KingCounty

Finance and Business Operations Division
Procurement and Contracts Services Section
Department of Executive Services

CNK-ES-0340
3rd Floor
401 5th Avenue
SEATTLE, WA 98104

206-263-9400 Ph
206-296-7676 Fax
TTY Relay: 771
www.kingcounty.gov

CONTRACTOR:
LANGUAGE LINE SERVICES
1 LOWER RAGSDALE DR BLDG 2

MONTEREY, CA 93940 United States
Fax: (800) 8219040

CONTRACT		
CONTRACT NO. 5781373	REVISION 0	PAGE 1 of 1

SHIP TO:
KC DES FBOD PCSS GOODS AND SERVICES
401 5TH AVE, CNK-ES-0340
SEATTLE, WA 98104

BILL TO:
KC DES FBOD ACCOUNTS PAYABLE
401 5TH AVE, CNK-ES-0320
SEATTLE, WA 98104

CREATION DATE 29-JUN-2015	BUYER JANET HARJO
DATE OF REVISION	BUYER

CONTRACTOR NO	PAYMENT TERMS	FREIGHT TERMS	FOB	SHIP VIA	CONFIRM TO
3329	PAY IMMEDIATELY	Paid	DESTINATION	UPS	MANNY SOLIS Telephone: (800) 752-6096

DESCRIPTION

Contract Purchase Agreement

Furnish Interpretation and Translation Services to King County personnel as requested, during the period July 3, 2015 through July 2, 2018, in accordance with Arizona State contract # ADSPO13-051020.

Authorized Signature

Master Blanket Purchase Order ADSPO13-051020

Header Information

Purchase Order Number:	ADSPO13-051020	**Release Number:** 0	**Short Description:** Statewide Foreign Language Interpretation and Translation Services
Status:	3PS - Sent	**Purchaser:** David Gonzales	**Receipt Method:** Quantity
Fiscal Year:	2013	**PO Type:** Blanket	**Minor Status:**
Organization:	State of Arizona		
Department:	ADSPO - State Procurement Office	**Location:** STRGC - SPO Strategic	**Type Code:** Statewide
Alternate ID:		**Entered Date:** 07/03/2013 12:48:03 PM	**Control Code:**
Days ARO:	0	**Retainage %:** 0.00%	**Discount %:** 0.00%
Print Dest Detail:	If Different		
Catalog ID:		**Release Type:** Direct Release	**Pcard Enabled:** No
Contact Instructions:		**Tax Rate:**	**Actual Cost:** $0.00
Master Blanket/Contract End Date (Maximum):	07/02/2018 11:59:59 PM		
Project No.:			
Building Code:			
Cost Code:			
Special Purchase Types:			
PIJ NUMBER:			
Coop Spend To Date:			

Attachments: PO Terms & Conditions, COI, COI, ADSPO13-051020 Change Order No.1 Summary.pdf, Contract Amendment, COI, COI, a1~13.pdf, ADSPO13-051020 Change Order No.2 Summary.pdf, Insurance - Language Line.zip, Submitted Offer - Language Line.zip, ADSPO13-051020 Consolidated Contract.pdf, Solicitation File - ADSPO13-00002842~1.zip

Primary Vendor Information & PO Terms

Vendor:	9000002868 - LANGUAGE LINE SERVICES Greg Holt One Lower Ragsdale Drive Monterey, CA 93940 US Email: rfpmanager@languageline.com Phone: (831)648-7108	**Payment Terms:**	Net 30	**Shipping Method:**	Best Way
		Shipping Terms:	N/A	**Freight Terms:**	

PO Acknowledgements: FAX: (831)648-7108

Document	Notifications	Acknowledged Date/Time
Purchase Order	Emailed to rfpmanager@languageline.com at 07/11/2013 01:09:03 PM	07/12/2013 03:54:25 PM
Change Order 1	Emailed to rfpmanager@languageline.com at 08/05/2013 08:53:45 AM	
Change Order 2	Emailed to rfpmanager@languageline.com at 09/30/2013 10:43:10 AM	09/30/2013 11:53:51 AM
Purchase Order	Emailed to wecare@languageline.com at 02/26/2014 11:46:52 AM	02/28/2014 09:11:57 AM
Purchase Order	Emailed to wecare@languageline.com at 05/12/2015 06:02:30 PM	
Purchase Order	Emailed to wecare@languageline.com at 05/13/2015 01:18:10 PM	

Master Blanket/Contract Vendor Distributor List

Vendor ID	Alternative ID	Vendor Name	Preferred Delivery Method	Vendor Distributor Status
9000002868	17705867100	LANGUAGE LINE SERVICES	Email	Active

Master Blanket/Contract Controls

Master Blanket/Contract Begin Date: 07/03/2013   **Master Blanket/Contract End Date:** 07/02/2016

Cooperative Purchasing Allowed: Yes

Organization	Department	Dollar Limit	Dollars Spent to Date	Minimum Order Amount
ALL ORG - Organization Umbrella Master Control	AGY - Agency Umbrella Master Control	$0.00	$9,581.90	$0.00

Item Information

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1 2 3 4 5

Print Sequence # 1.0, Item # 27: Generic line item to be used by agencies using Receipt Method in Dollars.   3PS - Sent

NIGP Code: 961-46
Interpreter Services (Foreign Language, Hearing Impaired, etc.) (See Item 17 for Interpreter Services - Electronically Assisted)

Receipt Method	Qty	Unit Cost	UOM	Discount %	Total Discount Amt.	Tax Rate	Tax Amount	Total Cost
Dollars	1.0	$0.00	EA - Each	0.00	$0.00		$0.00	$0.00

Manufacturer: Brand: Model:

Make: Packaging:

Project No.:

Building Code:

Cost Code:

Print Sequence # 2.0, Item # 5: Certified In-Person Interpreter Hourly Rate (Spanish Interpretation) - 3PS - The hourly rate charged per assigned interpreter for services performed   Sent during Monday through Friday between the hours of 7:00 AM Â¿ 5:00 PM.

NIGP   961-46
Code: Interpreter Services (Foreign Language, Hearing Impaired, etc.) (See Item 17 for Interpreter Services - Electronically Assisted)

Bid # / Bid Item #: **ADSPO13-00002842** / 1   Quote # / Quote Item #: **000019672-R1** / 1

Receipt Method	Qty	Unit Cost	UOM	Discount %	Total Discount Amt.	Tax Rate	Tax Amount	Total Cost
Quantity	0.0	$88.00	HR - Hour	0.00	$0.00		$0.00	$0.00

Manufacturer: Brand: Model:

Make: Packaging:

Project No.:

Building Code:

Cost Code:

Print Sequence # 3.0, Item # 12: Certified In-Person Interpreter Hourly Rate (Other Listed Languages   3PS - Interpretation) - The hourly rate charged per assigned interpreter for   Sent services performed during Monday through Friday between the hours of 7:00 AM Â¿ 5:00 PM.

