMD mandates accessibility compliance for the services provided, will WMD acknowledge and agree that accessibility compliance is constantly changing with modifications and updates to existing technology, and provide Bidder the ability to remediate any confirmed accessibility issue within 180 days of notification, and in the event Bidder cannot remediate the accessibility issue within 180 days, WMD would be entitled to an amount equal to the pro-rated fees already paid for the balance of the term as of the date of termination as WMD's only remedy?</p>	<p>Contract negotiations will take place with the apparent successful bidder. However, in regards to accessibility, Contractors must comply with WaTech's accessibility standard (https://watech.wa.gov/policies/minimum-accessibility-standard).</p>	<p>The APS LMS complies with ADA regulations and our solution is also compliant with WaTech's standard.</p>

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

125	Per Attachment C, a.iv.3 "Is able to embed external content that has been uploaded to the LMS." What type of content are you referring to?	Our courses contain audio and video files which have been embedded into the course. These files use URL links such as Youtube or other online sources as well as downloaded audio files.	We can accommodate these requirements.
126	Per Attachment C, a.iv.4 "Course Development: Embedding External Content: Is able to link to external content that is available online." What type of content are you referring to? Are you referring to linking out to the web page or site via a URL or possibly uploading SCROM content?	Yes, we must be able to upload SCORM content as well as other course content that uses embedded audio and video links via a URL.	We can accommodate these requirements.
127	Per Attachment C, a.ii.2 "Assignments: Assignment Builder: Allows learners to upload assignment submissions, including multiple documents uploads." Are these assignments to be graded and will the grade be reflected on the LMS?	The assignments will be reviewed for completion and possibly graded. We must at least have an option showing "completed" For quizzes or tests, the scores must be reflected within the LMS	<p>Our system has separate statuses for "Completed" (meaning the learner has finished all course modules) and "Passed/Failed" (which is applicable when there are scored modules like exams).</p> <p>The score required for passing a course can be set by a user with appropriate permissions. A learner receives "Passed" if they meet the passing score and "Failed" if they don't.</p> <p>We can also report on raw scores if required.</p>

RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

128	<p>Per Attachment C, b.i.1 "Other: Bulk Upload: Allows bulk uploads of multiple documents at once (without requiring a zip file)." What documents are you referring to here. Is it documents related to uploading of learner assignments?</p>	<p>We have courses that have prerequisite requirements to upload certificates, such as FEMA certificates or assignments. Users must be able to upload multiple documents or certificates separately without having to merge them into a single PDF or Word document in order to upload. Our current LMS requires all separate documents be merged into one as it will only allow 1 document to be uploaded.</p>	<p>APS LMS allows users to upload multiple documents as part of assignments or certificate requirements for courses.</p> <p>You can upload various file types separately, such as FEMA certificates or other documents, without needing to merge them into a single PDF or Word document. Each document is treated as a separate upload within the module, allowing learners to submit multiple files individually.</p> <p>The 'External Credit' option in APS also allows learners to record and track training or certifications completed outside the LMS. This feature enables users to upload external certifications, like FEMA certificates or other professional development credits, directly into their learner profile. The process involves adding details such as the activity name, description, credits earned, and any supporting documents.</p>
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RESPONSES TO OBJECTIVES CLARIFIED IN PUBLISHED Q&A

129	Per Attachment C, d.i.4 "Reporting: Report Filtering: Allows for sorting and filtering report content at the APPLICATION level, removing any need to export data and further manipulate it." What do you mean by "Application"	We want our training coordinators at the agencies to be able to run their own reports for their own staff with sorting functions such as course completions, enrollments, certificates, individual and group reports. We do not want them to have to request reports be run by SECO or LMS platform staff to provide these reports.	Agency admins (at the PSAP level) will be able to run their own reports. They will also be able to request reports from the APS Support Desk. There will be no requirement for SECO or LMS platform staff to run reports on their behalf.
130	Per Attachment C, e.ii.1 "Website Requirements: Domain: Allows for a custom HTTPS domain." What kind of URL do you envision? Something like [customSubDomain].etraincenter.com or [customDomain].@mil.wa.gov	We would like to maintain or use similar to Wa911training.	If you have rights to either of these URLs, we can use it to label your portal.

APPENDIX F: RESUMES OF KEY PERSONNEL
(CONFIDENTIAL MATERIAL, NOT FOR PUBLIC DISCLOSURE)

Daniel L. Toone

208.534.8945 · dtoone@gmail.com · Providence, UT

Professional Summary

Experienced Implementation Manager with a proven track record in project management, team leadership, and successful implementation of SaaS solutions. Skilled in driving operational efficiencies and leading cross-functional teams to achieve strategic objectives. Adept at managing complex projects from inception to completion, ensuring timely delivery and client satisfaction.

Education

Brigham Young University – Idaho

Graduated 2018

Bachelor of Science in University Studies, emphasis in Psychology and Information Technology.

Professional Experience

Implementation Manager

Advanced Problem Solving

January 2023 - Present

- Created implementation processes, resulting in over 30% improvement in time to value
- Managed multiple projects, ensuring on-time delivery.
- Developed comprehensive project plans, including timelines and resource allocation.
- Coordinated cross-functional teams, including developers, designers, and client representatives, focused on cohesive project execution.
- Acted as the primary point of contact for clients, providing ongoing support in alignment with project goals.
- Facilitated client training sessions and workshops to ensure smooth transitions and user adoption.

Customer Experience Manager

Advanced Problem Solving

July 2022 - January 2023

- Developed support desk processes focusing on efficiency and client satisfaction.
- Onboarded new ticketing software and created workflow to ensure quick and efficient response to clients.

Kathryn R. Lumley

Learning Management System Administrator

Key leader in the training industry with over 17 years' experience in Learning Management System sales, implementation and administration, product and project management, as well as instructional design. Possess a M.S. in Organizational Performance and Workplace Learning.

PROFESSIONAL EXPERIENCE

October 2016-Present | Advanced Problem Solving

LMS Product Manager

- Managed LMS roadmap, working closely with business stakeholders to determine requirements and prioritization
- Reviewed and collaborated on incoming request for proposals (RFPs)
- Collaborated with the development team on bugs, feature requests and priorities
- Created, tested, and launched new features, learning content, and interface changes for clients
- Designed and configured learning curriculum by concept/division
- Delivered system reports and learning surveys on required training to ensure a high level of compliance .
- Developed and supported user training for users/admins & provided other education, tools, and tips
- Collaborated with a regional training group to provide consistent user experiences across all active and demo portals

October 2014-October 2016 | BlackLine Systems, Woodland Hills, CA

eLearning Developer & System Administrator

- Led the selection and implementation of a new multi-tenant Learning Management System for external client base
- Collaborated with Subject Matter Experts and Product Developers to deploy engaging e-Learning courses, web-based training content, and online communications
- Built virtual and eLearning training modules for sales and marketing teams for each quarterly release
- Served as LMS technical lead to the organization with a focus on first time resolution of learner issues including transcript issues, account requests, system functionality issues, etc.
- Supported the deployment of learning programs including uploading and updating courseware and curricula, training assignments, and user notifications
- Developed eLearning courses and curriculum for navigation and instruction on financial close software system
- Utilized LMS reporting capabilities and developing custom reports to assist with planning and managing CPA certification
- Utilized knowledge of LMS capabilities to recommend delivery strategies for multiple audiences

