

RFP 20-1311
TECHNICAL PROPOSAL
ATTACHMENT F

Instructions: Please supply all requested information in the areas shaded yellow and indicate any attachments that have been included to support your responses. Please review the requirements in Attachment I – Scope of Work carefully and address each section and requirement as prompted below. Please describe your relevant experience and explain how you propose to perform the work in its entirety. These technical proposal instructions are divided into three sections: an overview, general questions that are applicable to most or all service lines, and specific questions for each service line.

1. Overview

- 1.1 Please confirm your understanding and acceptance of the details listed in Attachment I - Scope of Work. If you have any exceptions to any aspect and/or requirement of Attachment I - Scope of Work, please indicate so here.

Ad Astra confirms our understanding and acceptance of the details outlined in Attachment I – Scope of Work (SOW). We do not take exception to any aspect and/or requirement of the SOW. We are well-positioned to deliver all requirements detailed in the SOW, as detailed in our answers to the following questions.

- 1.2 Please describe your past experience conducting Interpretation and Translation Services.

Ad Astra has a history of successfully providing comprehensive language services to federal, state, and local Government agencies across a wide spectrum of mission/subject areas; healthcare and medical organizations; educational institutions; court/legal settings; and a variety of commercial clients. Our company's core competencies are interpretation and translation, and we provide support in more than 200 foreign languages as well as American Sign Language (ASL). These languages include the Indiana Department of Administration's designated core languages, as well as any non-core languages (*as listed below in 1.5*). Furthermore, we perform our interpretation and translation services over every possible medium to support our customers' needs, including On-Site Interpreting, Virtual Online Interpreting, Over-the-Phone (OPI) Interpreting, Video Remote Interpreting (VRI), Communication Access Real-Time Translation (CART) and Remote CART services.

As a woman-owned small business established in 2010 as an off-shoot of a 25-year-old language services firm, Ad Astra has extensive, proven experience providing comprehensive interpretation and translation services. We draw from 35 years of experience delivering interpretation and translation and related linguistic services that meet or exceed our customers' requirements.

Our depth of relevant experience includes performing such services for Federal and state government agencies, including the State of Maryland, State of Georgia, State of Delaware, Government of the District of Columbia, Commonwealth of Delaware,

Department of State, United States Agency for International Development, National Institutes of Health, National Oceanic and Atmospheric Administration, the U.S. Federal Elections Commission, Environmental Protection Agency, U.S. Navy Fleet Readiness Center – East, U.S. Navy Camp Lejeune, Court Services and Offender Supervision Agency, Department of Veterans Affairs, Johns Hopkins Medicine International, Adventist Health, and Fairfax County, Virginia, and many others.

Through statewide interpretation and translation contracts in Maryland, Georgia, and Delaware, we are accustomed to performing services across states in support of all state agencies, supplying skilled, qualified, and certified personnel with the requisite subject matter expertise to fulfill any particular request. Ad Astra's personnel skills as well as business model are proven in many high-level engagements, which include interpretation and translation of technical conversations and documents for a wide variety of judicial, health/medical, customer service, government, business, employment, financial services, agriculture, dental, psychological, scientific, and other subject areas needed to help facilitate our customers' mission-critical business processes.

We maintain a proprietary database of more than 11,500 contractors and leverage these resources to rapidly provide qualified staff matching client requirements. We follow industry standards and best practices in translation and interpretation. To continuously ensure the highest quality of service provision, we have certifications from the National Association of Judiciary Interpreters and Translators (NAJIT), American Translators Association (ATA), National Court Reporter Association (NCRA), International Association of Conference Interpreters (IACI), National Council on Interpreting in Healthcare (NCIHC), Registry of Interpreters for the Deaf (RID), National Association for the Deaf (NAD), Government and state agencies, and other equally recognized organizations.

Ad Astra provides certified, trained, and experienced linguistic personnel and project management support that has ensured a 99% fulfillment rate of requested services. We promptly provide requested interpreter and translation services and accommodate last-minute changes, irrespective of the size and nature of the service. Ad Astra has demonstrated the ability to adapt flexibly and rapidly to changes to any and every service request.

Ad Astra's core capabilities and qualifications align with the Indiana Department of Administration's Interpreter Services program needs, and we are well-qualified and uniquely positioned to successfully deliver these services per program requirements.

1.3 Please describe your ability to provide language interpretation and written translation services for the Core Languages listed in Section 1 of Attachment I - Scope of Work.