NIGP   961-46
Code: Interpreter Services (Foreign Language, Hearing Impaired, etc.) (See Item 17 for Interpreter Services - Electronically Assisted)

Bid # / Bid Item #: **ADSPO13-00002842** / 13   Quote # / Quote Item #: **000019672-R1** / 13

Receipt Method	Qty	Unit Cost	UOM	Discount %	Total Discount Amt.	Tax Rate	Tax Amount	Total Cost
Quantity	0.0	$112.00	HR - Hour	0.00	$0.00		$0.00	$0.00

Manufacturer: Brand: Model:

Make: Packaging:

Project No.:

Building Code:

Cost Code:

Print Sequence # 4.0, Item # 11: Certified Court/Legal In-Person Interpreter Hourly Rate (Spanish   3PS - Interpretation) - The hourly rate charged per assigned interpreter for   Sent services performed during Monday through Friday between the hours of 7:00 AM Â¿ 5:00 PM.

NIGP   961-46
Code: Interpreter Services (Foreign Language, Hearing Impaired, etc.) (See Item 17 for Interpreter Services - Electronically Assisted)

Bid # / Bid Item #: **ADSPO13-00002842** / 12   Quote # / Quote Item #: **000019672-R1** / 12

Receipt Method	Qty	Unit Cost	UOM	Discount %	Total Discount Amt.	Tax Rate	Tax Amount	Total Cost
Quantity	0.0	$112.00	HR - Hour	0.00	$0.00		$0.00	$0.00

Manufacturer: Brand: Model:

Make: Packaging:

Project No.:

Building Code:

Cost Code:

Print Sequence # 5.0, Item # 13:   Certified Court/Legal In-Person Interpreter Hourly Rate (Other Listed   3PS -
Languages Interpretation) - The hourly rate charged per assigned   Sent
interpreter for services performed during Monday through Friday
between the hours of 7:00 AM Â¿ 5:00 PM.

NIGP   961-46
Code: Interpreter Services (Foreign Language, Hearing Impaired, etc.) (See Item 17 for Interpreter Services -
Electronically Assisted)

Bid # / Bid Item #: **ADSPO13-00002842** / 14   Quote # / Quote Item #: **000019672-R1** / 14

Receipt Method	Qty	Unit Cost	UOM	Discount %	Total Discount Amt.	Tax Rate	Tax Amount	Total Cost
Quantity	0.0	$128.00	HR - Hour	0.00	$0.00		$0.00	$0.00

Manufacturer: Brand: Model:

Make: Packaging:

Project No.:

Building Code:

Cost Code·

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1 **2 3 4 5**

Exit

Offer and Acceptance

Contract No.:

Description: Statewide Foreign Language Interpretation and Translation Services

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OF
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State of Arizona
State Procurement Office
100 N.15th Ave., Suite 201
Phoenix, AZ 85007

OFFER

TO THE STATE OF ARIZONA:
The Undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies Small Business status.

Arizona Transaction (Sales) Privilege Tax License No.:

Federal Employer Identification No.:

77-0586710

E-mail: mschmidt@languageline.com

Phone: (831) 648-7171

Fax: (800) 821-9040

Signature of Person Authorized to Sign Offer

Language Line Services, Inc.
Company Name

1 Lower Ragsdale Drive, Building 2
Address

Michael Schmidt
Printed Name

Chief Financial Officer
Title

Monterey	CA	93940
City	State	Zip

By signature in the Offer section above, the Offeror certifies:

1. The submission of the Offer did not involve collusion or other anticompetitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, State Executive Order 2009-09 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror certifies that the above referenced organization ☐ IS/ ☑ IS NOT a small business with less than 100 employees or has gross revenues of $4 million or less.
5. In accordance with A.R.S. §35-393, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Iran.
6. In accordance with A.R.S. §35-391, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Sudan.

ACCEPTANCE OF OFFER

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by the State.

This Contract shall henceforth be referred to as Contract No. _____. The Contractor has been cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contact release document or written notice to proceed.

State of Arizona
Awarded this _____ day of _____ 20 ____

Procurement Officer

LanguageLine Solutions SM

Response to Request for Proposal

Statewide Foreign Language Interpretation and Language Services

The State of Arizona

Due Date: April 23, 2013

*Improving the Customer Experience
through Language Services*

Primary Contact:
Tom Calannio
Strategic Account Executive
Phone: (831) 648-7445
e-Mail: tcalannio@languageline.com
Worldwide Headquarters
LanguageLine Solutions
1 Lower Ragsdale Drive, Building 2
Monterey, CA 93940 USA

April 23, 2013

Kianie R. Putnam, Procurement Specialist
Arizona Department of Administration, State Procurement Office
100 N. 15th Avenue, Suite 201
Phoenix, AZ 85007

Dear Ms. Putnam:

On behalf of LanguageLine Solutions, the Government Markets Team would like to thank you for the opportunity to respond to State of Arizona's Request for Proposal (RFP) for Interpreter Services. The entire Language Line Services team is sincerely dedicated to continuing our long-lasting business partnership. LanguageLine Solutions has a clear and concise mission - to enhance communications and empower relationships.

Our primary mission has always been to help our government customers improve service levels to Limited English Proficient populations through superior language services.

As you read the proposal, you will find that our business is based on the following principles:

- Continuing to build solutions to meet customer needs. For over 30 years, LanguageLine Solutions continues to invest in new ways to bridge language barriers, through telephone interpretation, face-to-face and video interpretation, language translation and localization for the written word, and language testing and training for the growing bilingual workforce
- A fully redundant infrastructure to insure 24 / 7 / 365 access to interpreters
- A U.S.-based interpreter and translator workforce to support the requirements of the State of Arizona
- The highest standards of interpreter and translator resources through our rigorous qualification, testing and hiring processes as well as our established quality monitoring procedures
- An employee-based interpreter-staffing model. The direct benefits for customers touch areas of service delivery, including superior interpreter availability, improved interpreter quality thanks to closer interpreter management, increased confidentiality and reducing risk
- Implementation services to match the best access procedures and technologies

LanguageLine Solutions' mission is designed to provide the State of Arizona with the superior value language solution partner to ensure clear, concise and accurate communication. On an average day, our interpreters support nearly 100,000 interactions daily, helping our clients to overcome language barriers and complete their work more efficiently.

We view this proposal as an opportunity to expand our current business relationship with the State of Arizona in a collaborative manner, supporting your goal to provide language solutions to the diverse population you support.

Upon review of our RFP response, we are confident that you will judge LanguageLine Solutions to be the best value to support the language needs of the State of Arizona. For all of the reasons noted above and our ongoing commitment to offer the world's leading language solutions, I look forward to a favorable decision and building a strong and long lasting working relationship with the State of Arizona.

Best Regards,

Michael Schmidt
Chief Financial Officer

Table of Contents

Response to RFP

Capacity Of Offeror And Key Personnel:

Organizational Structure: Provide a general description of the firm and the legal organization of the firm. Offeror shall provide an organizational chart showing the staffing and lines of authority for key personnel to be used under this contract. The relationship between management, key personnel and support staff shall be clearly indicated. (Organizational chart not required for firms that are sole proprietorships.)