EDUCATION

M.S. ORGANIZATIONAL PERFORMANCE & WORKPLACE LEARNING

*Boise State University,
Boise, ID, 2019*

B.A. LIBERAL STUDIES

*Ohio Dominican University,
Columbus, OH, 2005*

RELEVANT SKILLS

- Microsoft Office 365
- Asana, Salesforce, Jira, Zoho Desk, SharePoint
- Rapid ID Authoring Tools: Articulate Storyline 360, Snagit, Camtasia, Captivate, iSpring
- Adobe Creative Cloud Suite
- Auphronics and Audacity
- Podcasting, mp3, mp4
- LMS: Meridian, Cornerstone, Joomla, SmartPros, BlackBoard, LearnUpon
- SCORM 1.2, 2004, AICC, and Tin Can 1.0
- Mobile Learning, Online Learning, Hybrid Courses, Simulations and Branched Learning

May 2012 – October 2014 | VCA Antech, Los Angeles, CA

Instructional Designer & System Administrator

- Developed instructional materials, eLearning courses and curriculum for four divisions including hospitals, laboratories, imaging, and online services
- Contributed to the design and implementation of the online corporate university
- Provided technical support as an LMS administrator to over 16,000 employees between four company divisions
- Tested usability throughout the course development process to ensure optimal functionality
- Managed project timelines, deadlines, and course announcements for rapid development
- Developed mandatory compliance courses and assessments for hospital employees
- Contributed to career development process by tying competencies to learning objects
- Created instruction and facilitator guides for the New Hire Orientation workshop that utilizes social collaborative learning technologies

August 2006-February 2011 | Newell Rubbermaid, Atlanta, GA





National Account Specialist

- Managed a \$4 million-dollar territory comprised of 55 Home Depot and Lowe's accounts
- Organized and maintained inventory levels as well as upper-level relationships with client district management
- Executed 341 formal training sessions in 3-month time span
- Won the CSN competition in 2009, by training 81 associates in 5 accounts
- Worked with store management and HR to secure ongoing monthly training sessions for participating stores
- Raised overall territory sales in 2010 by 9.8%
- Sold in and launched over 8 new custom programs to all key accounts
- Organized, staged, and conducted weekend selling events averaging \$3500 in sales
- Integrated territory results and sales breakdowns into all store calls, as well as achieved consistent and strategic call coverage

OSCAR MESZAR

SENIOR ENTERPRISE ARCHITECT

CONTACT

-  720-722-6361
-  oscar@advancedproblemsolving.org
-  fire.advancedproblemsolving.org
-  310 North Indian Hill Blvd.
Claremont CA 91711

EXPERTISE

- Full stack development
- Cloud architecture
- API design and integration
- DevOps practices
- Security best practices
- Infrastructure management
- Performance optimization
- Product direction

SKILLS

- Problem-Solving
- Leadership
- Collaboration
- Adaptability
- Technical

EDUCATION

Bachelor of Science: Computer Science

Northern Illinois University

1984

PROFILE

Senior SaaS Enterprise Architect with a talent for swiftly identifying solutions to complex business challenges. Demonstrated leadership in guiding decisions at the CxO level, with over twenty years of experience fostering one-on-one client relationships. Skilled at communicating highly technical concepts to non-technical stakeholders and developing strong rapport with clients and team members. Efficient multitasker with extensive experience in estimating project scope for both small and large initiatives. Microsoft MVP Reconnect and former Microsoft MVP for 10 years.

WORK EXPERIENCE

Senior SaaS Developer & Architect

Advanced Problem Solving 2021-Present

As a Senior SaaS Developer and Architect, I design, code, and test complex SaaS applications, architect scalable and secure cloud solutions, and lead development teams. I ensure adherence to best practices through code reviews, collaborate with stakeholders to deliver high-quality solutions, mentor junior developers, optimize cloud performance, and recommend new technologies to enhance our processes.

EVP Product Strategy Development & Technology

Nimbulis 2018-2021

As Nimbulis' Product Strategy Developer, I managed the architecture, infrastructure, and product direction of our platform, overseeing the development team. Nimbulis utilized Microsoft Azure Cloud extensively, optimizing performance through various Azure services like SQL Database, Blobs, Table Storage, Redis Cache, Service Bus, CosmosDBs, SignalR, and Microsoft Cognitive Services for AI integration.

Owner

WebF1, LLC 2000-Present

As owner at WebF1 in Boulder, Colorado, my main focus was contributing to software solutions that helped our clients stay competitive. Working with our experienced team, we completed various projects, like an electronic payment system for a big bank, a foreign currency exchange app, online benefits solutions, a product support site, and a corporate intranet.

Business Application Manager

Webroot Software 2009-2013

As Webroot Software's Business Application Manager, I led the design, development, and testing of business applications using Microsoft collaboration technologies, while also managing a team of developers.

Point Bridge

Senior Consultant 2006-2008

During my time at PointBridge, my responsibilities included architecting and developing SharePoint 2007/MOSS solutions tailored to meet the unique needs of our diverse client base.

BIDDER'S CERTIFICATION

Competitive Solicitation:	No. RFP25-007		
Bidder:	Advanced Problem Solving LLC Type/print full legal name of Bidder		
Bidder's Address:	310 North Indian Hill Blvd. #122 Claremont, CA 91711 Type/print Bidder's Address		
Bidder Organization Type: Check appropriate box	Corporation:	<input type="checkbox"/> Domestic	<input type="checkbox"/> Foreign
	Limited Liability Company (LLC):	<input type="checkbox"/> Domestic	<input checked="" type="checkbox"/> Foreign
	Partnership:	<input type="checkbox"/> Domestic	<input type="checkbox"/> Foreign
	Sole Proprietorship:	<input type="checkbox"/>	
State of Formation:	California Type/print the state where the corporation, LLC, or partnership is formed – e.g., 'Washington' if domestic and the name of the state if 'Foreign' (i.e., not Washington)		

Bidder, through the duly authorized undersigned, makes this certification as a required element of submitting a responsive bid. Bidder certifies, to the best of its knowledge and belief, that the following are true, complete, correct, and made in good faith:

1. **UNDERSTANDING.** Bidder certifies that Bidder has read, thoroughly examined, and fully understands all of the provisions in the Competitive Solicitation (including all attachments) and the terms and conditions of the Contract and any amendments or clarifications to the Competitive Solicitation, and agrees to abide by the same.
2. **ACCURACY.** Bidder certifies that Bidder has carefully prepared and reviewed its bid and fully supports the accuracy of the same. Bidder further understands and acknowledges that WMD shall not be responsible for any errors or omission on the part of Bidder in preparing its bid. Bidder certifies that the facts declared here are true and accurate. Bidder further understands and acknowledges that the continuing compliance with these statements and all requirements of the Competitive Solicitation are conditions precedent to the award or continuation of the resulting Contract.
3. **NO COLLUSION OR ANTI-COMPETITIVE PRACTICES.** Bidder certifies that Bidder has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this Competitive Solicitation. Bidder certifies that Bidder's bid prices have been arrived at independently, without engaging in collusion, bid rigging, or any other illegal activity, and without for the purpose of restricting competition any consultation, communication, or agreement with any other bidder or competitor relating to (a) those prices, (b) the intention to submit a bid, or (c) the methods or factors used to calculate the prices offered. Bidder certifies that Bidder has not been and will not knowingly disclose its bid prices, directly or indirectly, to any other bidder or competitor before award of a Contract, unless otherwise required by law. Bidder certifies that Bidder has made no attempt and shall not make any attempt to induce any other person or firm to submit or not to submit a bid for the purpose of restricting competition. Bidder, however, freely may join with other persons or organizations for the purpose of presenting a bid.

