Response to Request for Proposal Issued by

Truckco

March 30, 2001

WORKFORCE INTERACTIVE

1325 West King Street, Suite 501 Alexandria, VA 22313
Phone: 703-385-5715 Fax: 703-385-5716
e-mail: info@workforceint.com
www.workforceint.com

March 30, 2001

Dr. Karl Kapp
Learning Consultant
2221 McCormick Center
Bloomsburg, PA 17815

Dear Dr. Kapp,

Workforce Interactive is pleased to be among the vendors invited by Truckco to respond to the request for proposal. After considering the challenge presented, Workforce Interactive proposes to develop an interactive, secure, and effective portal to Truckco.

Our experienced professionals, instructional design process, and learning management system makes Workforce Interactive a single source provider within the trucking industry. We have developed complete training solutions for clients such as PepsiCo, Roadway Express, and FedEx. Our intranet-based training and orientation program created for Roadway Express earned us the *1998 Distinguished Contribution to Workplace Learning and Performance Award* from the American Society for Training and Development (ASTD). By developing consistently high quality programs, we are confident that our solution will meet Truckco's expectations.

Workforce Interactive's core design and development team is looking forward to meeting with you on April 19, 2001 to discuss the enclosed document. We are very excited about the prospect of working with Truckco in the near future. If you have any questions or concerns, please do not hesitate to contact us.

Sincerely,

Jack McClain

Jack McClain
President/CEO

Table of Contents

TABLE OF CONTENTS (continued)

Please note that this is a fictional representation of a proposal and not an actual proposal. Although it is based on actual information and an actual request, the requesting company, the responding company, and the employees are all fictional.

WORKFORCE INTERACTIVE

EXECUTIVE SUMMARY

UNDERSTANDING OF THE PROBLEM/OVERVIEW OF SOLUTION

Workforce Interactive understands there is a need to provide regulatory and non-regulatory training to professional truck drivers in an environment that meets their chaotic schedules. We realize that truck drivers today are using the Internet to remain informed, purchase supplies, match loads, and communicate with customers, family, and associates. We understand that an online community that provides consistent training to truck drivers, job-related information, and shopping opportunities can add value to this target market.

In response to Truckco's request, Workforce Interactive proposes to develop a user-friendly and convenient online portal for the trucking community, *Truckco Online*. *Truckco Online* will consist of an Information Center, Training Center, and Shopping Center that will be accessed from home computers, laptops on the road, and truck stop kiosks.

Since Internet kiosks already exist at many truck stops in Pennsylvania and other states, Workforce Interactive recommends that Truckco develop a relationship with an Internet kiosk provider. Assuming that Truckco wants to minimize startup costs and ongoing maintenance fees, a partnership will allow Truckco to add *Truckco Online* to existing technology at minimal cost. We propose developing a subscription program where subscribers to *Truckco Online* will be eligible for benefits within the portal through an incentive program called *Truckco Rewards*.

PROPOSED SOLUTIONS AND PRODUCT

Truckco Online will consist of an Information Center, Training Center, and Shopping Center. The Information Center will consist of a "Freeway" and "Tollway." The Freeway will provide free access to information such as weather reports, while the Tollway will consist of Internet access, games, sports, etc.

The Training Center will initially contain seven courses developed by Workforce Interactive in addition to providing access to information on Truckco's instructor-led training courses. As part of our instructional and technical solution, we will use our Learning Management System to provide learners with the training they need to better perform their jobs and enhance the overall capabilities of their organization.

Truckco Online will also provide an online catalog in the Shopping Center where truck drivers can purchase merchandise ranging from apparel to truck parts. Subscribers to *Truckco Online* will be eligible for *Truckco Rewards*, and will receive discounts and special offers in the Shopping Center. Revenue to Truckco will be generated through the Shopping Center, subscriptions to *Truckco Online*, course registration, and advertising.

PROJECT MANAGEMENT AND SCHEDULE

Workforce Interactive will hand select each member of the core project team to work with Truckco. We will manage this project by utilizing our core team members and the resources of Truckco, such as the subject matter expert, usability testers, and course content.

This project will be broken into four phases with a portal prototype being created prior to the development of any of the centers. Development of all three centers will begin simultaneously with key team members performing their respective tasks. Throughout the process our quality assurance procedures will guarantee Truckco's satisfaction with each phase of the project, while keeping Workforce Interactive on task. We will address potential risks by managing resources wisely and using effective communication with Truckco.

BUDGET

Truckco's investment for this project is $452,118. This price includes development of the portal and the instructional courseware. The project will be broken down into four phases and will be completed in approximately nine months. Payment will be due upon completion of each phase. Prior to payment, the client will have the opportunity to review and sign-off all materials.

PROJECT TEAM

Members of our core project team have been working together since 1995 and have over 50 years of combined experience in the multimedia and instructional technology field. Our senior members, who include the project manager, instructional designer, web developer, multimedia specialist, and technical specialist, work together to develop creative and effective instructional products. This team has collaborated on numerous projects including the award-winning Roadway Express intranet-based training and orientation program.

CORPORATE CAPABILITIES

Workforce Interactive is a single-source provider of training to the trucking industry. We have successfully developed web-based learning solutions, CD-ROM training, instructor-led seminars, kiosk-based instruction, and standardized courseware for companies such as Roadway Express, Allied Van Lines, NetTrans, The National Private Truck Council, and FedEx. Our experience also includes e-commerce and portal development for Tewel Corporation.

UNDERSTANDING OF THE PROBLEM

Workforce Interactive understands that there is a need to train truck drivers. Special training is needed to optimize a truck driver's performance. Tasks of truck drivers are multiple from safety inspections to load securement. Truck drivers have deadlines to meet; therefore, time is valuable. Training must be efficient, convenient, and maximize the driver's time.

In addition to the need for providing drivers training on trucking-related topics, we understand Truckco's need to provide a one-stop community for truck drivers while on the road and at home. An online community will provide truck drivers with a gateway to training courses and information such as weather, trucking-related products, news, and a forum for drivers to communicate with other drivers on industry topics. The community will also allow them to shop and purchase trucking-related items.

According to Truckco, the training needs to be online in an environment that promotes optimum job performance while working within the chaotic schedule of truck drivers. This environment includes home computers, truck stop kiosks, and wireless devices.

OVERVIEW OF SOLUTION

In response to your request, Workforce Interactive will design a systematic and personal approach to develop a one-stop, user-friendly portal for the trucking community called *Truckco Online*. *Truckco Online* will consist of an Information Center, Training Center, and Shopping Center. Truck drivers can access the proposed portal from their home computers, laptops on the road, and Internet kiosks at truck stops. It is our understanding that Truckco will generate revenue through various parts of the portal, such as advertising and other training course contributors.

This solution will add value to Truckco's customers, initially Pennsylvania truck drivers, in the following ways. The Information Center will benefit the drivers by providing pertinent information that will increase their efficiency in performing their job. In addition, it will offer entertainment opportunities to the trucking community. The Training Center will increase the safety of professional truck drivers, assure regulatory compliance, and reduce fines for non-regulatory compliance. The Shopping Center will allow the driver to conveniently purchase products related to the trucking industry using an online catalog.

Since Internet kiosks already exist at many truck stops in Pennsylvania and other states, Workforce Interactive recommends that Truckco develop a relationship with an Internet kiosk provider. Assuming that Truckco wants to minimize startup costs and ongoing maintenance fees, a partnership will allow Truckco to add *Truckco Online* to existing technology at minimal cost. We propose developing a subscription program where subscribers to *Truckco Online* will be eligible for benefits within the portal through an incentive program called *Truckco Rewards*.

## PROPOSED SOLUTION AND PRODUCT

The proposed user-friendly portal, *Truckco Online*, will be developed using Portal Builder software. The portal will be broken down into three areas: Information Center, Training Center, and Shopping Center. Truck drivers will be able to access *Truckco Online* directly from their home computers, remotely via road laptops, and directly from Internet kiosks at truck stops. By

WORKFORCE INTERACTIVE

increasing the accessibility of this online community, truck drivers will be encouraged to seek more training. There will be advertising space available for companies to promote their products and services.

Figure 1 illustrates the proposed organization of *Truckco Online*. When the users arrive at the first screen, they will have the option to enter any of the three centers.