LanguageLine Solutions started as a volunteer service in 1982 in San Jose, California, by a police officer that sought a solution for a growing language barrier. AT&T acquired the organization in 1989, renaming it 'AT&T Language Line Services'. Thus began a large-scale investment in technology that created the most sophisticated service of its kind. The company experienced tremendous growth as it introduced telephone interpretation to government agencies and others. In 1999, the company was acquired from AT&T by Providence Equity Partners, a private equity firm, enabling Language Line Services to combine the latest technology with a staff of thousands of fully tested and trained professional interpreters. Today, LanguageLine Solutions can manage over 20 million calls annually. It also ensures that it can handle the call volume surges typically encountered during crisis periods or natural disasters without affecting service levels for its government customers.

In 2013, LanguageLine Solutions expanded the company's focus on improved customer care through the acquisition of a market peer, Pacific Interpreters. The combination of both companies results in a stronger solution provider to each of our more than 10,000 clients. We have a long history with and a significant presence in regions of the country with large limited English proficient populations, as well as with organizations working with these diverse populations. Some include California where LanguageLine Solutions supports nearly all public-safety agencies statewide; in Texas, we support the vast Health and Human Services agency as well as virtually every other state agency; in New York, we are the exclusive provider for all New York City agencies. As noted previously, we also work with many of the world's largest private organizations to provide both interpretation and translation services.

LanguageLine Solutions is a wholly owned subsidiary of Language Line Holdings LLC, a Delaware corporation. Today, we are backed by ABRY Partners, a $3 billion private equity firm. Our history and our financial backing provides you the assurance that we will be able to support you from today and into the future.

Our core solution, Over-the-Phone Interpretation, delivers high-value interactions that require immediate availability of our multi-lingual resources. This team also delivers Video and On-Site interpreters to our varied customer base. Through our subsidiary, LanguageLine Translation, we bring additional value through document translation and localization services.
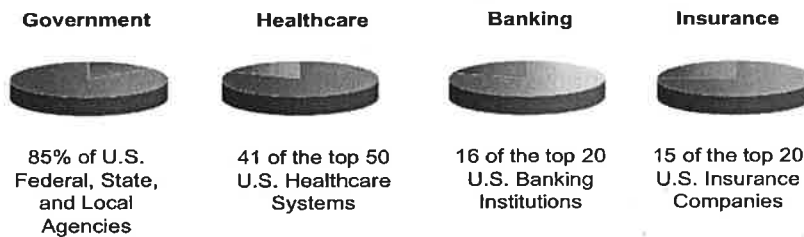
Corporate Organizational Chart
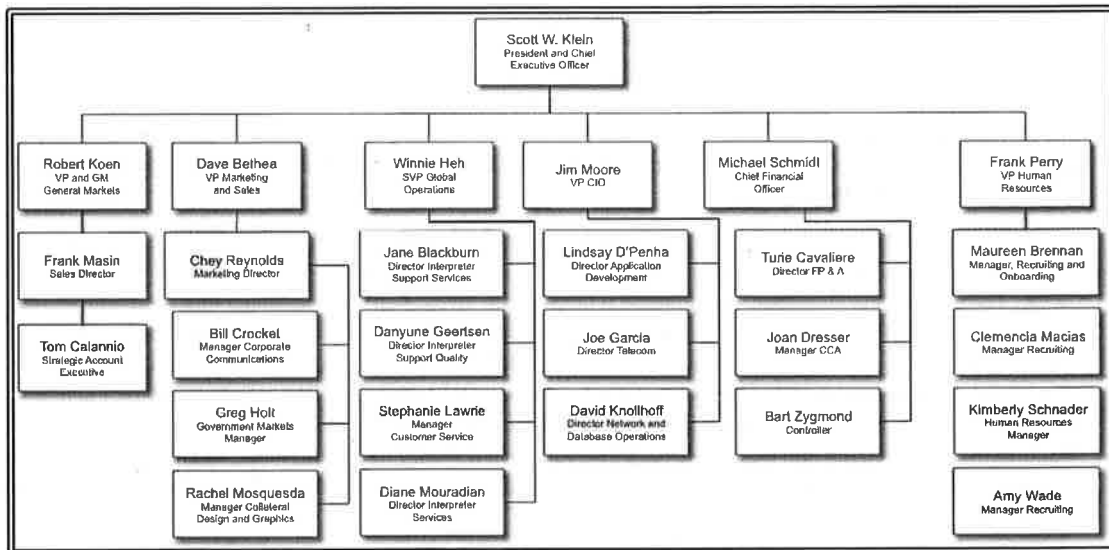
Additional Product Organizational Chart
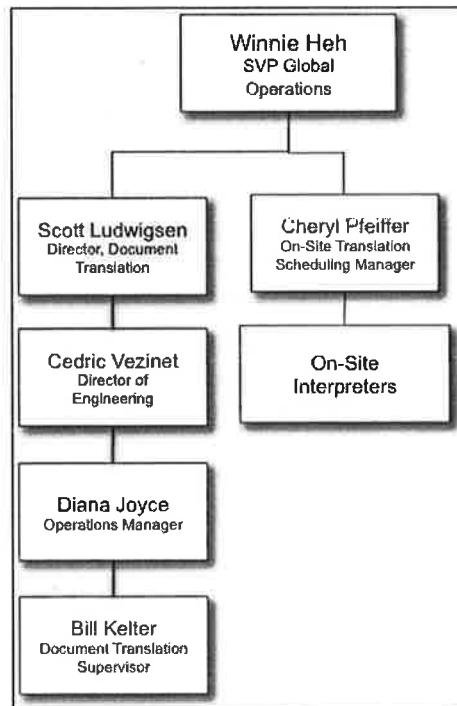
• *General Experience/Qualifications: This section shall include the firm's experience acting as a prime contractor providing services similar to the services described in their proposal and required in this solicitation. Provide a general description of the personnel that are being proposed to provide services under this contract and their qualifications.*

LanguageLine Solutions understands the challenges that government agencies face with changing demographics, compliance with Title VI and other mandates, and equal access to services and programs regardless of national origin. Our ongoing investment in and commitment to multi-lingual communication has made us the world leader in this field since our founding. Each day we help 10,000 clients in both the public and private sectors, including many organizations within the State of Arizona, communicate with limited English-proficient residents and customers in the U.S. and around the world. We support over 85% of the federal, state, and local government agencies in the U.S., the majority of the Fortune 500, as well as 41 of the top 50 U.S. healthcare systems and 16 of the top 20 hospital providers with their language access strategies. **Simply put, more government agencies, organizations, and companies trust LanguageLine Solutions for their language service needs than any other provider.**

Government	**Healthcare**	**Banking**	**Insurance**
85% of U.S. Federal, State, and Local Agencies	41 of the top 50 U.S. Healthcare Systems	16 of the top 20 U.S. Banking Institutions	15 of the top 20 U.S. Insurance Companies