4. FIRM OFFER. Bidder certifies that its bid, attached hereto, is a firm offer which cannot be withdrawn for a period of one hundred eighty (180) days from and after the bid due date specified in the Competitive Solicitation. WMD may accept such bid, with or without further negotiation, at any time within such period. In the event of a protest, Bidder's bid shall remain valid for such period or until the protest and any related court action is resolved, whichever is later.
5. CONFLICT OF INTEREST. Bidder certifies that, in preparing this bid, Bidder has not been assisted by any current or former employee of the State of Washington whose duties relate (or did relate) to this Competitive Solicitation, or prospective Contract, and who was assisting in other than his or her official, public capacity. Neither does such a person nor any member of his or her immediate family have any financial interest in the outcome of this bid.
6. NO REIMBURSEMENT. Bidder certifies that Bidder understands that the State of Washington will not reimburse Bidder for any costs incurred in the preparation of this bid. All bids become the property of the State of Washington, and Bidder claims no proprietary right to the ideas, writings, items, or samples unless so stated in the bid.
7. PERFORMANCE. Bidder certifies that Bidder understands that its submittal of a bid and execution of this Bidder's Certification certifies bidder's willingness to comply with the Contract, if awarded such. By submitting this bid, Bidder hereby offers to furnish the goods and/or services solicited pursuant to this Competitive Solicitation in compliance with all terms, conditions, and performance requirements contained in this Competitive Solicitation and the resulting Contract or, if applicable, as detailed on a Contract Issues List, if permitted, in this Competitive Solicitation.

8. INSURANCE. Bidder certifies as follows (*must check one*):

BIDDER HAS REQUIRED INSURANCE. Bidder has attached a current, valid Certificate of Insurance for each and all of the required insurance coverages as specified in the Contract (note: Bidder must attach the Insurance Certificate).

OR

BIDDER WILL OBTAIN REQUIRED INSURANCE. Bidder does not have a current, valid Certificate of Insurance for each and all of the required insurance coverages as specified in the Contract but, if designated as the Apparent Successful Bidder, Bidder will provide such a Certificate of Insurance, without exception of any kind, to WMD within twenty-four (24) hours of such designation or notification by WMD or be deemed a nonresponsive bid.

OR

BIDDER DOES NOT HAVE REQUIRED INSURANCE. As detailed on the attached explanation (Bidder to provide), Bidder does not have a current, valid Certificate of Insurance for each and all of the required insurance coverages as specified in the Contract and, if designated as the Apparent Successful Bidder would not be able to provide such a Certificate of Insurance to WMD within twenty-four (24) hours of such designation.

9. DEBARMENT. Bidder certifies as follows (*must check one*):

NO DEBARMENT. Bidder and/or its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from contracting with any federal, state, or local governmental entity.

OR

DEBARRED. As detailed on the attached explanation (Bidder to provide), Bidder and/or its principals presently are debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from contracting with a federal, state, or local governmental entity.

10. CRIMINAL OFFENSE. Bidder certifies as follows (*must check one*):

- NO CRIMINAL OFFENSE.* Bidder and its officers, directors, and managers have not, within the three (3) year period preceding the date of this Competitive Solicitation, been convicted or had a civil judgment rendered against Bidder or such officers, directors, and managers for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a governmental contract; violation of any federal or state antitrust statute; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property. Bidder further certifies that Bidder and its officers, directors, and managers are not presently indicted or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in this paragraph.

OR

- CRIMINAL OFFENSE.* As detailed on the attached explanation (Bidder to provide), within the three (3) year period preceding the date of this Competitive Solicitation, Bidder or its officers, directors, or managers have been convicted or had a civil judgment rendered against Bidder or such officers, directors, or managers for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a governmental contract; violation of any federal or state antitrust statute; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

11. WAGE THEFT PREVENTION. Bidder certifies as follows (*must check one*):

- NO WAGE VIOLATIONS.* Bidder has NOT been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW 49.48.082, any provision of RCW 49.46, RCW 9.48, or RCW 49.52 within three (3) years prior to the date of the above-referenced Competitive Solicitation date.

OR

- VIOLATIONS OF WAGE LAWS.* Bidder has been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW 49.48.082, a provision of RCW 49.46, RCW 49.48, or RCW 49.52 within three (3) years prior to the date of the above-referenced Competitive Solicitation date.

12. WORKERS' RIGHTS (EXECUTIVE ORDER 18-03). Bidder certifies as follows (*must check one*):

- NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.* Bidder does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

- MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.* Bidder requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

13. TERMINATION FOR DEFAULT OR CAUSE. Bidder certifies as follows (*must check one*):

- NO TERMINATION FOR DEFAULT OR CAUSE.* Bidder has not, within the three (3) year period preceding the date of this Competitive Solicitation, had one (1) or more federal, state, or local governmental contracts terminated for cause or default.

OR

- TERMINATION FOR DEFAULT OR CAUSE.* As detailed on the attached explanation (Bidder to provide), within the three (3) year period preceding the date of this Competitive Solicitation, Bidder has had one (1) or more federal, state, or local governmental contracts terminated for cause or default.

14. TAXES. Bidder certifies as follows (*must check one*):

- TAXES PAID.* Except as validly contested, Bidder is not delinquent and has paid or has arranged for payment of all taxes due to the State of Washington and has filed all required returns and reports as applicable.

OR

- DELINQUENT TAXES.* As detailed on the attached explanation (Bidder to provide), Bidder has not paid or arranged for payment of all taxes due to the State of Washington and/or has not timely filed all required returns and reports as applicable.

15. LAWFUL REGISTRATION. Bidder, if conducting business other than as a sole proprietorship (e.g., Bidder is a corporation, limited liability company, partnership) certifies as follows (*must check one*):

- CURRENT LAWFUL REGISTRATION.* Bidder is in good standing in the State of Washington and the jurisdiction where Bidder is organized, including having timely filed all required annual reports.

OR

- DELINQUENT REGISTRATION.* As detailed on the attached explanation (Bidder to provide), Bidder currently is not in good standing in the State of Washington and/or the jurisdiction where Bidder is organized.

16. REGISTRATION WITH WASHINGTON SECRETARY OF STATE. Bidder certifies as follows (*must check one*):

- BIDDER IS REGISTERED WITH WASHINGTON SECRETARY OF STATE.* Bidder is registered with the Washington Secretary of State, is in good standing, and has the following Unified Business Identifier (UBI) number: ____ _ .

OR

- BIDDER WILL REGISTER WITH WASHINGTON SECRETARY OF STATE.* Bidder is not registered with the Washington Secretary of State but, if designated as the Apparent Successful Bidder, Bidder will register with the Washington Secretary of State and obtain a UBI number within twenty-four (24) hours of such designation or notification by WMD or be deemed a nonresponsive bid.

OR

- BIDDER IS NOT REGISTERED WITH WASHINGTON SECRETARY OF STATE.* Bidder is not registered with the Washington Secretary of State and Bidder declines to register with the Washington Secretary of State. *Note:* WMD requires all awarded bidders (including Washington firms and out of state firms) to be registered with the Washington Secretary of State. Bidders who are not registered will not be awarded a Contract.