Figure 1. *Truckco Online* Portal Organization
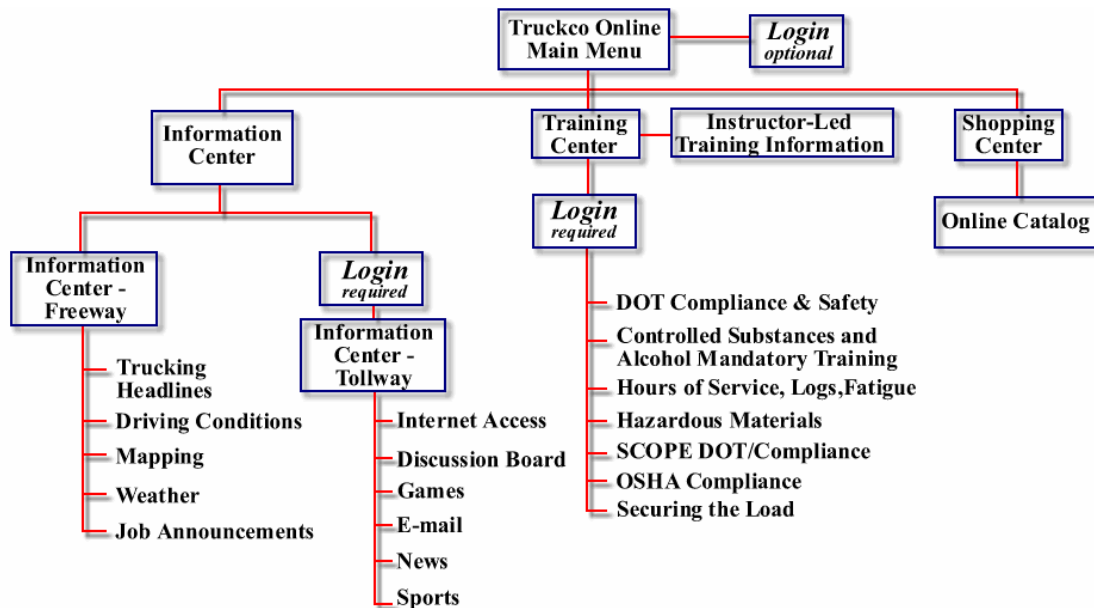
Truckco Online Information Center

The Information Center will be divided into two areas: Freeway and Tollway. The Freeway will include free access to information on areas of concern, driving conditions, mapping functionality, weather reports, and job announcements. The Tollway, which requires a login, will include Internet access, online discussion groups, games, e-mail, news, and sports.

Truckco Online Training Center

The Training Center will provide access to information on Truckco's instructor-led courses as well as contain the following seven courses developed by Workforce Interactive:
- o DOT Compliance & Safety
- o Controlled Substances and Alcohol Mandatory Training
- o Hours of Service, Driver Logs, and Driver Fatigue
- o Hazardous Materials Training
- o SCOPE, DOT/Compliance Training for Small Carriers
- o OSHA Compliance
- o Securing the Load

WORKFORCE INTERACTIVE

Truckco Online Shopping Center

The Shopping Center will provide an online catalog where truck drivers will have the opportunity to purchase merchandise. The available merchandise will range from apparel to truck parts. (Refer to Appendix A for Portal Prototype Examples.)

Truckco Online Subscriptions

We recommend setting up a program where truck drivers will subscribe to *Truckco Online* for a monthly fee. *Truckco Online* subscribers will receive privileged access to the Tollway. In addition, subscribers will gain access to the Information Center's Freeway and the Shopping Center. Each truck driver registered for a training course will automatically be enrolled as a subscriber.

Truckco Online Incentive Program

We also suggest implementing an incentive program that will encourage truck drivers to visit *Truckco Online* and participate in the training courses. *Truckco Rewards* will be given to subscribers who purchase items in the online catalog or participate in the training courses. By accumulating rewards points, subscribers will receive various benefits including discounts in the Shopping Center.

Truckco Online Users

The following describes the three types of *Truckco Online* users and the access they will have to the portal:

- *Registered subscriber* - subscriber registered in a training course - will have access to Information Freeway and Tollway, Shopping Center, and Training Center
- *Non-registered subscriber* - subscriber not registered in a training course - will have access to Information Freeway and Tollway, Shopping Center, and Initial screen to Training Center
- *Non-subscriber* - not a subscriber - will have access to Information Freeway, Shopping Center, and Initial screen to Training Center

Upon entering *Truckco Online*, registered subscribers will be able to proceed to the training course in which they are enrolled and have access to all areas of the portal. Non-registered subscribers will have the option to register for a course and visit accessible areas. Non-subscribers will have the option to subscribe, register, and visit limited areas

Instructional Solution

Assuming that truck drivers will not have sufficient time to complete an hour-long training course, as requested in the RFP, we recommend that each course in the Training Center be segmented into smaller lessons. By chunking each 60-minute course into three 20-minute lessons, the truck drivers will have the time to complete the training and still have time to rest, visit with family, refuel, and do repair work. To allow the learners to proceed through the lessons at their own pace, a book-marking feature will be available. This will allow the user to continue their training, at the point where they left off prior to their last logout.

Each course in the *Truckco Online* Training Center will be comprised of lessons covering various topics. Course layout will consist of the following:

- o Pretest
- o Introduction to the course
- o Main menu of lessons
- o Introduction to the lesson
- o List of lesson objectives
- o Help section
- o Presentation of lesson information
- o Embedded lesson practices
- o Summary/Review for each lesson
- o Quiz after each lesson
- o Final Test upon completion of the course

Each lesson will build on the previous lesson; therefore, we recommend that the learners complete the lessons in a sequential order; however, they will be able to re-visit previously completed lessons. Based on pretest performance, content will be customized for each learner.

To allow for review, the learner will have the ability to move backward and forward throughout each lesson using simple navigation, and at any time will be able to re-enter any lesson that they have completed at any time to review information.

Workforce Interactive Learning Management System
As part of our solution, we will use our Learning Management System (LMS) to organize, manage, and deliver consistent knowledge and information. Our LMS was developed to provide for future growth and to accommodate new technological advancements.

Instructional Design Process
The instructional design model that Workforce Interactive uses is based on four main steps: Determine, Design, Develop, Deliver. In addition, the phases of Evaluation and Revision are essential parts of instructional design, and used throughout the entire process (see Figure 2).

Figure 2. Instructional Design Model
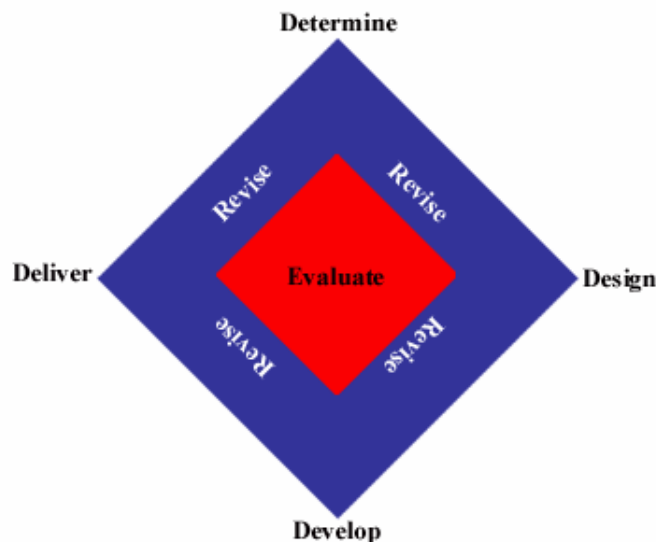
The following describes Workforce Interactive's instructional design process with the framework and strategies proposed to create all seven courses in the *Truckco Online* Training Center. For the purpose of this proposal, we will be using the "Securing the Load" course as an example to present our process and prototype.

Determine
We assume that Truckco's course content is up-to-date and complete.

The first step will be determining the nature of the task and requirements to be learned. The project team will:
- Conduct a needs analysis to determine the need by observing Truckco's current learning situation.
- Create and/or reuse course content by reviewing existing material to apply to the new training using our Learning Management System. Workforce Interactive is working closely with IMS Global Learning Consortium, Inc. (IMS) to integrate content management standards into our LMS.
- Conduct analysis of learner characteristics and the environment to examine the potential learners that will be participating in the training, as well as the possible environments in which the training will take place.
- Conduct a task analysis to compile the tasks that need to be completed in order to reach the training goal from the learners' perspective.

Design
In this phase, Workforce Interactive will design the content for *Truckco Online's* courses. This will include the creation of objectives, the test items, the strategies to deliver the instruction, and the flowcharts used to sequence the instruction. When a course is created using the LMS, the course content is segmented into reusable learning objects. These objects can be pulled out for future courses and/or be updated easily at any time, thus, allowing us to keep courses current with the laws and rules governing the trucking industry. All of the *Truckco Online* courses will contain the framework and strategies below.