Today, we handle as many as 100,000 daily interactions with a client base that includes government agencies at the local, state and federal level supporting vital services such as:

- **2-1-1 Services** - with referrals and information to a range of social services, legal aid and other non-profit support (LanguageLine Solutions is the national provider of telephonic interpretation for 2-1-1)

- **3-1-1 Services** – we support the largest 311 centers in North America (including New York, Los Angeles, Chicago, San Francisco, Toronto, Denver, Vancouver and others), providing public information 24 / 7 / 365 for a wide range of caller needs

- **9-1-1 Services** – The top 20 metropolitan areas in the U.S. depend on LanguageLine Solutions when life and property are at risk. In 2012, we supported nearly 3 million emergency calls with interpreters trained specifically to support the needs of 9-1-1

- **Social Services**- supporting communication for diverse programs across the social services spectrum including: public information, benefit administration, community outreach and hotlines

- **Health Departments** – supporting outreach and improved health outcomes in LEP communities for a complete range of medical and health services, including Federal programs such as WIC

- **Public Health Facilities** – patient communication within hospitals and clinics

- **Protective Services Agencies** - services supporting children, women and the elderly

- **Regulatory Agencies** - housing, environmental, labor

- **Labor/Employment Services** – worker training, benefit administration, fair hearings and appeals

- **Courts and Justice System** – ensuring access to justice for general information, arraignments, hearings, parole, communication with family members, etc., and improving overall efficiency in crowded court systems

- **Correctional Facilities** – cost effective, on demand language services for basic communication, health, legal

- **Education** – K-12 communication with parents, community outreach

LanguageLine Solutions works with and supports Over the Phone Interpreting Services for all AZ DES in areas such as Children and Families, and Court applications. We also work and support Maricopa County for Health, Court Systems and 911. In addition we support several local agencies in the state in applications such as Health, Court, Education and Police.

• Financial Stability/Debarment/Litigation. Offeror shall submit a statement addressing each of the following statements:
o In the last ten (10) years, has the Offeror filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors? If so, provide an explanation including relevant details.

No. LanguageLine Solutions is a financially strong organization with the backing of ABRY Partners, LLC, a $3 billion private investment group. Today, we support more than 10,000 clients from around the world and provide over 100,000 interpreter interactions on a daily basis. Our financial position is unquestioned.

o If there any pending Securities Exchange Commission investigations involving the Offeror. If such are pending or in progress, provide an explanation and include any relevant details and an attached opinion of counsel as to whether the pending investigation(s) may impair the Offeror's performance in a Contract under this RFP.

No. There are no pending, active or former Securities Exchange Commission investigations regarding LanguageLine Solutions, its parent organizations or subsidiaries.

o Provide any documentation of all open or pending litigation initiated by Offeror or where Offeror is a defendant or party in any litigation that may have a material impact on Offeror's ability to deliver the contracted services.

LanguageLine Solutions has no litigation that would materially affect our ability to perform the contracted services.

2. Method Of Approach

2.1. Narrative. Offerors shall provide a narrative response that clearly demonstrates an understanding of the Scope of Work and describes the firm's overall method of approach for providing the required services as stated in this solicitation. The response shall include at a minimum the following sections clearly titled (bold print below) and shall contain the information requested. Failure to address any of the bulleted items may have a negative impact on the Offeror's score.
• Structure and Communication: Provide a description of the inter-organizational governance structure and communication process that will support a successful business relationship.

LanguageLine Solutions recognizes the importance of providing all of our clients, including the State of Arizona, with a customer support strategy that is both easily accessible and consistent. In order to elevate your relationship to the highest levels within LanguageLine Solutions, we are assigning a Senior Account Executive to manage your relationship. Tom Calannio provides the State of Arizona and its agencies with both strategic and day-to-day support. Tom also serves as the primary conduit to the Customer Service and management teams. Tom has the experience, working with varied agencies, to fully support customer needs and apply best practices in language access programs to particular situations. The complexity of this proposed solution, combined with the broad number of potential agencies, requires that Tom coordinate the efforts of all of our team members to ensure that the State of Arizona has a consistent and seamless support mechanism. This includes coordinating efforts and understanding with the Project Managers supporting document translation, the schedulers handling all on-site interactions and the customer support team

supporting the telephone interpreting solution. Tom works with a dedicated Customer Service partner familiar with specific contract requirements and procedures as well as agency related issues.

Some of the professionals you will interact with on a regular basis include:

- Frank Masin, VP of Government Sales
- Stephanie Lawrie, Manager, Customer Service
- Greg Holt, Government Markets Manager
- Danyune Geertsen, Director of Interpreter Training and Quality
- Cheryl Pfeiffer, On-Site Interpretation Scheduling Manager

Business Reviews

Key to our strategy for the State of Arizona is our focus on understanding your needs as they adjust over time. One of the key aspects of this program is our Quarterly Business Review. Throughout the quarter, Tom gathers relevant information on the performance of the relationship. We present this information to your management team on a quarterly basis. Members of the executive team at LanguageLine Solutions often attend these meetings. These meetings are key to gauging the status and future of our mutual relationship.

In addition to our Quarterly Business Review, we provide our clients reports on the Key Performance Indicators for the business. These include the trends on language use, trends on the interpreter connect times and a comparison of each client to the rest of the client base. These reports are important to the overall review of the business.

• Problem Resolution: Describe your firm's methodology for problem resolution. Illustrate how your firm tracks responsiveness and end-user satisfaction in a quantifiable manner to ensure quality customer service.

Resolving issues and concerns quickly, effectively and learning from the experience is key the infrastructure we have created at LanguageLine Solutions. Each of the products we bring to bear has unique and targeted problem resolutions solutions. Though each varies in the application, the programs ensure that any trends related to negative or positive experiences are captured and integrated into our training and modeling programs. The following narratives describe the targeted problem resolution solutions we utilize today.

Over-the-Phone Interpreting. The LanguageLine Solutions Customer Service Department is accessible toll free between the hours of 6:00 a.m. and 6:00 p.m. Pacific Time, Monday through Friday. The department can handle a wide range of questions including billing and service questions, technical and language questions, reordering support tools, etc. For after-hours, weekends and holidays, escalation for technical emergencies is available by calling the same number and simply pressing "0". These calls go to our Interpreter Response Center (IRC). The IRC is staffed 24 / 7 / 365 and has access to the IT and Operations department at all times.

In addition, the State can report any service issues online through our Voice of the Customer (VOC) process. Issues can include a variety of items ranging from technical problems (sound quality) to interpreter critique and commendations. All VOC reports are logged and requests for callbacks or credits responded to within 48 hours. An electronic copy of the comment is simultaneously forwarded to each department with a role in solving the specific concern. This enables LanguageLine Solutions to provide our customers timely and satisfactory resolutions while providing input for interpreter training programs and sometimes for our customers.