17. REGISTRATION WITH WASHINGTON STATE DEPARTMENT OF REVENUE. Bidder certifies as follows (*must check one*):

- BIDDER IS REGISTERED WITH WASHINGTON STATE DEPARTMENT OF REVENUE.* Bidder is registered with the Washington State Department of Revenue, has a business license to do business in Washington, and has the following Unified Business Identifier (UBI) number: ____ _ .

OR

- BIDDER WILL REGISTER WITH WASHINGTON STATE DEPARTMENT OF REVENUE.* Bidder is not registered with the Washington State Department of Revenue but, if designated as the Apparent Successful Bidder, Bidder will register with the Washington State Department of Revenue and obtain a business license within twenty-four (24) hours of such designation or notification by WMD or be deemed a nonresponsive bid.

OR

- BIDDER IS NOT REGISTERED WITH WASHINGTON STATE DEPARTMENT OF REVENUE.* Bidder is not registered with the Washington State Department of Revenue and Bidder declines to register with the Washington State Department of Revenue. *Note:* WMD requires all awarded bidders (including Washington firms and out of state firms) to be registered with the Washington State Department of Revenue. Bidders who are not registered will not be awarded a Contract.

18. SUBCONTRACTORS. Bidder certifies as follows (*must check one*):

- NO SUBCONTRACTORS.* If awarded a Contract, Bidder will not utilize subcontractors to provide the goods and/or services subject to this Competitive Solicitation.

OR

- SUBCONTRACTORS.* As detailed on the attached explanation (Bidder to provide), If awarded a Contract, Bidder will utilize subcontractors to provide the goods and/or services subject to this Competitive Solicitation. In such event, Bidder certifies that, as to WMD, Bidder shall retain responsibility for its subcontractors, including, without limitation, liability for any subcontractor's acts or omissions. *Note:* Bidder must provide the precise legal name (including state of organization), business address, and federal tax identification number (TIN) for each subcontractor. *Note:* Do not provide any SSN.

19. WASHINGTON SMALL BUSINESS. Bidder certifies as follows (*must check one*):

- WASHINGTON SMALL BUSINESS.* Bidder is a Washington Small Business as defined in RCW 39.26.010. To qualify as a Washington Small Business, Bidder must meet three (3) requirements:

- *Location.* Bidder's principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm's headquarters where business decisions are made and the location for the firm's books and records as well as the firm's senior management personnel.
- *Size.* Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars (\$7,000,000) annually as reported on Bidder's federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years.
- *WEBS Certification.* Bidder must have certified its Washington Small Business status in Washington's Electronic Business Solution (WEBS).

OR

- NOT WASHINGTON SMALL BUSINESS.* Bidder is not a Washington Small Business as defined in RCW 39.26.010.

20. VETERAN-OWNED BUSINESS. Bidder certifies as follows (*must check one*):

- CERTIFIED VETERAN-OWNED BUSINESS.* Bidder is a Certified Veteran-Owned Business under RCW 43.60A.190. To qualify as a Certified Veteran-Owned Business, Bidder must meet four

(4) requirements:

- *51% Ownership.* Bidder must be at least fifty-one percent (51%) owned and controlled by:
 - A veteran as defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;
 - A person who is in receipt of disability compensation or pension from the department of veterans affairs; or
 - An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.
- *Washington Incorporation/Location.* Bidder must be either an entity that is incorporated in the state of Washington as a Washington domestic corporation or, if not incorporated, an entity whose principal place of business is located within the State of Washington.
- *WEBS Certification.* Bidder must have certified its Veteran-Owned business status in Washington's Electronic Business Solution (WEBS).
- *WDVA Certification.* Bidder must have provided certification documentation to the Washington Department of Veterans' Affairs (WDVA) and be certified by WDVA and listed as such on WDVA's website (WDVA – Veteran-Owned Businesses).

OR

- NOT A CERTIFIED VETERAN-OWNED BUSINESS.* Bidder is not a Certified Veteran-Owned Business under RCW 43.60A.190.

21. WASHINGTON STATE ENTERPRISE LEADERSHIP COMPETENCIES – DIVERSITY, EQUITY, & INCLUSION. Bidder certifies as follows (*must check one*):

- UNDERSTANDS & WILL FOLLOW WASHINGTON STATE ENTERPRISE LEADERSHIP COMPETENCIES.* Bidder has reviewed, understands, and if awarded a Contract, will follow the Washington State Enterprise Leadership Competencies in performing such Contract and, if utilizing subcontractors, will ensure that such subcontractors also follow the Washington State Enterprise Leadership Competencies in performing such Contract.

OR

- DOES NOT FOLLOW WASHINGTON STATE ENTERPRISE LEADERSHIP COMPETENCIES.* Bidder does not follow the Washington State Enterprise Leadership Competencies.

22. SOFTWARE, EQUIPMENT, PERSONNEL, & SUPPLIES. Bidder certifies as follows (*must check one*):

- HAS SOFTWARE, EQUIPMENT, PERSONNEL, & SUPPLIES.* Bidder currently possess all necessary software, equipment, qualified personnel, and supplies to provide the services as defined in the solicitation.

OR

- WILL OBTAIN SOFTWARE, EQUIPMENT, PERSONNEL, & SUPPLIES.* Bidder does not currently possess all necessary software, equipment, qualified personnel, and supplies to provide the services as defined in the solicitation, but, if designated as the Apparent Successful Bidder, Bidder will

provide evidence satisfactory to WMD that it has obtained and possess all necessary software, equipment, qualified personnel, and supplies to provide the services as defined in the solicitation, without exception of any kind, to WMD within twenty-four (24) hours of such designation or notification by WMD or be deemed a nonresponsive bid.

OR

DOES NOT HAVE SOFTWARE, EQUIPMENT, PERSONNEL, & SUPPLIES. Bidder currently does not possess all necessary software, equipment, qualified personnel, and supplies to provide the services as defined in the solicitation.

23. REFERENCES. Bidder certifies that the references provided to WMD have worked with Bidder and that such individuals and firms have full permission, without any additional requirement or release, to provide such references and information to WMD, Bidder hereby authorizes WMD (or its agent) to contact Bidder's references and others who may have pertinent information regarding Bidder's prior experience and ability to perform the Contract, if awarded. Bidder hereby authorizes such individuals and firms to provide such references and release to WMD information pertaining to the same.

Bidder further certifies that it shall provide immediate written notice to WMD if, at any time prior to a contract award, Bidder learns that any of its certifications set forth herein were erroneous when submitted or has become erroneously by reason of changed circumstances.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am duly authorized to make these certifications on behalf of the Bidder listed herein.