Gain Attention
The training will gain the attention of the learners by presenting a compelling image of a truck damaged due to a load that was not secured properly. In addition, the material will include a motivating "What's in it for me?" (WIIFM) statement that will remind the learners of the benefits and importance of taking the course.

Recall Prior Knowledge
The course will recall the learners' prior knowledge on the lesson topic in the form of a simple pretest. The learners will be informed that, based on their performance on the pretest, the training will be modified to fit their prior knowledge.

Inform Learner of Objectives
Informing learners of the outcomes, or objectives, will help them understand what they are to learn during the course. Simple graphics and diagrams will be used to demonstrate the pieces of

instruction that will be presented to learners to help them visually conceptualize what they will be learning.

Present Information
Workforce Interactive's goal is to create effective and efficient instruction that meets the learners' needs and is meaningful and pertinent to their profession each time it is presented. The following are strategies that will be used to best present information for each type of learning:
- o Fact - organize into "chunks" to provide the learner with experience using the facts.
- o Concept - show the concept name, definition, and best example that will illustrate the category for the concept. Presenting additional examples as well as non-examples of the concept will break down the category even further.
- o Procedural Rule - break down the correct order of steps in the procedure and then present the procedure as a whole. In addition, steps in a procedure can be demonstrated using animations.
- o Problem Solving - list the rules that are required to solve the problem.

Provide Guided Practice
Our instructional design team will use the following practice strategies for each type of information:
- o Fact - use rehearsal activities that will require the learners to answer questions related to the fact, and mnemonic exercises that will help recall facts.
- o Concept - present examples and non-examples of a concept and require learners to identify them as such.
- o Procedural Rule - list or describe steps of the procedure, then virtually perform the procedure in its entirety.
- o Problem Solving - apply correct rules that will address and solve a problem.

Incorporate Motivational Strategies
Because of time constraints and busy schedules that the truck drivers face every day, we realize that it will be essential to motivate them and keep them actively involved in the instruction. To do this, the team will implement various techniques based on the following four principles:
- o Keep the attention of the learner throughout all of the *Truckco Online* courses.
- o Show relevance of how the new training is related to the trucker's current job and establish the current value of the instruction.
- o Promote learner confidence when practicing.
- o Base learning on the theory that positive consequences are natural when learning is successful.

Provide Feedback
Constructive feedback will be given after each embedded question and following practice provided during the instruction. In addition, constructive feedback will be given after the completion of the final test so that the learner will have full understanding of which questions they answered incorrectly and to confirm questions they answered correctly.

Summarize
A summary of the key points will be provided at the conclusion of each lesson to review the information that was presented.

Assess Performance
Studies show that many learners in the workplace are not comfortable taking tests. Workforce Interactive will follow strict and objective guidelines when developing tests to lessen the fears that learners may have.
  o Pretests - assess what the learners already know about the objectives by giving them pretests before each course. Through the LMS, course content will be personalized based on the learners' responses to questions in the pretest.

  o Post-tests - assess the effectiveness of the instruction by comparing learners' performance to the objectives presented.

The LMS allows for question randomization, question pools, timed response, question retry, and immediate constructive feedback associated with questions. Question types will include true/false, multiple choice, and fill-in-the-blank.

Promote Retention and Transfer
Associations will be made between the learners' existing knowledge and the new knowledge gained in the training. These associations will help the learner retain the new knowledge and apply it on the job.

<u>*Develop*</u>
In the development phase, content will be converted into actual instructional courseware. Our LMS allows for quicker initial design and development of courseware. This is done through the use of an authoring system and is based on instructional design principles that provide designers and developers the ability to create multiple methods of training materials, including web-based, instructor-led, or CD-ROM based training.
The team will:
  o Create storyboards to design user interface and to choose course layout.
  o Transfer the storyboards into the desired delivery method. The LMS will create course structure based on the designer's requirements, and will build all navigation and page links automatically based on customizable templates.
  o Create prototypes of *Truckco Online*.
  o Test and validate the instruction to ensure it accomplishes all goals and objectives. In addition, Workforce Interactive will perform testing prior to final delivery to ensure a bug-free solution.
  o Publish courses from a single location and to selected delivery medium using the LMS, once courses are approved and ready for implementation.
  o Utilizes XML to publish our course content into multiple formats such as CD-ROM, Internet, WML, and instructor-led documents.

Deliver

At this point, the training will be implemented using actual learners. The team will launch the portal. Once the development of the instruction is complete, the modules will be placed on the server. The courses will then be accessible from the portal once it is launched.

Evaluation and Revision

In order to achieve training goals, evaluation and revision will occur throughout the entire instructional design process. Tasks will include:

o Internal evaluations - Workforce Interactive will conduct ongoing evaluations of each phase.

o External evaluations - truck drivers will go through the course to test for usability so that the course is truly designed with the learner in mind.

o Revisions based on evaluation feedback - Workforce Interactive will make the proper adjustments within the program using the LMS. Revisions will be reviewed and approved by the senior instructional designer assigned to the project before sending it through the LMS to be applied to the course.

Technical Solution

Our technical solution is based on the assumption that Truckco is interested in minimizing the costs associated with implementation of the portal, and that they currently do not have a technical infrastructure or personnel. Workforce Interactive also assumes that the minimum number of users of 8,000 is expected to increase as this portal expands to other states.

There are many technical issues that Workforce Interactive will address according to Truckco's requirements in the RFP. (Refer to Appendix B for Workforce Interactive's Technical Solution Requirement Matrix.)

User Interface

Workforce Interactive will construct _Truckco Online's_ interface with the following in mind: ease of navigation, simplicity of graphics, and common look and feel. Ease of navigation and a help screen, available to the learner at all times, will ensure that the user will not "get lost" within the site. We will emphasize relevant information by using simple non-distracting graphics. A common look and feel will let the user know that they are in _Truckco Online_ at all times.

Administration and Maintenance

We understand that Truckco requested all source code and graphics to retain maintenance flexibility. However, due to the fact that Truckco does not have any instructional designers or technology personnel, it is our recommendation that Workforce Interactive maintain the portal. If Truckco decides to acquire technology personnel, then Workforce Interactive will provide the requested materials. All created materials will become property of Truckco. To state ownership, we will place the words "All Rights Reserved" at the bottom of every web page in _Truckco Online_.

Learning Management System

Figure 3 shows the _Truckco Online_ Portal Development Solution. We will use our Learning Management System to design and develop the _Truckco Online_ Training Center. Our LMS runs

on a Windows NT 4.0 platform with IBM's DB2 Universal Database and WebSphere Application Server. In addition to the development component described in the Instructional Solution, our LMS will also allow administrative access to employers, such as test tracking and user profiling, including the date the driver completes each course. The LMS provides a learner component that will allow the user to register for courses, create user profiles, and receive course content based on user profiles and pretests. It provides learner progress by using tracking, bookmarking, and glossaries.

Portal Builder Software

To design and develop the *Truckco Online* Information and Shopping Centers, Workforce Interactive will use Portal Builder, software that provides framework, information application, and e-commerce solutions. Because Portal Builder is based on industry standards, it leverages XML to communicate between all components of our information technology infrastructure allowing new technology and systems to be integrated quickly and efficiently. Web developers will use Portal Builder to create the various components of the Information and Shopping Centers by integrating relevant and useful information for display on the portal through dynamic page generation with customizable templates.

Figure 3. *Truckco Online* Portal Development Solution

Portal Payment Solution

We recommend using CyberCash Inc., the e-commerce leader in payment solutions, for all financial transactions on *Truckco Online*. CashRegister, offered by CyberCash, Inc., provides the e-commerce community with high-speed, secure, and reliable online payment processing.

To make payments in *Truckco Online* for the subscription service, Shopping Center, and/or training courses, users will use a "check-out" system. To do this, users will select items they wish to purchase, enter a credit card number, and click the submit button. Once they click the submit button, CyberCash is alerted. CyberCash will then encrypt the transaction and scramble it to make it secure so that no one else can retrieve the information.

To use this secure transaction system, Truckco will pay CyberCash for the setup, and for monthly and transaction fees. Truckco will be responsible for choosing a bank of choice for payment solutions.

Delivery Environment
Kiosk
Many truck stops throughout the state of Pennsylvania are already equipped with Internet kiosks. In order to incur a minimal cost and thus save Truckco the expense of purchasing and installing Internet kiosks, the maintenance and servicing fees, and the subsequent overhead required, Workforce Interactive recommends that Truckco take advantage of the already existing technology.

We propose that Truckco develop a strategic partnership with an existing kiosk provider. Partnerships currently exist between kiosk manufacturers, kiosk management software companies, communication companies, transportation technology organizations, and truck stop owners. *Truckco Online* will be added to Internet kiosks currently located throughout Pennsylvania, initially targeting the top "big five" fuel outlets - AmBest Flying J, Petro, Pilot, TA, and Diamond J's. (Refer to Appendix C for Internet-Friendly Truck Stops in Pennsylvania.)