The VOC process allows timely intervention with the interpreter workforce when a customer concern is raised. The Interpreter Operations Manager, the Interpreter Quality Manager and the Sales Manager receive a copy of the VOC. The Interpreter Operations Manager contacts the interpreter to gather more details about the incident and to share the customer's concern with the interpreter. If necessary, a Senior Language Specialist will work directly with the interpreter to identify improvement areas based on the feedback from the customer.

Our teams gather and track all VOC entries by client as well as across our organization. This allows us to better understand the quality of the solution we deliver and the level of satisfaction of our clients.

Document Translation. Our performance standards are very straight forward: provide the highest quality deliverables, on time, every time. To ensure that we meet this standard, we perform comprehensive Quality Assurance procedures at every step in the document translation process. Rather than testing only a portion of the work product, however, most of these steps utilize a 100% sample. As such, every component is tested or reviewed as appropriate.

We continually track and measure production quality, performance, and productivity and have developed a broad base to measure our standards. Based on our tracking and metrics, we believe that our operational metrics are unmatched by our competitors.

Among the many items that we measure are the following:

* On-time delivery
* On-budget delivery
* Meeting our customer's release date
* The results of customer satisfaction surveys
* Billability of Operations staff, by department
* Usability of Operations staff, by department

In the rare instance when a defect does occur, it is recorded in our project tracking for analysis and is reviewed upon completion of the project. This consists of a formal "Plus Delta" retrospective in which all members of the project team review the recorded defect and identify the specific causes. Once the exact cause of the defect is identified, a specific action plan is developed to ensure the proper corrective action is taken. This may take any form, including action and input by the linguistic resources, additional training of the operations team, review and implementation of project notes, and updating of custom processes.

On-Site Interpreting

The State of Arizona, through our On-Site Interpreting solution, has the opportunity to provide feedback directly to our account staff after any interpreting event. Should the State or any agency determine that either positive or negative feedback regarding an interpreter event, the agency is able to contact our toll-free line and provide the relevant feedback. All feedback is evaluated and should the team determine that additional training or coaching is required, our interpreter team will schedule time with the interpreter to provide additional coaching.

As we described, all feedback is tracked and evaluated by the interpreter and operations team. Based on the feedback and trends, our teams will adjust our interpreter expectations or available training to ensure that our standards reflect the needs of our entire client base.

• Personnel Assessment: Explain the methodology used to test and hire qualified interpreters/translators. Describe any skill assessment your firm performs. Describe how your firm determines proficiency at the time of hiring or subcontracting.

Over-the-Phone Interpreting. The State of Arizona and its agencies, through LanguageLine Solutions, has access to the most qualified and professional interpreters available today. To ensure this is the case, we carefully evaluate each candidate through our rigorous screening, testing, training, and internal certification program. Our company has distinguished itself by using a unique, four-step selection process conducted by our seasoned team of professional recruiters and testers:

Step One: Our recruiting staff screens all potential applications and resumes for prior experience with the language services industry. The staff also scrutinizes each candidate's language proficiency, general education, and work experience. We receive resumes from a broad variety of sources nationwide, such as the American Translator's Association and our company's own extensive referral program.

Step Two: We test each applicant's ability and suitability to become a valued team member. This test is important as we begin to identify the most appropriate and educated resources for our customers.

Step Three: We then test candidates for language proficiency in both English and the target language through an oral language proficiency interview. Candidates are assigned one of the following 5 ratings: Novice, Low Intermediate, High Intermediate, Advanced, or Educated Native Speaker Fluency. An applicant must rate as "Advanced" or above in order to proceed to step three.

Step Four: Finally, we subject all remaining candidates to our proprietary Interpretation Skills Assessment (ISA) exam. The ISA is a criterion referenced integrative test designed to test bi-directional, consecutive interpretation skills. The assessment consists of role-play situations that represent real-world situations from key industries in which LanguageLine Solutions interpreters will be working—healthcare, government, courts, financial services, insurance, and technology. Sample assessment results for the Standard Interpreter Skills Assessment and Medical Interpreter Skills Assessment Tests are included as Attachments. The resulting sample certificate is also included as an attachment.

Our candidates must demonstrate competency and skills in the following areas:

- Language proficiency in both native and non-native language
- Understanding of industry protocols and terminology
- Deep understanding of the culture of languages
- Memory and note-taking skills
- Competent interpreting skills
- Customer service skills

These prospective interpreters are also evaluated on their ability to:

- Speak clearly
- Recognize and be sensitive to cultural differences
- Remain neutral
- Be professional and courteous
- Maintain accuracy in both languages
- Understand common industry procedures and practices
- Process information quickly and concisely

Work Experience

The typical candidate to LanguageLine Solutions has a minimum two years professional experience in addition to the professional training we provide. These individuals typically have college and post-graduate degrees. Others, however, come to us with substantial previous experience. Regardless, every candidate is required to go through our own testing and training processes. Historically, there were no national benchmarks in the interpretation industry for hiring, training, and testing. Over the years we have had found that our own internally developed standards are more reliable and consistent than most external certifications.

Background Checks

In order to ensure the overall quality and confidentiality of the interpretation experience, LanguageLine Solutions conducts a thorough background check on all of interpreter candidates through an outside security agency. The provider performs all background verifications and scrutinizes each candidate's records, including criminal records and credit checks, for any suspicious activity dating back seven years or more. The candidates' right to work in the United States is also confirmed through the E-Verify program.

Additionally, to support a number of large Federal contracts, many LanguageLine Solutions interpreters have been cleared through background checks by the Department of Homeland Security, based on the SF85P level questionnaire that the Federal government uses for public trust positions.

Document Translation. Each and every linguist is a full-time professional. Unlike many organizations, we do not use part-timers, college students, or the cheapest resource available. Our linguists are employed through a number of means including agency linguists, contract linguists and employees of LanguageLine Translation. All of our translators, copy-editors, and proofreaders are also native speakers. Many have advanced degrees in a relevant field and all must have at least **five years** of translation experience.

Experience

Before a linguist can work for LanguageLine Translation they are rigorously screened by our linguistic recruiter and must pass a linguistic competency evaluation that is administered by us. As a part of this test, prospective linguists are asked to translate sample text based on their reported area of expertise. The resulting translation is then evaluated by one of our seasoned linguists for overall accuracy, subject matter comprehension, accuracy of technical terminology, consistency of terminology, syntax, writing style, possible mistranslation, and possible omissions. If the prospective linguist receives a positive evaluation, we begin a professional relationship by contracting for proofreading on small word count projects. The linguist remains in this role until their appraised body of work warrants escalating them to copyeditor and eventually translator.

Linguist (Translator/Editor/Proofreader) Certification

While many of our linguists, both agency and individual, are members of the American Translators Association (ATA), not all are certified. As other respondents will undoubtedly confirm, for some of the requested languages there are no (or at least very few) ATA certified linguists.

On-site Interpreting.