BIDDER NAME:

Print Name of Bidder – Print full legal entity name of the firm submitting the Bid

By:



Signature of Bidder's authorized person

David Andrews

Print Name of person making certifications for Bidder

Title: Senior Director, Business Development

Title of person signing certificate

Place: Claremont, CA

Print city and state where signed

Date:


10/1/2024

Return this Bidder's Certification to Procurement Coordinator at:

contracts.office@mil.wa.gov

Bidder's Profile

Competitive Solicitation:	<u>No. RFP25-007</u>
Bidder:	Advanced Problem Solving LLC Type/print full legal name of Bidder

BIDDER INFORMATION	
<p>Legal name of Bidder:</p> <p>Address of Bidder:</p> <p><i>Note:</i> This must match information from Bidder's Washington Business License.</p>	<p>Advanced Problem Solving LLC</p> <p>Business Name</p> <p>310 N. Indian Hill Blvd. #211</p> <p>Address</p> <p>Claremont, CA 91711</p> <p>City, State, Zip Code</p>
<p>Bidder's Washington State Department of Revenue Registration Number/Unified Business Identifier (UBI) Number:</p> <p><i>Note:</i> A nine digit UBI number is assigned to each registered businesses in Washington.</p>	
<p>Taxpayer Identification No. (TIN):</p> <p><i>Note:</i> Your TIN will be either a number issued by the IRS (e.g., Employer Identification Number, Federal Tax Identification Number) or a number issued by the Social Security Administration (i.e., your Social Security Number). If your TIN is a SSN, state that fact, but do NOT provide the SSN.</p>	
<p>Is your firm certified as a minority or woman owned business with the Washington State Office of Minority & Women's Business Enterprises (OMWBE)?</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, provide Bidder's MWBE certification no.:</p>

BIDDER INFORMATION	
<p>Is your firm a self-certified Washington Small Business?</p> <p><i>Note: See Attachment A2 – Bidder’s Certification for criteria to qualify as a Washington Small Business</i></p> <p><i>Note: Regardless of size, a qualifying business must be owned and operated independently from all other businesses. In regard to size, the gross revenue thresholds, as reported on Bidder’s tax returns, are as follows:</i></p> <ul style="list-style-type: none"> ▪ Microbusiness: Annual gross revenue of less than one million dollars. ▪ Minibusines: Annual gross revenue of more than one million dollars, but less than three million dollars. ▪ Small Business: Annual gross revenue of less than seven million dollars over each of the three prior consecutive years. 	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, provide the location for Bidder’s principal place of business:</p> <p>If yes, what is your business size (based on annual gross revenue)?</p> <p>Microbusiness <input type="checkbox"/></p> <p>Minibusines <input type="checkbox"/></p> <p>Small Business <input type="checkbox"/></p>
<p>Is your firm certified as a Veteran-Owned Business with the Washington State Department of Veteran Affairs?</p> <p><i>Note: See Attachment A2 – Bidder’s Certification for criteria to qualify as a Certified Veteran-Owned Business.</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, provide Bidder’s WDVA certification no.</p> <p>_____</p>

CONTRACT MANAGEMENT POINTS OF CONTACT	
<p>Authorized Representative</p> <p>Name: <u>David Andrews</u></p> <p>Email: <u>david@advancedproblemsolving.org</u></p> <p>Phone: <u>(909) 241-6403</u></p>	<p>Contract Administrator</p> <p>Name: <u>Gwyn Nichol</u></p> <p>Email: <u>office@advancedproblemsolving.org</u></p> <p>Phone: <u>(541) 531-0902</u></p>

If applicable, identify any subcontractors who will perform services in fulfillment of contract requirements. State the nature of services to be performed and include a federal tax identification number (TIN) for each subcontractor. If TIN is a SSN, only provide the last four (4) digits. If a subcontractor is a certified minority or woman-owned business, small business or Veteran owned indicate that socio-economic status in the table below. Expand the table below as needed.

The bidder, by including subcontractor(s) as part of your signed proposal, agrees to assume responsibility for contract obligations and any liability for all actions of such subcontractors. The Washington Military Department reserves the right to approve or disapprove any subcontractor.

SUB CONTACTOR (IF NECESSARY)			
Legal Name and TIN#	Address	Phone and E-mail	Services/Role

REFERENCES

Provide a minimum of three (3) commercial or government references for which bidder has delivered goods and/or services similar in scope as described in the Competitive Solicitation.

REFERENCE 1	
Company Name:	Los Angeles County Emergency Medical Services Agency
Contact:	Dr. Denise Whitfield, Assistant Medical Director
Phone:	(562) 378-1602
Email:	dwhitfield@dhs.lacounty.gov
REFERENCE 2	
Company Name:	Los Angeles Area Fire Chiefs Regional Training Group
Contact:	Jim Birrell, Executive Director
Phone:	(714) 713-9781
Email:	jimbirrell@laafcrtg.org
REFERENCE 3	
Company Name:	California Debt and Investment Advisory Commission
Contact:	Angelica Hernandez, Deputy Executive Director
Phone:	(916) 653-3269
Email:	cdiac@treasurer.ca.gov

Return this Bidder's Profile to Procurement Coordinator at:
 contracts.office@mil.wa.gov

Performance Requirements

Competitive Solicitation:	No. RFP25-007
Bidder:	<u>ADVANCED PROBLEM SOLVING LLC (APS)</u> Type/print full legal name of bidder company

Instructions:

Bidders submitting a proposal must complete and submit an Attachment C for evaluation purposes.

Performance Requirements: Bidder must respond to each requirement as noted in the instructions below.

- Review all requirements, priorities and provided definitions:
 - Mandatory Pass/Fail (M)*: Minimum requirement; Bidder that does not meet this requirement will not be considered any further.
 - Mandatory Scored (MS)*: Critical requirement; evaluators will score based on the degree to which Bidder's response meets the requirement.
 - Desirable Scored (DS)*: Desirable requirement; evaluators will score based on the degree to which Bidder's response meets the requirement.
- Using the **Bidder Meets Requirement** column, Bidder must select either a "Yes" or "No" to indicate the Bidder's ability to meet the requirement. **Any entry that is not either a "Yes" or "No", may be deemed non-responsive and will not be considered any further.**
- Bidder must respond in the **Written Response** column for every requirement that indicates a "Written Response Required". **Written responses must not reference any material present elsewhere. The written response shall be considered complete and stand on its own merits or may be deemed non-responsive.**

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
a.i.1.	<i>Archiving: Archiving Courses:</i> Allows courses to be automatically archived (not available for registration) once the start date has passed, while retaining the ability for the learner to complete the course evaluation.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>Courses can be archived Individually, by specifying an expiration date for each course; or automatically, once the start date has elapsed for a live training course.</p> <p>Automatic archiving can be configured in the course settings where you can establish the archiving policy by either a fixed date or the number of days after enrollment.</p> <p>Regardless of the method, once a course is archived, users will no longer be able to access or relaunch the course materials, though they will still retain their course history.</p> <p>If learners need to complete the evaluation, the course can be removed from the catalog view and allow only learners enrolled in the course to complete the remaining evaluation.</p> <p>Alternatively, the evaluation can live as a separate course.</p>
a.ii.1.	<i>Assignments: Assignment Builder:</i> Allows administrators to create assignments.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators or instructors with access can create assignments using the Assignment Builder feature found in the course management section.
a.ii.2.	<i>Assignments: Assignment Builder:</i> Allows learners to upload assignment submissions, including multiple document uploads.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Learners can upload multiple documents for their assignments. This feature is enabled within the assignment settings.
a.iii.1.	<i>Course Catalog: Content Display:</i> The learner interface has a course catalog that shows all available courses.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The course catalog is available in the learner interface, showcasing all active courses with filtering and sorting options by course title and date.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
a.iii.2.	<i>Course Catalog: Filtering & Sorting:</i> The course catalog is filterable by different criteria including, at a minimum, course title and date.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The course catalog is filterable by different criteria, including course title and date. This feature allows learners to easily find and sort through available courses based on specific criteria.
a.iii.3.	<i>Course Catalog: Filtering & Sorting:</i> The course catalog is sortable by different criteria including, at a minimum, course title and date.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The course catalog is sortable by different criteria, including course title and date. This feature enables learners to organize and view courses according to their preferences.
a.iii.4.	<i>Course Catalog: Archived Courses:</i> Archived or inactive courses are only available in a view mode for learners and administrators.	10	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Through the use of course visibility settings, administrators can control access to courses and set inactive courses to no longer be accessible for registration or enrollment by learners.
a.iv.1	<i>Course Development: Course Builder:</i> Offers an easy to use course builder.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	We offer an easy-to-use course builder. Our user-friendly interface allows administrators to create and manage courses efficiently without needing advanced technical skills.
a.iv.2.	<i>Course Development: Course Builder:</i> Has a drag-and-drop interface.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The course builder includes a drag-and-drop interface for adding content.
a.iv.3.	<i>Course Development: Embedding External Content:</i> Is able to embed external content that has been uploaded to the LMS.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can embed a variety of content including videos with popular platforms like YouTube and Vimeo, SCORM packages, HTML content, iframe, audio files, presentation files, or images.