Ad Astra provides interpretation and written translation support in 200+ languages, including all Core Languages listed in the SOW: Spanish, Burmese, Chin, Arabic, French, Karen, Vietnamese, Swahili, Mandarin, and Kinyarwanda. Our capability in performing services in 200+ languages positions us to exceed the Indiana Department of Administration's requirements. We maintain a proprietary database of more than 11,500 linguists with native level proficiency in 200+ languages and dialects, and we leverage

these resources to rapidly provide qualified staff matching client requirements. Ad Astra continuously grows our linguist pool by recruiting, extensively vetting and testing, and training linguists in all languages identified in the SOW. Our Recruiting, Training, and Testing Department screens and tests new candidates on a weekly basis to ensure we are always adding talented linguists to meet our customers' current, evolving, and future language services needs in all languages.

Ad Astra linguists are exceptionally skilled and many have specialties in regional and dialectal languages as well as slang and colloquialisms that are regional, national, and dialectal in nature. For example, due to our broad and extensive language capabilities across our linguist pool, our linguists can distinguish between slang and particular phrasing used regionally (such as Ecuador vs. Mexico), and thus can relate the intended meaning efficiently and effectively.

We have an excellent track record of supporting all languages, including rare languages. Our linguists have native-level proficiency in all required languages and dialects. To ensure we meet all interpretation and written translation requirements for the Indiana Department of Administration, we have pre-qualified linguists in an Indiana-specific resource pool. These resources have the requisite qualifications, experience, and subject matter expertise to support all languages required by the SOW. The table below demonstrates our ability to provide linguists in each required language.

Language	# of Ad Astra Linguists	# of Pre-Qualified Linguists in Resource Pool for Indiana
Spanish	2125	450
Burmese	328	75
Chin	292	60
Arabic	397	80
French	490	100
Karen	210	43
Vietnamese	440	90
Swahili	187	38
Mandarin	624	127
Kinyarwanda	140	28
American Sign Language	225	45

1.4 Please provide a list of all core language dialects that you agree to provide language interpretation and written translation services for.

Ad Astra agrees to provide both interpretation and translation services in the following core languages and dialects:

- Spanish
- Burmese
- Chin
- Arabic

- French
- Karen
- Vietnamese
- Swahili
- Mandarin
- Kinyarwanda
- American Sign Language

Ad Astra can provide language services in any language, so Ad Astra will be able to support any additional “Core Languages” as well for the Indiana Department of Administration.

1.5 Please provide a list of all non-core languages (and dialects) that you agree to provide language interpretation and written translation services for.

Ad Astra agrees to provide both interpretation and translation services in the following non-core languages and dialects:

- Acholi
- Afghan Farsi
- Afghani
- African Creole
- Afrikaans
- Akan
- Akateko
- Albanian
- Amharic
- Armenian
- Ashanh
- Ashanti
- Assamese
- Assyrian
- Austrian German
- Awadhi
- Aymara
- Azerbaijani
- AKateco
- Anuak
- Azeri
- Badini
- Bahasa

- Bahasa (Malaysian)
- Balinese
- Balochi
- Bangangte
- Bangla
- Basaa
- Bashkir
- Baskhir
- Belarusian
- Bengali
- Bengali/Bangla
- Berber
- Betawi
- Bhojpuri
- Bhutanese
- Bodo
- Bosnian
- Bulgarian
- Bambara
- Basque
- Bassa
- Chinese (Cantonese)
- Cambodian
- Cape Verde (Creole)
- Cape Verdean
- Carolinean
- Carolinian

- Cebuano
- Chaldean
- Chao-Chow
- Cherokee
- Chewa
- Chinn
- Chittagonian
- Chiu-Chow
- Chuj
- Chuukese
- Chuvash
- Croatian
- Cupik
- Czech
- Catalan
- Chamorro
- Cotocoli (Tern)
- Dakhini
- Danish
- Dari
- Dutch
- Dyula
- Dzongkha
- Dinka
- Dioula
- Edo
- Estonian
- Ewe
- Falam
- Fanti