LanguageLine Solutions recruits some of the most qualified, regionally located, on-site interpreters. We not only focus on interpreters with common language experience, but those who specialize in Languages of Lesser Diffusion, providing a broader depth of expertise. When recruiting our interpreters, we look for those interpreters who are native speakers and who bring a level of expertise in various industry and cultural nuance. Each interpreter is reviewed by our recruiting team, including their credentials, background and experience. We evaluate their language and professional capabilities prior to engaging their services. Each of our onsite interpreters have passed an employee background check, hold national certification (for ASL interpreters), and are licensed. All interpreters are legally allowed to work in the United States and carry professional liability insurance and errors and omissions insurance.

• *Provision of Services: Provide a narrative description outlining the methods/techniques your organization uses in the provision of services applicable for various types of interpreting/translating settings. Address the following sections as applicable:*
o *In-Person Interpretation: Provide a detailed outline (with timeframes) of the scheduling process for requested interpretation services.*

Scheduling an On-Site interpreter is as simple as contacting our service center directly or through our web portal and making the interpreter request. We have the capability to assign On-site interpreters as quickly as 1-hour. However, to ensure the highest fill rate, we suggest a minimum 48-hour notification for any requested On-Site interpreter activities. We staff our telephone reservation system 24 / 7 / 365 to ensure that we can meet the emergency requests that you may have. Once the requesting agency is confirmed, LanguageLine Solutions will confirm the translator information and request. The translator will arrive at the requested location ahead of the scheduled appointment to ensure that the timing is attained.

In addition, we can provide Video Remote Interpreting through our LanguageU[C] application. This application is deployed on commercially available computer equipment or through mobile devices and allows the State of Arizona and its agencies to access ASL, Spanish, Mandarin, Cantonese and Vietnamese interpreters on a moments notice, without and appointment. This solution is a great addition to on-site interpreter requests where the technology is available and timing is of essence. We have included information on LanguageU[C] as **Appendix 4** to our response.

o *Over-the-Phone Interpretation: Provide a flowchart and timeline of the call process up to connection with an interpreter. Offeror shall include the average time for each stage.*
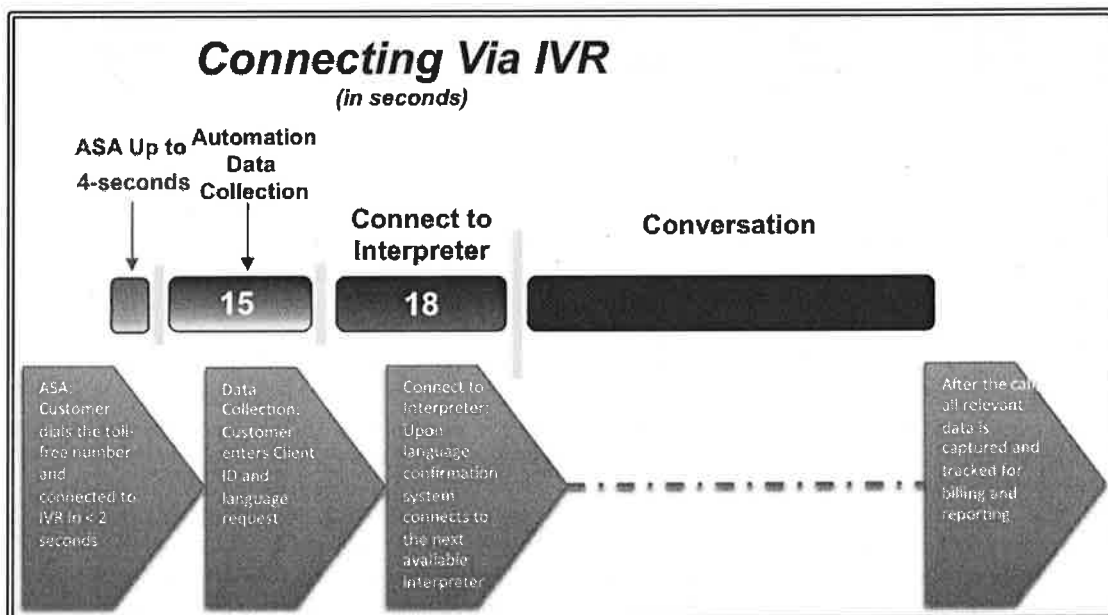
Depending upon a customer's operational needs, LanguageLine Solutions offers access both through an automated IVR system (that allows access to an agent at any time), as well as through an agent-assisted method to access an interpreter.

Automated Access

To expedite access to an interpreter, we utilize our automated **Avaya Voice Portal** platform. Once a customer dials in, the system prompts the caller to key in a six-digit Client ID that identifies the account. The customer may set up additional tracking codes described below to enhance reporting. The basic call flow works like this:

> Once your staff determines there is a need for a foreign language interpreter, the staff member will dial our toll-free access number. LanguageLine Solutions supplies you and your staff with our Quick Reference Guide (QRG) that describes the simple process for each staff member to connect to an interpreter and includes the toll-free number and access codes you have identified. Once the staffer is connected to our automated queue, they are asked to enter the unique Client ID number. Upon successful verification, a voice prompt will instruct the caller "Press '1' for Spanish. Press '2' for all other languages." If the caller presses "1" for Spanish, the next available Spanish interpreter is connect to the line. If the language is not Spanish, the caller is instructed to state the name of the language. The system verifies it and connects the proper interpreter. If the language is not known, or if the caller needs help at any time in the process, they simply say "help" or press zero to go to a live agent for assistance.

> This simple and effective process enables LanguageLine Solutions to deliver interpreters on an expedited manner, thus reducing your overall call handling time. Your callers' will appreciate the prompt access and reduced time to resolve their questions or concerns.

Connecting Via IVR
(in seconds)

ASA Up to 4-seconds | Automation Data Collection | Connect to Interpreter | Conversation

15 | 18

ASA: Customer dials the toll-free number and connected to IVR in < 2 seconds

Data Collection: Customer enters Client ID and language request

Connect to Interpreter: Upon language confirmation system connects to the next available interpreter

After the call all relevant data is captured and tracked for billing and reporting

Live-Agent Access

In the case of an agent-assisted call, the agent will confirm the agency's Client ID number and any account information or personal codes that the agency wants captured, as well as the language needed. Many of our agents are Spanish interpreters, so if the inbound call matches the skill set of that agent, the agent will proceed to interpret. If it requires a different skill set or language, the agent searches for an available interpreter. The agent will then confirm the connection, and connect the call with the agency representative, LEP person and interpreter.