PERFORMANCE REQUIREMENTS AND FACTORS

REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
a.iv.4.	<i>Course Development: Embedding External Content:</i> Is able to link to external content that is available online.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can link to any external content that is available online including websites, videos, or documents.
a.iv.5.	<i>Course Development: Content Authoring:</i> Offers the ability to create rich text content directly within the platform.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can use the built-in content authoring tools to develop and format content with various multimedia elements, such as text, images, and embedded videos, directly within the course creation interface.
a.iv.6.	<i>Course Development: SCORM 1.2:</i> Is SCORM 1.2, which allows uploading of interactive SCORM packages.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	SCORM 1.2 packages can be uploaded in the course settings under content management.
a.iv.7.	<i>Course Development: Discussion Forums:</i> Allows discussion forums to be directly integrated into courses.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Discussion forums can be directly integrated into courses through the course settings, or vice versa courses can be tagged into forums.
a.iv.8.	<i>Course Development: Course Capacity:</i> Allows course capacity to be set but modified by a course administrator if needed.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Course capacity settings are accessible in the course configuration options, allowing administrators to modify them.
a.iv.9	<i>Course Development: Course Capacity:</i> If course capacity has been reached, allows the user to register for a waitlist.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can set the course capacity and enable waitlist in the course settings. When the course reaches full capacity, any additional users who try to register will be placed on the waitlist.

PERFORMANCE REQUIREMENTS AND FACTORS

REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
a.iv.10	<i>Course Development: Course Capacity:</i> Allows administrators to move a user from the waitlist to the course manually.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The waitlist can be managed from the course management area, where administrators can see the users on the waitlist and move them into the course as spots become available.
a.iv.11.	<i>Course Development: Course Structure:</i> The learner interface offers an area for course outlines to give learners an overview of the course structure.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can provide course outlines within the learner interface. This feature gives learners an overview of the course structure, helping them understand the flow and content of the course. The course outline can include modules, lessons, and other key elements, offering a clear and organized view of what to expect.
a.iv.12.	<i>Course Development: Course Creation:</i> When developing courses, the administrator can make the course private (open to their agency only) or public (open to all Washington agencies).	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can control the visibility of courses within their own organizations using default settings (by designating them as private or public). Restricting access to some or all external agencies will require additional configuration and/or permissions beyond the default settings.
a.iv.13.	<i>Course Development: Course Creation:</i> Administrators can create courses for their own agency.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can create and assign courses for their own agency. They will not be able to assign courses to users from other agencies (PSAPs).
a.iv.14.	<i>Course Development: Cut off date:</i> Allows implementation of a cut-off date, when registration is automatically closed.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Course registration is automatically cut off after the date of the live training has passed. You can also enter an expiration date on the course which functions like a cut-off date.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
a.iv.5.	<i>Course Development: Sorting & Filtering:</i> Ability to separate categories of courses (i.e., on-demand versus ILT).	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can categorize and organize courses into different types or categories, such as on-demand and instructor-led training (ILT). This sorting and filtering capability helps learners easily find and access the type of course they are interested in.
a.v.1	<i>Dashboard: Enrolled Courses Page:</i> Has an area where learners can see what courses they are currently registered for.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	On the learner dashboard, users can view the courses they are currently registered for, allowing them to keep track of their ongoing courses and manage their learning activities effectively.
a.v.2.	<i>Dashboard: Content Display:</i> Content is displayed prominently in the learner interface in a manner that is easy to read, follow, and engage with.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The dashboard content is displayed prominently and is easy to read, follow and engage with.
a.v.3	<i>Dashboard: Usability:</i> The admin dashboard is easy to use, logical to navigate, and performing various tasks is seamless.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The admin dashboard is user friendly and logical to navigate. It provides a clean and organized layout. Administrators can customize their dashboard to highlight what is relevant to them. Administrators also have powerful search and filter options to quickly locate what they need.
a.vi.1.	<i>Evaluation Methods: Quiz Builder:</i> Allows quiz options that, at a minimum, contain true/false, multiple choice, and short answer formats.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The quiz builder includes true/false, multiple choice, and short answer formats, accessible in the assessment section of the platform.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
a.vi.2.	<i>Evaluation Methods: Quiz Builder:</i> Has the ability to set a passing percentage and number of times a quiz can be attempted.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Within the quiz creation and management options, administrators can define the minimum passing percentage required for learners to pass a quiz and set limits on the number of times a learner can attempt a quiz.
a.vi.3.	<i>Evaluation Methods: Quiz Builder:</i> Has the ability for administrators to see quiz answer and override the percentage/grade if needed.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators can view quiz answers and override grades if needed by navigating to the quiz section within a course, reviewing individual learner attempts, and manually adjusting scores.
a.vi.4	<i>Evaluation Methods: Course Evaluation:</i> Ability to have a course evaluation created for each course with customizable questions. Automatic reminder to complete the evaluation should be included.	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Customizable course evaluations can be created, with automatic reminders set up in the evaluation settings.
a.vi.5.	<i>Evaluation Methods: Learner Feedback:</i> Offers the ability to collect learner feedback through survey methods.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows for the collection of learner feedback through survey tools.
a.vii.1.	<i>Notifications: Notifications:</i> Has the ability to set automatic notifications for, at a minimum, course registrations, registration approval, assignment submissions, test graded, course	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Automatic notifications can be set for various events in the notification settings, including all of the events listed in this item.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
	complete, course evaluation reminder, and certificate issuance.				
a.vii.2.	<i>Notifications: Notifications:</i> Has the ability to set up custom recurring notification for course evaluations that will email periodically until the evaluation is completed.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Custom notifications for course evaluations can be set to recur until completed.
a.vii.3.	<i>Notifications: Notifications:</i> A notification is sent to the administrator when a user unenrolls from a course.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators receive notifications when users unenroll from courses.
a.vii.4.	<i>Notifications: Notifications:</i> Notifications can be globally set or applied individually by course.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows administrators to configure notifications either globally or at the individual course level, providing flexibility in how users are informed about updates and course progress.
b.i.1.	<i>Other: Bulk Upload:</i> Allows bulk uploads of multiple documents at once (without requiring a zip file).	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	This is a feature that is coming Q4 of 2024 for bulk SCORM uploads.
b.i.2	<i>Other: Live Virtual Sessions:</i> Allows the client to interact with learners through live virtual sessions.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform supports live virtual sessions through integration with tools like Zoom or GoToWebinar, allowing real-time interaction between instructors and learners.
b.i.3	<i>Other: ILT Courses:</i> Ability to setup ILT courses by date.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform supports Instructor-Led Training (ILT) courses, allowing administrators to schedule them by date and manage them directly within the platform.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
c.i.1.	<i>Permissions & Roles: Role Management:</i> Users must be configurable by ROLES or PERMISSIONS, allowing for at least three levels of permission management (learner, administrator, super administrator).	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows granular role management with customizable permissions, supporting multiple levels. These roles include learner, instructor, administrator, and super administrator.
c.i.2.	<i>Permissions & Roles: Role Management:</i> LMS allows for those with permissions above the learner level to register others for courses by proxy.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Administrators or users with higher permissions can register other learners for courses within the platform.
c.i.3.	<i>Permissions & Roles: Role Management:</i> A “super admin” role must exist for the WMD 911 Team; it should include the ability to see all agencies as a whole and run aggregate reports, as well as view agencies, users, or courses on an individual basis, generate courses, and add/remove users, at a minimum.	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform supports a super admin role that provides comprehensive access across all courses and users, including reporting, course creation, and user management at multiple levels.
c.i.4.	<i>Permissions & Roles: Role Management:</i> An “administrative” role must exist for Training Coordinators at individual agencies, which would allow them to view only their agency, run agency reports, register learners for	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows for an admin role that is limited to specific groups or agencies, enabling Training Coordinators at the PSAP level to manage courses and users within their own agency.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
	courses, create agency courses, and add/remove users.				
c.i.5.	<i>Permissions & Roles: Role Management:</i> A “learner” role must exist for all others, which would limit them to seeing the course catalog, registering themselves for courses, running individual reports for themselves, and otherwise viewing personal training metrics.	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The learner role provides users with limited access to register for courses, track their own progress, and view their own performance metrics.
c.i.6.	<i>Permissions & Roles: Role Management:</i> The “super admin” role shall be able to remove users from course registrations, up until the course start date.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Super admins can manage course enrollments, including removing users from courses up until the course start date.
c.ii.1.	<i>Registration: Registration:</i> The registration process is simple and only involves one step.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>It was unclear to us whether this question refers to course registration (enrollment) or registration on the platform (initial login). Here we answer both questions.</p> <p>The <u>platform registration</u> process is straightforward. Users access the registration page either via a link or directly via the portal. They then either create an account or use SSO to complete the process.</p> <p>(We understand that WMD users will not be using SSO, so they will create an account on the</p>