Some kiosk providers that may be willing to partner are TIMM Communications/Ambest/DRIVER Net and NetTrans/AT&T/NetNearU/Petro. There are several advantages to forming a partnership with one of the aforementioned kiosk companies:
- Incurring minimal cost - reduces expense of purchasing, maintaining, and servicing kiosks.
- Inclusion of self-diagnostic and maintenance software indicates the need for servicing and troubleshooting repairs.
- Remote monitoring and management of Internet-based terminal networks provides back-up data to Truckco regarding kiosk users.
- Meeting federal regulations according to handicapped accessibility assures compliance.

Figure 4. Comparison of New Kiosk Setup Versus Existing Kiosk

	New Kiosk Setup	**Existing Kiosk Setup**
Cost of kiosk (sit-down model) ○ **Enclosure** ○ **Touch screen** ○ **Keyboard, touch pad, trackball** ○ **Printer** ○ **Speakers** ○ **Credit card reader**	$5,000 - 10,000	$0
Service calls	$100 - 200 per 1 hr visit	$0
Maintenance fees	$25 per 1 hr visit	$0
Cost of Internet connection	$40 per month	$20 per month per kiosk
Percentage of kiosk revenue given to truck stop owner	25 - 40% depending on net revenue generated by kiosk	$0

To maximize the visibility of *Truckco Online* within the existing kiosks, we suggest the following two high visibility strategies:

- o Place an advertising banner on the outside of the kiosk enclosure. This will allow high visibility of *Truckco Online* to passersby.
- o Become a static link on the existing kiosk interface, so *Truckco Online* will be easily accessible and highly visible to the user at all times.

In order to meet the kiosk technical requirements outlined in the proposal, Figure 5 describes the typical specifications of existing kiosks.

Figure 5. Existing Kiosk Specifications

Delivery Hardware	Intel Celeron 400 or above
Browser	Internet Explorer 4.0 or greater or Netscape 4.0 or greater
Dialup	56K or Ethernet
Display	15" touch screen
Audio	Built-in speakers with headphone accessibility
Print	Yes
Active X Controls/plug-ins	No
Other Software	Tracking software
Other Hardware	Touch-pad mouse or trackball Cash or credit card payment options

Desktop/Laptop Computer
Workforce Interactive realizes that many truck drivers will be accessing training from their home, company, and laptop computers. Truck drivers that have Internet availability from their home computers will be able to access *Truckco Online* through its URL. Truck stops in 41 of the 50 states have Internet access. This will provide drivers who have laptops the opportunity to visit the portal. The minimum requirements to access *Truckco Online* from a personal computer will be a 28,800 bps Internet connection with a minimum version of Internet Explorer 4.0 or Netscape Navigator 4.0 or greater.

Wireless Devices
Workforce Interactive understands Truckco's suggestion to use wireless devices such as cellular telephones and personal digital assistants (PDAs) as a delivery method for *Truckco Online* because of their convenience when sending and receiving information. However, we do not recommend using this delivery method at this time for a number of reasons:

- o Screen size too small
- o Processing too slo
- o Storage capacities limited
- o Navigation poor
- o Quality of data inferior
- o Security issues

We will recommend delivering *Truckco Online* through the existing kiosks and personal home computers and laptops. However, we will remain current on improvements that are made within wireless technology to re-evaluate this option at a later date.

Server and Backup

Workforce Interactive is an Application Service Provider (ASP). We understand the requirement stated in the proposal to recommend a server size. However, we recommend that Workforce Interactive host *Truckco Online* on a dedicated server in an ASP arrangement. Studies have indicated that ASP customers save between 33% and 53% using an ASP over purchasing and managing the hardware and software for the application themselves. Following is a list of other advantages to this approach:

- o Workforce Interactive already has the equipment, applications, and expertise to handle security and backup.
- o Truckco does not need for technology personnel and infrastructure.
- o Truckco can focus its resources on core business function.
- o No capital expenditure is necessary for software, hardware, and technology personnel.

As Truckco's ASP, Workforce Interactive will provide:

- o Service for hardware failures
- o Server monitoring 24 hours a day, 7 days a week, 52 weeks a year
- o Uninterruptible power management system
- o Space on our backup server

Server Specifications

The server we use is the IBM S/390 Parallel Enterprise Server-Generation 5 with IBM HTTP Server. The server operates on Microsoft Windows NT Server 4.0.

Database

Workforce Interactive uses ODBC compliant IBM's DB2 Universal Database Enterprise Edition with WebSphere Application Server V3.02 Enterprise Edition for OS/390. We will use one database to handle the Information and Shopping Centers, and a separate database to store Training Center information. Because Truckco has indicated the potential for expansion of courses and users, we feel that DB2's reliability and scalability will allow us to meet these needs.

Bandwidth Considerations

Workforce Interactive is aware that bandwidth is an important consideration in choosing an ASP, so we will use the IBM HTTP Server that has high bandwidth Asynchronous Transfer Mode (ATM) connectivity. In the RFP, Truckco specifies that we should design 28,800 bps minimum connection. With the number of users currently predicted at 8,000, we feel that this connection speed will be sufficient. With a 28,800 bps connection, all multimedia (i.e. still images, animations, audio) will be compressed to the maximum level that still meets instructional goals. Due to connection speed, we suggest minimal use of audio, and using Macromedia Flash and animated GIFs instead of video.

Security

Workforce Interactive will provide a secure environment in the Training Center and Information Tollway by requiring a user ID and password. The IBM S/390 server that we use is fully integrated with SecureWay firewall technologies and security via System Secure Sockets Layer (SSL) protocols. SecureWay Firewall enables safe, secure business by controlling all communications to and from the Internet. For added security, the portal will have a 10-minute time-out feature.

PROJECT MANAGEMENT AND SCHEDULE

Working Relationship

We assume that the seven courses are currently being offered as instructor-led and that Truckco will provide all available resources, such as content and materials from these courses. In addition, we assume Truckco will provide a subject matter expert and usability testers who will be available throughout the entire scope of the project.

Workforce Interactive will hand select each member of the core project team to work with Truckco. The resources that this team provides are detailed in the Corporate Capabilities section of this document. The subject matter expert that will be provided by Truckco will, in essence, become a member of our core team. We will utilize the expertise of this individual to ensure that we are meeting all of Truckco's needs. In addition, Truckco's usability testers will ensure the portal is functional and user friendly.

The core project team will be responsible for creating a positive working relationship with Truckco and the subject matter expert. Workforce Interactive's project manager will keep Truckco informed throughout the entire project. Contact will be made through the use of telephone conversations, conference calls, e-mail, faxes, overnight delivery service, and scheduled face-to-face meetings.

Scheduling

Upon being awarded the contract, a kick-off meeting will be held. This project will be broken into four phases:

- o   Phase I: Information Center
- o   Phase II: Training Center
- o   Phase III: Shopping Center
- o   Phase IV: Delivery of the final product

Following the kick-off meeting, Workforce Interactive will begin analyzing the design and development of each of the three centers. (Refer to Appendix D for Project Timeline.)

Prior to prototype development for any center, the core team members will devise a requirements document. This document will outline fonts, colors, graphics, etc. to be used to create a common look and feel for the entire portal. Each center will have a prototype developed to allow Truckco the opportunity to see different variations of the proposed portal. After a prototype is approved, team members will design and develop the Information Center and Shopping Center at the same time. Concurrently, the courseware will be created for the Training Center. As the courses are

completed, they will be added to the portal. The entire portal will be evaluated, revised, and tested prior to delivery.

Quality Assurance

Quality Assurance is an integral part of Workforce Interactive's design and development process. Team members have been formally trained in quality assurance procedures and conduct initial checks. The Quality Assurance Specialist will perform the steps below before delivering the product to Truckco for review and sign-off.

Quality Assurance Checklist
1. Content
   o accurate spelling, grammar, and mechanics
   o inclusion of all critical information
   o accurate titles, headers, and navigation

2. Documentation

3. Media and visual design
   o quality images
   o quick download time
   o effective screen layout
   o accurate color

4. Browser compatibility
   o compatible on many platforms
   o compatible on many browsers

5. User preference compatibility
   o font size
   o link colors and underlining
   o window size
   o plug-ins usability testing
   o link functionality
   o user-friendly navigation

Workforce Interactive's quality assurance plan will follow a schedule where time is given for suggested changes by Truckco. A sign-off policy will be used at the end of each deliverable. This schedule will guarantee Truckco's satisfaction with each phase of the project, while keeping the project moving forward.