Live Agent Access also allows the agent to assist if there is a need to help identify a caller's language. Agents handle this request frequently and have a number of standard procedures to help with this. Should the agent be unable to identify the language, the call can be escalated to other staff to determine the language. Additionally, Language Line Services provides customers a variety of tools that can be used by customers both in the field and over the telephone to help identify what language a person speaks.
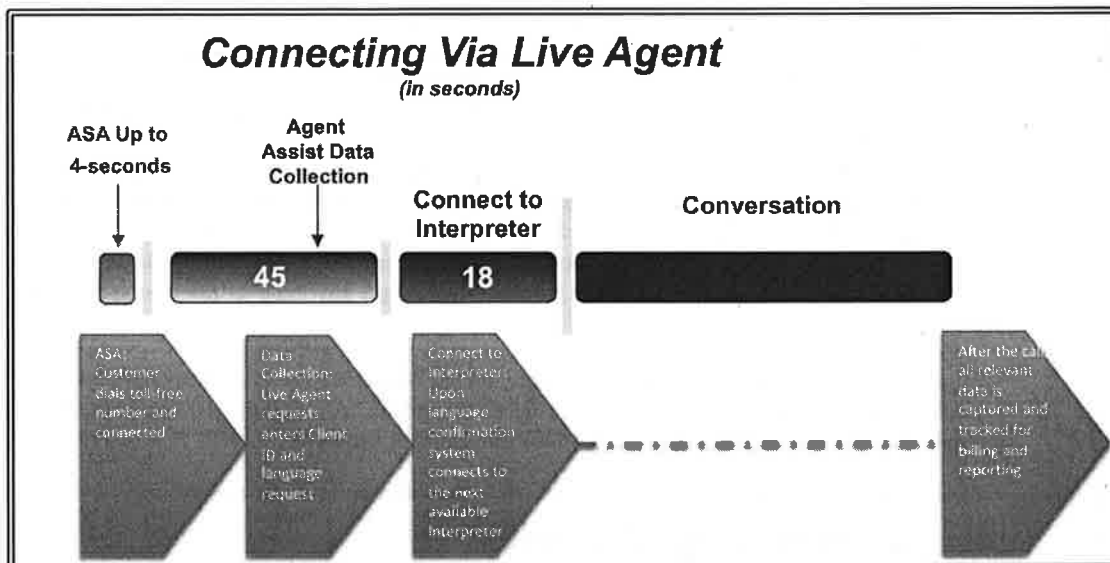
Customizations

We recognize that each client has specific needs to capture data as a part of the initial call process to allocate costs or track usage. This data often includes department codes, employee ID's and other data. This data, when collected, is carried through to our reporting and invoicing. Today, we provide up to four unique data fields that we can capture in addition to the Client ID. We encourage our clients to utilize numeric fields as they can easily be captured through our automated IVR platform. If there were a request for alpha-numeric data, the calls would transfer to an operator to capture the remaining data. This will increase the time to connect to an interpreter – thus our recommendation for numeric only codes. Clients should always be mindful of how the set-up for interpreting services can be adapted to the agency's current customer experience, whether using over-the-phone interpreting for call center application or on-site interpreting needs.

In addition, as we described above, we provide our unique Client ID to each of our clients. The Client ID, in addition to configuration capabilities, can be structured to be deployed across multiple departments within your facilities. The State of Arizona can identify an appropriate structure for reporting and invoicing purposes and we will deploy and configure the Client ID most efficiently. This assists in reducing the data gathering time and expediting the call handling process. Using the Client ID also allows our team to develop custom scripts and greetings used by our interpreters when handing your interactions.

LanguageLine Solutions also provides the ability to customize the call flow for your agents to reduce total call handle time by streamlining access to our interpreter network. By starting with your desired customer experience in mind, we can partner with your customer care and IT teams to design a call flow to help provide the best customer experience in your customers' preferred language. Customized solutions include:

- In-language voice recording options for your front-end IVR or ACD to enable your customers to select their preferred language
- Dedicated toll-free custom toll-free numbers eliminating the need to input client identification numbers and codes for direct access to our interpreter network
- Customized language menu designed to reflect the top languages representing the predominant language requests

o *Translation: Explain the type of computer systems and software (if any) your firm uses in the language translation process, and why it is utilized. If your company does not utilize computer systems and/or software, explain why and the process that is currently in place. Describe the editing, proof reading, and publishing process.*

LanguageLine Translation proven translation process incorporates quality assurance steps at every stage of the project. Our workflow (described below) ensures a highly consistent and quality outcome for every project we support. The project team will work with the team at State of Arizona to customize the process where necessary to ensure the most successful project outcome.

Process Steps:

1. **English Master Content**: Source files are provided by the State of Arizona.

2. **Planning, Budgeting & Scheduling**: At project start, we confirm timeline requirements. Both budget and timeline are driven by the number of unique English words to be translated. The final word count will be based on our analysis of the English source files that we receive.

3. **Translation**: Our in-country linguistic teams will be structured with several translators and one or two copy-editors. The number of translators and copy-editors used will be based on the timeline requirements of that language. Pre-translated content, along with any available reference material, is submitted to our in-country linguistic teams for translation.

4. **Copy-editing**: Following the translation step, a separate linguist(s) reviews 100% of the translated and repetitive content, comparing the initial translation to the English Master. The copy-editor has the additional role of editing the content into one voice while also ensuring consistency in translation style.

5. **Desktop Publishing**: Translated and copy-edited content is then placed and formatted into draft deliverables (in whatever application was specified).

6. **Proofreading**: This third linguistic step, which is also performed by a separate linguist, has two objectives: (a) ensure that the application or documentation "stands on its own" without reference to the original English content; and (b) identify any latent translation defects (spelling, grammar, and consistency).

7. **Desktop Publishing**: Any comments identified by the proofreader are incorporated into the draft deliverables. Following this step, localized target language files are ready for the initial delivery.

8. **Quality Assurance Review (1st pass)**: Formatted target language deliverables are reviewed against the English Master equivalent in a file-by-file comparison. Any defects are noted for correction.

9. **Desktop Publishing**: Format-specific issues found in the Quality Assurance Review or In-Country Review step are approved or rejected by the Project Manager and forwarded to the desktop publishing team for incorporation into the deliverables.

10. **Quality Assurance Review (2nd pass)**: The new changes incorporated by the desktop publishing team are reviewed against the previous draft and the English Master equivalent, again in a file-by-file comparison.

11. **Final Format**: Any additional defects noted in the second Quality Assurance Review are incorporated into the deliverables.

12. **Project Manager Review**: Completed files are delivered back to the project manager for final review and approval before final delivery (iterative process).

13. **Delivery of Translated Files**: Files are redelivered, in the required format, including PDF's if requested.

Some customers also prefer to conduct their own review. We welcome this step and are happy to incorporate it into the process flow.

Technology Platforms

LanguageLine Translation is committed to translation memory (TM) tools and uses them on every project. All of our localization engineers are located in-house, have internationalization expertise, and are bilingual. They are also accomplished in every major translation memory tool (Trados®, Catalyst, Multilizer, SDLX, and PowerGlot, Déjà vu), as well as software development, UI engineering, screen capturing, and Web site engineering.

The leveraging that results from the use of a translation memory is always passed on to our clients and we firmly believe that the translation memory we create belongs to them. We will provide you a copy of the translation memory at whatever interval is requested.