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
					<p>registration page, including choosing their own password.)</p> <p>The <u>course registration</u> process is also easy. Once logged in, users can browse the course catalog and enroll in courses with a simple "Enroll" button. Or administrators can assign courses directly, in which case the user can launch the course with a single click.</p> <p>After enrollment in a course, learners receive a confirmation email and the course appears on their dashboard.</p>
d.i.1.	<i>Reporting: Learner Progress:</i> Has the ability to track and export reports on learner progress in courses.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows administrators to track learner progress through detailed reporting features, which include course completion, quiz scores, and time spent on each module. These reports can be easily customized and exported in various formats for further analysis. The platform also supports filtering options to refine report data, ensuring comprehensive insights into learner performance.
d.i.2.	<i>Reporting: Course Completion:</i> Offers the ability to track and export reports on completion rates in a course.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows administrators to track and export reports on course completion. Users can view completion rates through the reporting tools and export the data in various formats.
d.i.3.	<i>Reporting: Quiz Data:</i> Offers the ability to track reports on quiz scores and answer submissions.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Quiz data, including scores and answers, can be tracked within the platform. Administrators can view learner quiz performance in reports and export this data for further analysis.

PERFORMANCE REQUIREMENTS AND FACTORS					
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d.i.4.	<i>Reporting: Report Filtering:</i> Allows for sorting and filtering report content at the APPLICATION level, removing any need to export data and further manipulate it.	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Our advanced reporting feature can accomplish this with templates and filters.
d.i.5.	<i>Reporting: Reporting Permissions:</i> The “super admin” role can run and view reports for all agencies as a whole or by agency.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The “super admin” role can view and run reports across all agencies or specific ones. This role has access to detailed data on users, courses, and overall performance.
d.i.6.	<i>Reporting: Custom Reports:</i> Custom report tools are available.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform offers customizable report tools, allowing admins to tailor reports to specific metrics and export them for detailed insights.
d.i.7.	<i>Reporting: CEU Tracking:</i> All courses identify a continuing education hours format that can be calculated and reported by user and date range as an aggregate number.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform supports tracking continuing education units (CEUs). Courses can be set up with CEU identifiers, and reports can be generated based on user activity within a given date range for individual courses or all courses.
e.i.1.	<i>Support Services: Documentation:</i> Vendor offers a knowledge base containing comprehensible support articles.	Pass/Fail	M	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	APS will provide a comprehensive Knowledge Base with support articles covering various topics related to the platform's use.
e.i.2.	<i>Support Services: Resources:</i> Vendor offers resources containing best practices for online training / elearning.	5	DS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	APS offers resources that include best practices for online training and e-learning, aiding clients in optimizing their training strategies.

PERFORMANCE REQUIREMENTS AND FACTORS

REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
e.i.3.	<i>Support Services: Technical Support:</i> Pricing includes access to technical support for product questions and concerns.	15	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	APS' pricing includes access to technical support. Clients can contact the support team for assistance with product-related questions or issues.
e.i.4.	<i>Support Services: Customer Success:</i> Pricing includes access to a Customer Success Manager that is available via phone or email.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	APS assigns a Customer Success Manager to clients, offering ongoing support via phone or email for effective platform use.
e.i.5.	<i>Support Services: Product Training:</i> Pricing includes live product training during the onboarding stage to help the client familiarize themselves with the LMS.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Live product training is available during the onboarding process and afterwards to help clients familiarize themselves with the platform and ensure a smooth setup.
e.i.6.	<i>Support Services: Response Time:</i> All client inquiries are responded to within 24 business hours.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform guarantees responses to client inquiries within 24 business hours (1 business day) as part of their service level agreements.
e.ii.1.	<i>Website Requirements: Domain:</i> Allows for a custom HTTPS domain.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform supports custom HTTPS domains, allowing clients to use their own branded subdomains.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
e.ii.2.	<i>Website Requirements: Branding:</i> Allows for customization of the interface to mimic the look and feel of other client systems, including the logo.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform allows interface customization, enabling clients to adjust the look and feel to match their branding, including logos and colors.
e.ii.3.	<i>Website Requirements: Cloud-hosted:</i> LMS is entirely cloud based and includes automatic updates when enhancements or features are added.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform is fully cloud-based and includes automatic updates whenever new features or enhancements are added.
e.ii.4.	<i>Website Requirements: Unlimited content storage:</i> Offers unlimited storage for all files and/or media loaded into the platform.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform offers unlimited storage for files and media uploaded into the platform, ensuring clients can host extensive content.
e.ii.5.	<i>Website Requirements: Secure Logins:</i> Restricts new user management to existing admins so others from outside WA agencies cannot create a login.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	New user management is restricted to admins, preventing unauthorized users from creating accounts without permission.
e.ii.6.	<i>Website Requirements: Clean Design:</i> The look and feel of the learner interface must be minimal, modern, and uncluttered.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform's learner interface has a modern, minimal, and uncluttered design, making it easy for users to navigate.
e.ii.7.	<i>Website Requirements: Navigation:</i> The navigation of the learner interface must be easy to find and allow smooth	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The platform offers smooth and intuitive navigation, allowing learners to move easily between courses and sections.