We will use WebLoad software for testing and analyzing the performance of Web applications. Based on the data returned from the server, WebLoad ensures applications function properly and according to requirements, and provides a detailed breakdown of every component file of every failed operation. Also as part of our quality assurance plan, Workforce Interactive offers a 90-day product performance guarantee. If Truckco finds any performance problems during this period, we will provide prompt technical diagnosis and repair free of charge. After this 90-day period, Workforce Interactive will provide quality service at a reasonable cost.

Risk Management

Workforce Interactive's risk management will consist of managing resources wisely and using effective communication with Truckco. Below is a description of potential risk factors and how Workforce Interactive will ensure success of *Truckco Online*.

- o *Employee turnover* - Our Learning Management System will allow new team members to be brought up-to-date quickly if an employee is re-assigned or added to a project.
- o *Server difficulties* - We will provide back-up servers for all products and databases.
- o *Expansion of requirements* - Workforce Interactive will utilize a change management plan when requests for additional requirements outside of the original scope of the project occur. We will review all requests and compare them to the original contract.
- o *Acceptance of portal by drivers* - *Truckco Online* will be created with the truck driver in mind. The Information Center, Training Center, and Shopping Center will all be developed keeping the chaotic schedule of the truck driver in mind and capitalizing on their needs and wants.
- o *Technical changes* - When a change occurs in technology, we will take several steps prior to safely integrating any change into a project. Before implementing a new technology, we will review the technology change, compare it to what we are currently using, and determine if there are substantial advantages to making this change.
- o *Turnaround time* - We will ensure that client sign-offs are completed in a timely manner through open communication. We will also provide a window of several days for the client to sign-off on the deliverable once it has been provided.
- o *Password sharing* - Truck drivers will be on the honor system when participating in courses and taking assessments.

BUDGET

Workforce Interactive estimates that the total price for the development of *Truckco Online* will be $452,118. Figure 6, the development team price, shows the hours each team member will spend on each phase of the project, the total number of hours per person, and the total price. This includes the development team cost for the portal, travel expenses, software, the *Truckco Online* link on existing kiosks, and Workforce Interactive's quarterly fees for the first year.

Figure 7, Travel Expense Chart, breaks expenses down by meeting, and includes travel, meals, and lodging. Total project price breakdown, Figure 8, specifies all startup costs to be incurred by Truckco. A description of the ongoing fees that Truckco will be responsible for on a monthly basis has also been included. The payment schedule, Figure 9, details all deliverables and the amount due for each. The final chart shows how Truckco can break even with this investment.

Development Team Price

Our development team price is calculated by using a blended rate of $105.00 per hour. The total number of hours for this project will be 3,863. Based on the time and resources used within Phase II, the price per hour of instruction is estimated at $27,930.

Figure 6. Development Team Price (Hours)

Team Members	Phase I	Phase II	Phase III	Total Hours	Total Price
Project Manager	78	130	118	326	$34,230
Sr. Instructional Designer	12	142	12	166	$17,430
Instructional Designer I	12	218	12	242	$25,410
Instructional Designer II	12	151	12	175	$18,375
Sr. Web Developer	129	216	165	510	$53,550
Web Developer	216	320	255	791	$83,055
Sr. Multimedia Specialist	93	102	99	294	$30,870
Graphic Artist	141	172	177	390	$40,950
Sr. Technical Specialist	62	108	89	259	$27,195
Quality Assurance	60	132	60	252	$26,460
Database Administrator	80	171	107	358	$37,590
Total Hours	*895*	*1862*	*1106*	*3863*	*****
Total Price	**$93,975**	**$195,510**	**$116,130**	*****	**$405,615**

Travel Expenses

Figure 7 depicts the travel expenses for eight face-to-face meetings with Truckco in Bloomsburg, PA. At the beginning of the project, an initial trip will be scheduled. Meeting 1, the kick-off meeting, will be used for Workforce Interactive to gain a better understanding of the project and its specifications. We will also conduct small group and one-on-one meetings with truckers provided by Truckco to better understand the needs of the learner. Meeting 2 will be used to review all content for courses 1-4. A prototype will also be presented for review. This prototype will encompass lesson one, as well as the overall look and feel of the portal. Meeting 3 will be a review of content for courses 4-7. At Meetings 4 and 5, team members will review all storyboards with Truckco. These meetings will allow Truckco to see exactly what is going to be put on each page of the portal. At meetings 6 and 7 we will deliver the programming for courses 1-4 and 5-7 respectively. At this point in time, Workforce Interactive will conduct formative evaluations. The final meeting will be for final sign-off and delivery of the entire portal.

WORKFORCE
INTERACTIVE

Figure 7. Workforce Interactive Travel Expense Chart

Description	No. of People	# of Days	Travel	Meals	Lodging	TOTAL
Meeting 1 Kick-off Meeting Needs Analysis/Learner Characteristics Small Group Meetings/One-on-Ones	3	3 nights 4 days	Rental Car $188	$360	$540	$1,088
Meeting 2 SME Meeting Task Inventory (Courses 2-4) Review of prototype	2	1 night 2 days	Rental Car $94	$120	$120	$334
Meeting 3 SME Meeting Task Inventory Courses 5-7	2	1 day	Rental Car $47	$60	NA	$107
Meeting 4 Delivery of storyboards for Courses 2-4	3	1 night 2 days	Rental Car $94	$180	$180	$454
Meeting 5 Delivery of storyboards for Courses 5-7	3	1 night 2 days	Rental Car $94	$180	$180	$454
Meeting 6 Delivery of programming for courses 2-4 Evaluation/Testing	3	4 nights 5 days	Rental Car $235	$450	$720	$1,405
Meeting 7 Delivery of programming for courses 5-7 Evaluation/Testing	3	4 nights 5 days	Rental Car $235	$450	$720	$1,405
Meeting 8 Final sign-off and delivery of *Truckco Online*	1	1 day	Rental Car $47	$30	NA	$47
Total						$5,294

Project Price Breakdown

Figure 8, the Project Price Breakdown, indicates all costs to Truckco for the design and development of *Truckco Online*. Also included in this section are all ongoing costs that Truckco will be responsible for on a quarterly basis, Figure 9. In this chart, per transaction fee refers to the amount of money that will be charged to Truckco with every transaction within the Shopping Center.

WORKFORCE INTERACTIVE

Figure 8. Project Price Breakdown

Development Team Total	$405,615
Travel Expense Total	$5,294

Software
CyberCash Bundle Pack
   o CashRegister
   o Internet Merchant Account
	$249

TOTAL	**$411,158**

Figure 9. Ongoing Quarterly Fees

Truckco Online link on Kiosk	$2,000 (for 25 kiosks)

CyberCash
   o Service Fee
   o Monthly Statement
   o Per Transaction Fee
	
	$200
	$40
	$0.30 *

ASP Maintenance & Hosting Fee	$8,000
TOTAL	**$10,240**

*Not included in total.

Payment Schedule

Figure 10 displays the requested payment schedule by Workforce Interactive. Payments will be made in three installments. An initial payment of 30% of the total project price is to be delivered on May 7 at the kick-off meeting. With the completion of each of the Information and Shopping Centers payment is estimated at 25% of the total. With delivery of *Truckco Online* on February 9, 2002, the remaining balance will be due. Payment should be made within 15 days of the delivery date.

Figure 10. Payment Schedule

| Deliverable	Amount Due	Percentage of Total	Delivery Date
Initial Payment	$135,635	30%	May 7, 2001
Completion of Phase I Information Center	$113,030	25%	November 5, 2001
Completion of Phase III Shopping Center	$113,030	25%	December 3, 2001
Completion of Phase II & IV Training Center and Final Product Delivery	$90,423	20%	February 9, 2002

Break Even Analysis
The Break Even Analysis (see Figure 11) is based on the assumption that the price of a course within the Training Center will be $90. We also assume that Truckco will charge $2,000 per month per advertising banner.

Truckco will break even when 5,024 courses are paid for in full.