Our in-house engineering team is also expert in all client/server configurations including PC, Mainframe, Mac, UNIX, PocketPC, and PalmOS platforms. This highly skilled team utilizes a wide variety of both in-house and off-the-shelf tools to meet the localization requirements of our clients. These include:

- Translation tools such as Trados® Suite, Catalyst, Multilizer, SDLX, Transmissions, and PowerGlot
- Proprietary, customizable file-markup tools that convert source content into RTF and TMX formats that are suitable for translation memory management tools
- QA Tools such as HelpQA, and HTML QA
- Configuration management tools such as PVCS, Visual SourceSafe, or others based on GNU's RCS (Unix Freeware)
- Graphics tools such as PhotoShop, FreeHand, CorelDraw, Illustrator, and Fireworks
- Single-source content management tools such as AuthorIT, WebWorks Publisher, Interwoven, and Arbortext
- DTP tools such as MS Word, InDesign, Adobe FrameMaker, PageMaker, QuarkXPress, and Acrobat Exchange
- Web, Help, and Animation tools such as Dreamweaver, Flash, Director, LiveMotion, and RoboHelp
- Programming languages such as Perl, CGI, Java, JavaScript, XML, ASP, VBScript, Delphi, C++, and C#
- Development tools such as Interface Builder, Visual Studio, CodeWarrior
- Database applications such as Access, Oracle, MySQL, and SQL Server

During the initial stages of our project, we will request copies of any previous translation memories that may be available. If translation memories are not available, we will create translation memories by importing previously localized source content that you consider to be of good quality. The use of translation memories will dramatically reduce the cost of localization and increase the consistency of your localized deliverables. We will also coordinate a terminology management and update process, which is a very significant factor to managing ongoing localization updates.

Interpreter Language Certification

LanguageLine Solutions evaluates all candidates' language proficiency, for both English and the target language, through a formal Language Proficiency Test (LPT). The LPT is an oral test that assesses key areas such as the speaker's comprehension ability, grammar, breadth of vocabulary, pronunciation and enunciation, and overall presentation. If proficiency is at the Advanced or Superior level, the candidate is qualified for the next test, the Interpreter Skills Assessment (ISA). The ISA is a rigorous, criterion-referenced integrative test designed to specifically evaluate a candidate's interpretation skills. It is bi-directional-from English into a target language, and from the target language into English, and is conducted in consecutive mode, mirroring in content as well as format the interpretation scenarios LanguageLine Solutions interpreters handle, including calls from the government, insurance, medical, and finance sectors. The ISA is evaluated by both an objective scoring method and a subjective assessment with an emphasis on the objective scores.

LanguageLine Solutions' internal certification program provides industry-specific certification to evaluate and validate interpreters' competence in interpreting for different industries. Psychometricians and external experts have validated these certification tests. Tests represent the breadth of calls that interpreters encounter as well as the terminology that exists within the specific industry in question. The test is an oral exam, administered on a one-to-one basis in the consecutive mode.

Certification of an interpreter includes the following aspects:

*   Completed the Interpreter Skills Assessment Test
*   Passed the Industry-specific Certification Test
*   Undergone New Hire Orientation
*   Maintained satisfactory service observation ratings
*   Completed Industry-specific Training
*   Received positive customer feedback

All six criteria are carefully reviewed once an interpreter has passed the Certification Test. The interpreter management team issues industry-specific certifications to those interpreters who have demonstrated a consistent quality of performance and level of expertise worthy of certification.

This multifaceted model is based on the Company's belief that no single form of evaluation can provide a complete assessment of an interpreter's proficiency. This model examines diverse domains to measure interpreter competency and utilizes both skills assessments and performance-based evaluation criteria for certification. The six components include evaluations of interpreters' job performance through service observation and customer feedback, training participation, as well as skill assessment through testing. This makes LanguageLine Solutions' certification distinctly different from any other certification program.

Certification validation

At LanguageLine Solutions, our commitment to training and testing is genuine. We realize that our certifications are only as good as our testing process. Therefore, we asked a pair of field and testing experts to scrutinize our certification process.

Holly Mikkelson, a renowned professor, test designer, and authority in the field of interpreting, conducted an independent review of our test content. Professor Mikkelson's feedback was largely positive. Nevertheless, we used her comments and recommendations to refine our testing process. Our ultimate desire is to improve our testing in any way we can.

Dr. Paul Hanges is a Ph.D., a quantitative analysis specialist, a psychometrician, and an expert in test design. Dr. Hanges reviewed our certification program, determined our test content to be valid, and endorsed our testing process.

• *Training/Continuing Education Program: Describe your firm's training/continuing education program for employees and subcontractors. Describe how employed interpreters/translators obtain their certifications and by what organization. List the percentage of certified interpreters/translators your firm offers.*

Over the past 30 years, LanguageLine Solutions has developed an extensive knowledge base that continues to be refined and included in the training provided to new hire interpreters through our professional training program. The initial orientation and training program lasts over 40-hours. During the orientation training, all new hires are provided training material, including web-based training or a training manual, glossaries of industry-specific terminology, and various other interpretation support materials. Also during orientation, interpreters review company policies and receive job training. Prior to moving forward, trainees have their service evaluated and critiqued. Through one-on-one coaching, we provide ways to improve their skills and presentation.

The orientation training covers topics such as the basics of interpretation, customer service skills, the role of the interpreter, a review of industry standards, our Interpreter Code of Ethics, supervision, coaching and feedback, as well as methods and procedures for call handling. Each new team interpreter participates in supervised probation until it is proven they can meet our rigorous standards

Training to Industry Standards

LanguageLine Solutions' training program meets the standards of the American Standards for Testing and Materials (ASTM). ASTM, a not-for-profit organization equivalent to Europe's International Organization for Standardization (ISO), has published standards for the interpretation industry. After three years of research and development, ASTM approved the Standard Guide to Language Interpretation Services in March of 2001. As a sponsor and active participant, LanguageLine Solutions contributed to the ASTM interpretation committee's whole standards writing process.

LanguageLine Solutions has set the quality benchmark for telephone interpreting throughout our history.

Continuing Education

All LanguageLine Solutions interpreters are encouraged to participate in continuing education programs. The training modules include role-play exercises for frequently encountered industry-specific scenarios. Expert facilitators, with in-depth knowledge of each particular subject area, conduct all of the training sessions.

LanguageLine Solutions also provides interpreters with ongoing job education and training through the following media:

- Interpreter Intranet site. Interpreters have 24-hour access to our interpreter web site and electronic chat line. The site hosts terminology discussions during which interpreters can share experiences and insights with fellow interpreters.

- Interpreter newsletters. A monthly newsletter is distributed to interpreters and reports information such as new call handling procedures, new customer information, industry-specific terminology, and quality assurance issues. The newsletter also includes features on the various aspects of interpretation, linguistics, cultural diversity, and customer service.

- Interpreter chat line. Eight interpreter telephone chat sessions are held every month to give interpreters the opportunity to discuss any interpretation-related issues with trainers and colleagues.

LanguageLine Solutions interpreters are paid to attend training sessions. In addition, interpreters' compensation is tied to company and individual performance. This focus on training is just one of the ways we encourage our staff to be professional, accurate, reliable interpreters who perform at the very highest level for their clients.