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
	navigation within and between courses.				
e.ii.8.	<i>Website Requirements: Search Function:</i> The search function accurately identifies search criteria by keyword.	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The search function, available on every screen, accurately identifies relevant content based on keyword input, improving content discovery.
f.i.1.	<i>Pricing: Flexible Pricing:</i> Does the LMS offer usage-based pricing?	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	The APS LMS is available with usage-based pricing. We provide details in our cost proposal.
f.i.2.	<i>Pricing: Included Features:</i> What features are included in the pricing? What features are not included?	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>Our pricing includes live support during business hours, 24/7 automated support (Knowledge Base, etc.), and unlimited virtual training during and after onboarding.</p> <p>Our pricing does NOT include the following:</p> <ul style="list-style-type: none"> • Integrations to third party products. • Access to our instructional design team (who are capable of building custom courses). • Access to any of our off-the-shelf training libraries (including OSHA, sexual harassment prevention, and other training). <p>None of these are required by the RFP.</p>

PERFORMANCE REQUIREMENTS AND FACTORS					
REQ ID	Performance Requirement and Stated Business Need	Points Available	Priority	Bidder's Compliance	Written Response
f.i.3.	<i>Pricing: Additional fees:</i> Are there any additional fees that stack on the onto the base pricing?	10	MS	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>Our cost proposal includes all fees: recurrent fees (for annual licensing) plus one-time fees (for implementation).</p> <p>There are no additional fees for customer service, training, or other essential services. These are all included in our base pricing.</p>

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BID SHEET FOR RFP25-007

Milestone Table: This table is intended to capture project milestones and associated deliverables and costs. Bidder must identify all project management and implementation services. Proposed costs will be evaluated as the all-inclusive total price. Milestone payments must be in increments consistent with 10% holdback amounts. The final milestone and subsequent holdback amount will be paid upon acceptance of system go-live.

Instructions: List the Milestones from your proposed Implementation Plan, *Associated Deliverable(s)*, and *Associated Cost* for each *Milestone*. You may add rows to this table as needed. **Any columns left blank for any listed milestones, Bidder may be considered nonresponsive.**

Milestone	Project Phase	Associated Deliverable(s)	Associated Cost
Milestone 1	Phase 4	Portal configuration	\$ 3,000
Milestone 2	Phase 9	Go live and transition	\$ 13,500
Milestone 3	Phase 10	Archival data migration	\$ 3,000
			\$ -
			\$ -
			\$ -
Total Project Cost			\$ 19,500

One-Time Cost Table: This table is intended to capture all one-time costs associated with the proposed solution (e.g. account setup fees). **Only Costs identified in the table below will be allowed under this contract.**

Instructions: List all one-time costs associated with the proposed solution. You may add rows to this table as needed.

One-Time Cost Description	Cost
Portal configuration	\$ 3,000
Data migration	\$ Included
Training	\$ Included
All other one-time activities associated with our proposal	\$ 3,000
Total One-time Costs	\$ 6,000

Recurring Costs: This table is intended to capture any recurring costs associated with the proposed solution such as monthly hosting fees, ongoing maintenance, or other recurring charges. The annual percentage increase will be used to determine the potential increase in cost to these services over time. **Only Costs identified in the table below will be allowed under this contract.**

Instructions: List each recurring cost associated with the solution and if applicable, the forecasted annual increase of these costs. You may add lines to the table as needed.

Recurring Cost Description	Annual Cost	% Annual Increase
Annual licenses for 1500 users	\$ 13,500	2% annual increase
	\$ -	
	\$ -	
	\$ -	
Total Annual Cost:	\$ 13,500	

NOTES

Interpretation of tables in Attachment D

We interpreted the three tables above as follows:

- “One-time cost table” is for implementation costs.
- “Recurring cost table” is for annual license fees.
- “Project milestones table” denotes when payments for one-time costs and recurring costs can be disbursed.

If this is not correct, we are prepared to clarify our cost proposal.

Please also see the note about data residency on the next page.

Implementation costs

One-time implementation costs cover implementation (portal configuration, etc.) as well as data migration.

As explained in our proposal, and in response to directions in the RFP (including the published Q&A), we are not including any integrations with third-party products.

We are prepared to perform integrations with any third-party product having open APIs and appropriate endpoints. Doing so would entail additional fees.

Annual licensing fees

Pricing for recurring costs (annual licenses) is all inclusive and set on a per user basis (set at \$9.00 per user for this pricing tier).

APS offers tiered license pricing with an annual reconciliation of contracted annual active users versus actual annual active users (as defined below).

Here are the relevant elements of our tiered pricing structure:

<u>User count</u>	<u>Cost per license</u>	<u>Minimum fee</u>
1,000-2,499	\$9.00	\$ 9,000.00
2,500-4,999	\$8.00	\$20,000.00
5,000-9,999	\$7.00	\$35,000.00

Only annual active users are counted against these limits. Annual active users are defined as unique users who log into the LMS at least once during a contract year. WMD can have an unlimited number of inactive users.

For further clarity, each LMS user license can be recycled for use by another employee when the current user leaves the organization and becomes inactive.

Payment for licenses is normally made at the beginning of the contract year. Payment for overages, if any, would be made at the end of the contract year. Payment for overages is at the penalty rate of \$14 per user.

Example: if you contract for 1000 licenses but have 2000 annual active users you would be charged \$9,000 at the beginning of the contract year (1000 licenses at \$9 each) and an additional \$14,000 at the end of the contract year (1000 overages at \$14 each) during annual reconciliation for a total of \$23,000.

The penalty fee associated with overages can be avoided by purchasing additional licenses prior to adding users above the contractual limit. This can be done at any time.

Data residency

As explained in Appendix E of our proposal, our data normally resides in multiple instances in both the United States and the European Union.

This means that our data is subject to GDPR requirements (which are generally more strict than US privacy requirements).

If desired, we can restrict WMD's data to US instances only for an additional licensing fee of \$15,000 annually.

Doing so would raise the total recurring cost of our solution from \$13,500 annually to \$28,500 annually. It would increase total project costs for Year 1 from \$19,500 to \$34,500.

We propose that full payment of the higher recurring cost become due at the completion of Milestone 2 (Go-Live and Transition) in the Project Milestones table.

Training content from vendor

The published Q&A makes reference to a possible interest in off-the-shelf training content provided by the vendor. There is also mention of a desire for customized content.

APS functions as an authorized reseller of off-the-shelf (OTS) training content developed by several different third-party content providers. As a result, we have libraries of training content available in a variety of subjects, including EMT and EMT-P recertification courses, OSHA courses, NFPA courses, and sexual harassment prevention training.

APS also has its own instructional design division and develops content for clients ranging from the State of California (in the public sector) to Toyota (in the private sector). We also work with dozens of different agencies in the emergency response sector (including LA County EMSA and LAAFCA, from whom we have submitted letters of reference).

When building custom training, we generally work with Subject Matter Experts provided by our clients to develop training to their exact specifications. We occasionally hire Subject Matter Experts at our client's

expense. In addition, because we have specialist skills in emergency response content, we retain several active and retired first responders on staff.

We are certainly prepared to enter into discussions with WMD about either OTS training content or custom content developed by APS. However, we do not include either these products or these services in our current bid.

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