- Faroese
- Farsi
- Fijian
- Finnish
- Flemish
- Foochow
- French Creole
- Fukienese (Chinese)
- Fula
- Fulani
- Fuqing
- Fuzhou
- Fulde
- Ga
- Ganda
- Georgian
- German
- Gikuyu
- Gola
- Grebo
- Greek
- Gujarati
- Garre
- Guarani
- Haitian Creole
- Hainanese
- Hakka (Chinese)
- Hakka Chinese
- Hakka Chinn
- Harar
- Hausa
- Hebrew
- Hindi
- Hmong
- Hokkien
- Hunan
- Hungarian
- Hassaniya
- Italian
- Ibo
- Icelandic
- Igbo

- Ilocano (Filipino)
- Indonesian
- Inuit
- Iranian Farsi
- Ixil
- Jakartan
- Japanese
- Jarai
- Javanese
- Jawi
- Jiangsu
- Jola
- Korean
- Kabye
- Kachin
- Kanjobal
- Kanjoval [Myan]
- Kannada
- Kansai (Japanese)
- Kaqchikel
- Karen (Pwo)
- Karenni
- Karenni (Kayah)
- Kashmiri
- Kaya
- Kazakh
- Kedah (Malaysian)
- Khmer
- Ki'che
- Kinyamulenge
- Kirundi
- Kizigua (Kizigula)
- Kongo
- Konkani
- Kosraean
- Krahn
- Kunama
- Kurdish
- Kurmanji (Kurdish)

- K'iche'(Quicke')
- Kikongo
- Kikuyu
- Kituba
- Krio
- Kyrgyz
- Lahu
- Lao
- Latvian
- Laulu
- Lingala
- Lithuanian
- Lithuanian
- Ilocano
- Ilonggo
- Low German
- Luganda
- Luxembourgish French
- Luxembourgish German
- Lorma
- Luo
- Lgbo
- Maay-Maay
- Macedonian
- Mai Mai
- Maithili
- Malagasy
- Malay
- Malayalam
- Malaysian
- Malinke
- Maltese
- Mandingo
- Mandinka
- Maninka
- Mara
- Marathi
- Marathi (India)
- Marshallese
- Marwari
- Masalit
- Matu

- Mbay
- Micronesian Kosrae
- Micronesian Pohnpei
- Mien
- Min
- Mina
- Mirpuri
- Mixteco
- Mixteco Alto
- Mixteco Bajo
- Mizo
- Moldovan
- Monenegrin
- Mongolian
- Montagnard
- Moore
- Moreh
- Mortlockese
- Mossi
- Mudarese
- Mushunguli
- Mam
- Mende
- Navaji
- Navajo
- Ndebele
- Neapolitan (Italian)
- Nepali
- Norwegian
- Nuer
- Odia
- Ojibay
- Oromifa
- Oromo
- Otomi
- Pahari
- Palau
- Pampango
- Papiamento
- Pashto

- Patois (Jamaican)
- Pennsylvania Dutch
- Persian
- Pidgin
- Po Karen
- Pokomchi
- Polish
- Popti
- Portuguese
- Portuguese Brazil
- Portuguese Creole Cape Verde
- Portuguese Portugal
- Pothwari
- Pulaar
- Punjabi
- Ponapean/Pohnpeian
- Q'anjob'al
- Quechua
- Quiche
- Russian
- Red Karen
- Rohingya
- Romanian
- Rundi
- Somali
- Samoan
- Sango
- Saraiki
- Senthang
- Serbian
- Sesotho
- Setswana
- Sgaw Karen
- Shanghainese
- Shona
- Sichuan
- Sicilian (Italian)

- Sindhi
- Sinhalese
- Slovak
- Slovene
- Slovenian
- Soninke
- Sorani
- Sorani (Kurdish)
- Sotho
- Sundanese
- Swati
- Swedish
- Swiss French
- Swiss German
- Swiss Italian
- Sylheti
- Sousou
- Tagalog
- Tagalog (Filipino)
- Taiwanese
- Tamil
- Tajik
- Tatar
- Telugu
- Temne
- Teochew
- Tetum
- Thai
- Tibetan
- Tidem Chinn
- Tigre
- Tigrinya
- Toisanese
- Tongan
- Tosk
- Truckese/Chuuke se
- Tshiluba
- Tsonga
- Tswana
- Turkish
- Turkmen
- Twi

- Ukrainian
- Urdu
- Uyghur
- Uzbek
- Venetian

- Visayan (Filipino)
- Welsh
- Wolof
- Xhosa
- Yoruba

- Yiddish
- Yup'ik
- Zapotec
- Zomi
- Zopau
- Zulu

1.6 Please explain how you will locate qualified interpreters who are **experienced or familiar** ~~certified and knowledgeable~~ in subject matters **not** listed in Section 1 of Attachment I - Scope of Work and in non-core languages that you have **not** listed in your response to Question 1.3.