Figure 11. Break Even Analysis
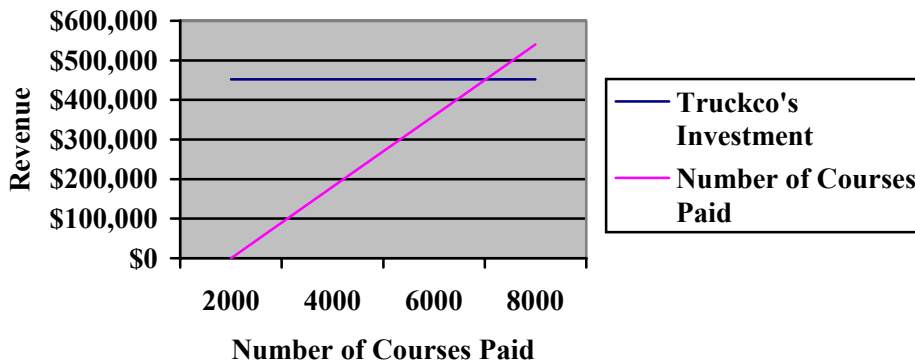
CORPORATE CAPABILITIES

Founded by Jack McClain in 1988, Workforce Interactive has grown from a small office in Alexandria, VA, to a company employing over 75 people with sales associates throughout the U.S. During the 1980s, as Vice President of Human Resources at L&W Trucking, McClain saw a decline in the size of his training department due to downsizing and reorganization of the company. He realized the opportunity to become an external provider of a variety of training to the trucking industry. His next step was to open Workforce Interactive and provide multimedia training to the trucking industry.

Company History
1988 - Jack McClain started his company by providing various instructor-led training seminars for truck drivers.

1992 - The company's services expanded to provide performance-based training solutions for all workers in the trucking industry, such as accounting, dispatcher training, and managerial skills training.

1995 - In 1995, Workforce Interactive acquired EduInteractive, a small multimedia-based training company located in Alexandria, VA to meet the demands of the growing distance learning market.

1997 - Workforce Interactive developed *R-Express,* a customized training solution for Roadway Express in 1997. *R-Express* is an intranet-based training and orientation program covering key policies, procedures, and safety rules. The program replaced a half-day instructor-led seminar.

WORKFORCE INTERACTIVE

1998 - As a result of efforts with Roadway Express, Workforce Interactive was given the *Distinguished Contribution to Workplace Learning and Performance Award* by the American Society for Training and Development (ASTD).

2000 – Our Learning Management System was developed to create efficient and effective learner-focused instruction. Our first web portal was developed for Tewel Corporation.

2001 - McClain continues to lead the organization in developing learning solutions for the workforce. His Research & Development team in Alexandria is currently investigating a partnership with the National Private Truck Council (NPTC) to launch several online courses targeted at fleet managers.

Workforce Interactive's Project Team

The Vice President for Development, Jeffrey Waters, selects each team member and appoints a project manager for all design and development teams. Waters looks at participation in past projects as well as the dynamics of the team members. He strives to create a cohesive team that stimulates creativity and effective production.

The core project team selected for *Truckco Online* has been working together since 1995. Each member of the core team will work throughout the entire length of the project. From time to time, additional Workforce Interactive personnel, such as additional instructional designers, graphic designers, web designers, database administrators, and a quality assurance specialist will join the core team.

Key Project Members
(Refer to Appendix E for Core Project Team Members Resumés.)

Beth Bailey
Project Manager

Beth has worked in multimedia project management for 6 years, and the instructional technology field for over 13 years. She is responsible for coordinating team members and acting as liaison between the designers, developers, multimedia specialists, technical specialists, and quality assurance teams. She manages daily development responsibilities and works with the client and Workforce Interactive team members to meet final deliverables. Beth is also responsible for development of budgets and deadlines schedules.

***Nancy Kapp
Sr. Instructional
Designer***

Nancy brings 10 years of experience to Workforce Interactive and leads our team of instructional designers who create high quality and effective training materials. She is responsible for developing instructional strategies, doing skills and task analyses, and working with subject matter experts, course developers, and client representatives to produce customized training programs and related materials. She was also responsible for the implementation of our Learning Management System designed to create learner-focused, training in an effective and efficient manner.

***Peter You
Sr. Web Developer***

Peter has 11 years of experience in developing and implementing the technical approach in the creation of custom computer- and web-based learning solutions. His expertise is in authoring and programming of high-level instructional code, models, templates, and engines. He also assists in the development, testing, and implementation of programming/authoring process improvements and quality standards.

***Bridget Geist
Sr. Multimedia Specialist***

Bridget is responsible for recommending and brainstorming the creative approach on projects. She has 12 years experience in designing and developing computer- and web-based screen interfaces, 2D and 3D computer illustrations and graphical elements, Internet/Intranet web pages, and multimedia presentations.

WORKFORCE INTERACTIVE

Shannon Mausteller
Sr. Technical Specialist

Shannon's expertise is in the design, development, and implementation of technical and network administrative issues related to the development of dynamic multimedia projects. He has 11 years of experience in database design, development, implementation, and network administration including firewall and server applications.

Related Experience

All members of this project team have been at Workforce Interactive since 1995. They have collaborated on numerous projects including the award winning *R-Express* intranet-based training and orientation program. This team also created web-based training for truck drivers at Hess Trucking Company, located in Harrisburg, Pennsylvania. A trucking resource center was developed for c, which operates five truck stops across Ohio, Indiana, and Pennsylvania. The project was initially deployed in one kiosk at their Emlenton, Pennsylvania location and has since been successfully implemented in their other locations.

Workforce Interactive has successfully developed web-based learning solutions, CD-ROM training, instructor-led seminars, kiosk-based instruction, e-commerce portals, and standardized courseware for numerous companies. (See Appendix F for a detailed description of these related projects.)

APPENDICES

WORKFORCE
INTERACTIVE

Response to Truckco's Request for Proposal

Appendix A. Portal Prototype Examples

Project Name:	Current Screen ID:	Date:	Hyperlinks:
Truckco Online	Main Page	4/27/01	http://www.truckco.com/online/aboutus.html http://www.truckco.com/online/infoctr/index.html http://www.truckco.com/online/trainctr/index.html http://www.truckco.com/online/shopctr/index.html

Media Elements:
☑ Animation ☑ Text ☐ Voice ☑ Sound Effects
☑ Graphics ☐ Video ☐ Music

Page 1 **of**

- - Truckco Online - -

Truckco is a leading provider of training for the trucking industry.

Search ___ Go

Login ___
Password ___
Subscribe Here

About Us

Information Center

Training Center

Text Goes Here

Shopping Center

Programming Notes:

Flash rollovers on the content Centers
Javascript on rotating advertisers
Linking login information with database

File names and locations:

Banner.jpg
Highway.gif
Truck.jpg

Project Name:	Current Screen ID:	Date:	Hyperlinks:
Truckco Online	Information Center	4/27/01	http://www.truckco.com/online/infoctr/freeway.html http://www.truckco.com/online/infoctr/tollway.html http://www.truckco.com/online/trainctr/index.html http://www.truckco.com/online/shopctr/index.html

Media Elements:
☑ Animation ☑ Text ☐ Voice ☐ Sound Effects
☑ Graphics ☐ Video ☐ Music

Page 2 **of**

Truckco Online

- - Information Center - -

Search ___ Go

Login ___
Password ___
Subscribe Here

About Us   Information Center   Training Center   Shopping Center

80 WEST Freeway

80 WEST Tollway

Click on one of the following to go there

Trucking Headlines
Driving Conditions
Mapping
Weather
Job Announcements

Programming Notes:

Flash rollovers on the content Centers
Javascript on rotating advertisers
Linking login information with database

File names and locations:

Banner.jpg
freewaysign.jpg
Tollwaysign.jpg
Truck.jpg

WORKFORCE INTERACTIVE

Appendix A continued.   Portal Prototype Examples

Project Name:	Current Screen ID:	Date:	Hyperlinks:
Truckco Online	Training Center	4/27/01	http://www.truckco.com/online/courses/dot/index.html

Media Elements:
☑Animation ☑Text ☐Voice ☐Sound Effects
☑Graphics ☐Video ☐Music

Page 3 of

Hyperlinks:
/substance/index.html
/service/index.html
/hazmat/index.html
/scope/index.html
/osha/index.html
/load/index.html

Programming Notes:

Flash rollovers on the content Centers
Javascript on rotating advertisers
Linking login information with database

File names and locations:

Banner.jpg
Trainnavigation.jpg
Truck.jpg

Project Name:	Current Screen ID:	Date:	Hyperlinks:
Truckco Online	Shopping Center	4/27/01	http://www.truckco.com/online/infoctr/freeway.html

Media Elements:
☑Animation ☑Text ☐Voice ☐Sound Effects
☑Graphics ☐Video ☐Music

Page 5 of

Hyperlinks:
http://www.truckco.com/online/infoctr/tollway.html
http://www.truckco.com/online/trainctr/index.html
http://www.truckco.com/online/shopctr/index.html

Programming Notes:

Flash rollovers on the content Centers
Javascript on rotating advertisers
Linking login information with database

File names and locations:

Banner.jpg
freewaysign.jpg
Tollwaysign.jpg
Truck.jpg

WORKFORCE
INTERACTIVE

Appendix B. Technical Solution Requirement Matrix

Requirement	Proposed Technology/Solution
User profiling	LMS, IBM DB2
Links to the training contained in the site	Macromedia Dreamweaver
Weather reports, job announcements, mapping functionality, information area of concern	PortalEasy Portal Builder
Advertising space	Macromedia Dreamweaver
Discussion on driving conditions	PortalEasy Portal Builder, IBM DB2
Online discussion groups	PortalEasy Portal Builder, IBM DB2
Online catalog of trucking related products	PortalEasy Portal Builder, CyberCash CashRegister, IBM DB2
WAP - wireless connections	Not Recommended
Simple, easy, and intuitive navigation, graphics, animation	Macromedia Dreamweaver and Flash, Adobe Photoshop
Consistency of training	LMS, IBM DB2
Common look and feel	LMS, IBM DB2, PortalEasy Portal Builder
Connection speed 28,800 bps (outside of kiosk)	Smaller multimedia file sizes
Server Size	32 GB
Development and delivery software	LMS, Macromedia Dreamweaver and Flash, PortalEasy Portal Builder
Streaming media (not necessarily a requirement)	Not recommended
Security: Student ID and password	LMS, IBM DB2
Time out feature	LMS, 10-minute time-out
Profiling used to customize the content of the web pages	LMS, IBM DB2
Tracking of training completion dates and areas visited	LMS, IBM DB2
Bookmarking the last location within the training visited by the driver	LMS, IBM DB2
Test scores	LMS, IBM DB2
Database (ODBC Compliant)	IBM DB2
Products browsed and purchased	PortalEasy Portal Builder, IBM DB2
Quality assurance test plan	WebLoad
Administration and maintenance (all source code, graphics, etc.)	Not recommended

WORKFORCE INTERACTIVE

Appendix C. Internet-Friendly Truck Stops in Pennsylvania

Name	Location	Facilities
Ambest	Bartonsville I-80 at Exit 46B	Internet kiosk.
	Duncannon Clark's Ferry All American Plaza Rt. 22 & 322	Phone jacks in restaurant.
Flying J's	Carlisle, PA I-81 & PA Turnpike at Exit 16	Internet kiosks booth in hallway. Phone jacks in lounge.
Petro Stopping Centers	Breezewood I-70 & PA Turnpike at Exit 12 814-735-4076	Internet kiosks. Phone jacks in restaurant.
	Carlisle I-81 & PA Turnpike at Exit 16	Internet kiosks. Phone jacks in restaurant.
	Claysville I-70 at Exit 2 724-663-7718	Phone jacks in lounge.
	Milton I-80 & PA Route 254 at Exit 32 570-742-2663	Sit-down Internet kiosks located in phone lounge.
	Scranton I-81 at Exit 49B 570-654-5111	Phone jacks in restaurant
Pilot	Bentleyville Exit 12b off of I 70	Phones in restaurant.
Travel Centers of America (TA)	Bloomsburg I-80 at Exit 34	Internet kiosks.
	Breezewood I-70 at PA Turnpike	Internet kiosks. Extra phone jacks in restaurant.
	Brookville I-80 & Rt. 36 at Exit 13	Sit-down Internet kiosk. Table phones have extra jack on side.
	Carlisle I-81 & PA Turnpike at Exit 16	Booth located in restaurant has Internet & AOL access.
	Emlenton I-80 at Exit 5	Internet kiosk.
	Harrisburg I-81 & S.R. 39, Manada Hill at Exit 27	Internet kiosk. Phones can be unplugged in lounge.
	Harborcreek I-90 at Exit 10	Table phones in restaurant.
	New Milford I-81 at Exit 66	Phones in restaurant on tables and also in drivers lounge on tables.
Diamond J's	Reynoldsville I-80 at Exit 15	Data jacks in the "smoking loft" of the restaurant

WORKFORCE INTERACTIVE

Task	Timeline
Phase I: Information Center	
Analyze	May 7 - June 4
Develop Prototype	
Design	
Develop	June 5 - July 2
Evaluate/Revise	
Sign Off	
Phase II: Training Center	
Analyze	May 7 - June 4
Develop Prototype	
Design	
Develop Courses 2-4	June 5 - July 2
Evaluate/Revise Courses 2-4	July 9 - August 17
Sign Off Courses 2-4	
Design Courses 5-7	July 9 - August 31
Develop Courses 5-7	September 4 - October 29
Evaluate/Revise Courses 5-7	Nov. 13 - 27
Sign Off Courses 5-7	Nov. 28 - Dec 4
Phase III: Shopping Center	
Analyze	May 7 - June 4
Develop Prototype	June 5 - July 2
Design	July 9 - August 17
Develop	August 20 - November 9
Evaluate/Revise	Nov. 12 - 23
Sign Off	Nov. 26 - 30
Phase IV: Implementation	
Delivery of Final Product	

Timeline columns (right side):
July 9 - August 17 · August 20 - October 12 · Oct. 15 - 26 · Oct. 29 - Nov. 2 · September 4 - October 29 · October 30 - January 11 · Jan 14 - 25 · Jan 28 - Feb 1

Week	Dates
Week 1	May 7-11
Week 2	May 14-18
Week 3	May 21-25
Week 4	May 29-Jun 1
Week 5	Jun 4-8
Week 6	Jun 11-15
Week 7	Jun 18-22
Week 8	Jun 25-29
Week 9	Jul 2-6
Week 10	Jul 9-13
Week 11	Jul 16-20
Week 12	Jul 23-27
Week 13	Jul 30-Aug 3
Week 14	Aug 6-10
Week 15	Aug 13-17
Week 16	Aug 20-24
Week 17	Aug 27-31
Week 18	Sept 3-7
Week 19	Sept 10-14
Week 20	Sept 17-21
Week 21	Sep 24-28
Week 22	Oct 1-5
Week 23	Oct 8-12
Week 24	Oct 15-19
Week 25	Oct 22-26
Week 26	Oct 29-Nov 2
Week 27	Nov 5-9
Week 28	Nov 12-16
Week 29	Nov 19-23
Week 30	Nov 26-30
Week 31	Dec 3-7
Week 32	Dec 10-14
Week 33	Dec 17-21
Week 34	Dec 24-28
Week 35	Dec 31-Jan 4
Week 36	Jan 7-11
Week 37	Jan 14-18
Week 38	Jan 21-25
Week 39	Jan 28-Feb 1
Week 40	Feb 4-8
Week 41	Feb 18-22

WORKFORCE
INTERACTIVE

Appendix E. Core Project Team Members Resumés

E L I Z A B E T H   B A I L E Y

EXPERIENCE

Project Manager
Workforce Interactive, Alexandria, VA (1995 - Present)

o   Collect and evaluate data to estimate development and project budgets
o   Collaborate effectively with team members and clients through all phases of projects
o   Ensure that all projects are completed according to Workforce Interactive's technical, schedule, cost, and quality objectives

Project Manager on the following related projects:
o   Tewel Corp. WBT Kiosk
o   NPTC WBT Manager Courses
o   Roadway Express Intranet
o   Diesel Institute HAZMAT WBT

Senior Instructional Designer
Transportation Training, Inc., Denver, CO (1990 - 1995)

o   Implemented computer-based training into organization, increasing profits by 20%
o   Worked with various transportation experts to develop content and strategies for instructor-led and computer-based training
o   Led and coached instructional design team members

Instructional Designer/Multimedia Developer
Wynkoop Technical Training, Colorado Springs, CO (1988 - 1990)

o   Designed instruction for various corporate and educational institutions
o   Developed assessment instruments and conducted evaluation of projects
o   Designed and developed interactive learning programs using a variety of media
o   Wrote detailed analysis reports and design plan documents

EDUCATION

M.S., Instructional Technology
Bloomsburg University, Bloomsburg, PA (1988)

B.S., Speech Communication
University of North Carolina, Chapel Hill, NC (1987)
Graduated Summa Cum Laude

E-MAIL EBAILEY@WORKFORCEINT.COM
1325 WEST KING STREET, SUITE 501 • ALEXANDRIA, VA 22313
PHONE 703-385-5715 • FAX 703-385-5716

**WORKFORCE
INTERACTIVE**

Appendix E continued. Core Project Team Members Resumés

NANCY KAPP

EXPERIENCE

Senior Instructional Designer
Workforce Interactive, Alexandria, VA (1995 - Present)

o   Oversee the design and development of customized training programs for web delivery, CD-ROM, and instructor-led material

o   Responsible for the design of *R-Express*, an Intranet-based new employee orientation program developed for Roadway Express; produced a 82% ROI for Roadway Express

o   Worked with team members to design and develop a learning and e-commerce portal for Truckline Magazine, which provided over $1,000,000 in revenue in the first 2 years

Senior Instructional Designer on the following related projects:
o   Tewel Corp. WBT Kiosk   o   Roadway Express Intranet
o   NPTC WBT Manager Courses   o   Hess Trucking WBT

Instructional Designer
SAP America, Wayne, PA (1991-1995)

o   Promoted to lead instructional designer in 1992

o   Worked directly with Fortune 500 clients (SME) for more than 25 multimedia instructional design projects

EDUCATION

Ph.D., Instructional Technology
University of Pittsburgh, Pittsburgh, PA (1991)

M.S., Instructional Technology
University of Pittsburgh, Pittsburgh, PA (1988)

B.S., Computer Science
Carnegie Mellon University, Pittsburgh, PA (1986)
Graduated Magna Cum Laude

E-MAIL NKAPP@WORKFORCEINT.COM
1325 WEST KING STREET, SUITE 501 • ALEXANDRIA, VA 22313
PHONE 703-385-5715• FAX 703-385-5716

WORKFORCE INTERACTIVE

Appendix E continued. Core Project Team Members Resumés

PETER YOU

EXPERIENCE

Senior Web Developer
Workforce Interactive, Alexandria, VA (1995 - Present)

o   Provide systems analysis, R&D, and programming services for Internet/Intranet database and e-commerce applications
o   Design and construct Java-technology based graphical user interfaces, servlets, servers, applications, applets, etc.
o   Build special-purpose Java development environment modules and tools
o   Manage the design and development of e-commerce and educational portals

Senior Web Developer on the following related projects:

o   Tewel Corp. WBT Kiosk
o   Diesel Institute HAZMAT WBT
o   Roadway Express Intranet
o   Hess Trucking WBT

Programmer
South Media, Philadelphia, PA (1990 - 1994)

o   Designed and developed multiple corporate web sites, using high-level instructional code
o   Beta tested and debugged CBT CD-ROM's

EDUCATION

M.S., Instructional Technology
Bloomsburg University, Bloomsburg, PA (1989)

B.S., Computer Science
Huazhong University of Science, Wuhan, China (1984)

SOFTWARE SKILLS

Authoring Tools: Macromedia Authorware, Director, and Flash

Languages: C++, ASP, Java, VBScript, COM/DCOM, COBOL, FORTRAN

RDBMS: Microsoft SQL 2000, Oracle 8, IBM DB2

Operating Systems: Windows NT, Unix, Windows 2000

Web Technologies: HTML, XML, WebSphere, DHTML, Macromedia Dreamweaver, ColdFusion, Perl

E-MAIL PYOU@WORKFORCEINT.COM
1325 WEST KING STREET, SUITE 501 • ALEXANDRIA, VA 22313
PHONE 703-385-5715 • FAX 703-385-5716

Appendix E continued. Core Project Team Members Resumés

BRIDGET GEIST

EXPERIENCE

Senior Multimedia Specialist
Workforce Interactive, Alexandria, VA (1995 - Present)

o Create reusable interfaces and graphics that allow the company to lower labor costs and improve product quality
o Consult with clients and manage team members on interface design, and multimedia components of web-based, instructor-led, and computer-based training materials
o Determine size and arrangement of illustrative material and copy, selects style and size of type, and arranges layout based upon available space, knowledge of layout principles, and aesthetic design concepts
o Created award winning interface for *R-Express* training program

Senior Multimedia Specialist on the following related projects:

o Tewel Corp. WBT Kiosk o Roadway Express Intranet

o Diesel Institute HAZMAT WBT o Hess Trucking WBT

Graphic Design Manager
Ferguson and Bardell, Atlanta, GA (1991 - 1995)

o Designed the company's first corporate web site which won numerous user interface awards
o Supervised the development of all graphical materials
o Researched and created design solutions for computer-based training

Media Specialist
Brass Ring Systems, Columbia, SC (1989 - 1991)

o Produced instructional training videos
o Designed and produced graphics for corporate marketing and communications materials

EDUCATION

M.S., Instructional Technology
Bloomsburg University, Bloomsburg, PA (1989)

B.A., Public Communications, Minor in Studio Art
Syracuse University, Syracuse, NY (1985)
Graduated Summa Cum Laude

E-MAIL BGEIST@WORKFORCEINT.COM
1325 WEST KING STREET, SUITE 501 • ALEXANDRIA, VA 22313
PHONE 703-385-5715 • FAX 703-385-5716

**WORKFORCE
INTERACTIVE**

Appendix E continued. Core Project Team Members Resumés

S H A N N O N   M A U S T E L L E R

EXPERIENCE

Senior Technical Specialist
Workforce Interactive, Alexandria, VA (1995 - Present)

o Responsible for consulting with and advising clients to technical requirements for web design and hosting

o Administrates technical and network issues related to the development of dynamic multimedia projects.

o Successfully implemented e-learning portal for Tewel. This portal uses multiple servers and load balancing features for continued availability of the training portal

o Ensure technical solutions are AICC, SCORM, and IMS compliant

Senior Technical Specialist on the following related projects:
o Tewel Corp. WBT Kiosk   o Roadway Express Intranet
o NPTC WBT Manager Courses   o NetTrans CBT

Computer Technical Specialist
Charles R. Drew University, Los Angeles, CA (1990 - 1995)

o Responsible for conversion of system from Unix based to Windows NT

o Interacted with Network Administration to solve and correct various technical problems with computers, network, data and telecommunications systems

o Performed analytical, technical and administrative work in the installation of new and existing computer systems

EDUCATION

M.S., Computer Science
University of California-Berkeley, Berkeley, CA (1990)

B.S., Computer Science
University of California-Berkeley, Berkeley, CA (1986)

SOFTWARE SKILLS

Languages: C++, ASP, Java, VBScript, COM/DCOM

RDBMS: Microsoft SQL 2000, Oracle 8, IBM DB2

Operating Systems: Windows NT, Unix, Windows 2000

Web Technologies: HTML, XML, WebSphere, DHTML

E-MAIL SMAUSTELLER@WORKFORCEINT.COM
1325 WEST KING STREET, SUITE 501 • ALEXANDRIA, VA 22313
PHONE 703-385-5715 • FAX 703-385-5716

Appendix F. Related Experience

Client Name/Address	Description of Work	Delivery Method/Technology Used
Roadway Express, Inc. 1077 Gorge Blvd. P.O. Box 471 Akron, OH 44309 Dr. John T. Blake 330-384-5555	Developed an Intranet-based training and orientation program replacing a half-day instructor-led seminar.	Intranet-based ○ HTML ○ Macromedia Authorware and Director ○ Adobe Photoshop ○ ODBC compliant database with user profiling
National Private Truck Council 66 Canal Center Plaza Suite 600 Alexandria, VA 22314 Mr. Jay P. Showran 703-683-5555	Established partnership with NPTC; designed and developed several online courses targeted at fleet managers.	Web-based ○ HTML ○ Macromedia Flash and Course Builder ○ Adobe Photoshop
Tewel Corporation 100 Bentley Blvd. P.O. Box 521 Fort Wayne, IN 46803 Ms. Brenda M. Gibson 724-847-5555	Provided truck drivers with online resource center. One of the first portals developed on Internet kiosks deployed at several truck stops throughout OH, IN, and PA.	Web-based ○ Macromedia Dreamweaver, Director and Flash ○ Adobe Photoshop and Premier ○ ODBC compliant database with user profiling
NetTrans 5430 Jimmy Carter Blvd. Suite 203 Norcross, Georgia 30093 Mr. Chen S. Lu 770-209-5555	Designed, developed, and implemented freight management software training for sales representatives.	CD-ROM Based ○ Microsoft PowerPoint; ○ Macromedia Course Builder
Allied Van Lines, Inc. P.O. Box 4403 Chicago, IL 60680 Mr. James C. Bradley 871-565-5555	Created computer-based dispatcher training for new and current employees to increase on-the-job performance. Developed training manual as a job aide.	CD-ROM Based ○ Macromedia Authorware ○ Adobe Photoshop
Diesel Institute of America P.O. Box 69 Grantsville, MD 21536 Mr. Carlos T. Sebato 301-432-5555	Developed Internet-based HAZMAT training, Substance Abuse Program, and DOT Regulations Training for truck drivers.	Web-based ○ HTML ○ Macromedia Dreamweaver ○ Adobe Photoshop and Premiere ○ Sound Forge

Please note that this is a fictional representation of a proposal and not an actual proposal. Although it is based on actual information and an actual request, the requesting company, the responding company, and the employees are all fictional.