Ad Astra has a robust Recruiting Department that works to fulfill all of our customer needs and grow our 11,500-linguist database. Ad Astra's greatest asset is our people. We invest in recruiting and retaining our talent. To locate qualified interpreters who are certified and knowledgeable in subject matters beyond those listed in Section 1 of Attachment I – SOW, as well as any non-core languages not listed in our response to Question 1.3, our recruiters will follow our proven methods.

Our Recruiting Methodology to find specific skills (i.e., familiarity and experience with and expertise in certain subject matters and languages) incorporates various types of proactive outreach, including outreach through internet job boards (e.g., Indeed, ZipRecruiter, CareerBuilder); social media (e.g., LinkedIn, Facebook, Twitter); open houses; employee/interpreter referrals; and our accredited training and certification programs.

We have a team of four, in-house recruiters as well as external support when needed, and this team follows our proven approach to expand the capabilities and expertise of our linguist database. We cross-reference internal and external candidates' relevant work experience, knowledge and demonstrated use of tools, education and certifications, skills/qualifications, and geographic location against our clients' specific requirements. Through planning and coordination with our customers' contract officers and program officers, Ad Astra forecasts staffing needs, recruits and identifies the required skilled personnel, and delivers cohesive work units consisting of valued staff members and qualified personnel during the life of each of our contracts. With four dedicated in-house recruiters, we have an effective and proven recruiting process that will allow us to focus on the unique requirements of Indiana's Department of Administration Interpreter Services Program.

Furthermore, Ad Astra uses several tools and techniques to supplement recruiting efforts to locate and assess high-quality candidates, including the following:

- ◆ *Third-party testing* gives the hiring manager objective knowledge of a candidate's technical expertise and ability
- ◆ *Background check* eliminates candidates who may not likely pass a client's security screening and/or security requirements

- ♦ *Multi-thread hiring* enables sourcing of new hires simultaneously, including national job boards, staffing agencies, and social media
- ♦ *Open houses* allow contact with both incumbent language services professionals and pre-targeted external candidates
- ♦ *Creating and cultivating relationships* with every applicant increases potential for referrals of skilled candidates with specialized government/subject matter experience to support the program

Providing rich and comprehensive compensation is vital for retaining and recruiting highly qualified personnel. To retain our linguists, Ad Astra provides a package consisting of competitive pay, bonuses, free industry training, parties, and recognition that sends a strong message to our people that we value about their importance and emphasize their performance.

Our recruiting methodology has enabled us to fulfill all requested languages and dialects—no matter how rare—and subject matter expertise since our company’s inception in 2010. In fact, other language companies often come to us to fulfill rare language and dialect needs because of the depth and breadth of our proprietary database, our extensive and strong reach into the linguist community, and our track record for successfully handling any request that comes our way.

1.6 Please provide the number of interpreters, by region (see Attachment J) for each core language (including ASL) listed in Section 1.4.

Ad Astra has provided the number of interpreters, by region (as identified in Attachment J), for each core language in the following table:

Language	# of Ad Astra Interpreters
Indiana Cities	
Spanish	300
Burmese	50
Chin	40
Arabic	50
French	50
Karen	25
Vietnamese	50
Swahili	20
Mandarin	65
Kinyarwanda	12
American Sign Language (ASL)	25
Kentucky Cities	
Spanish	280
Burmese	35
Chin	40
Arabic	50
French	50
Karen	25

Vietnamese	50
Swahili	20
Mandarin	65
Kinyarwanda	12
American Sign Language (ASL)	25
Michigan Cities	
Spanish	280
Burmese	35
Chin	40
Arabic	50
French	50
Karen	25
Vietnamese	50
Swahili	20
Mandarin	65
Kinyarwanda	12
American Sign Language (ASL)	25
Ohio Cities	
Spanish	250
Burmese	45
Chin	35
Arabic	50
French	46
Karen	25
Vietnamese	45
Swahili	17
Mandarin	60
Kinyarwanda	12
American Sign Language (ASL)	25
Illinois Cities	
Spanish	280
Burmese	50
Chin	40
Arabic	50
French	46
Karen	20
Vietnamese	45
Swahili	20
Mandarin	65
Kinyarwanda	12
American Sign Language (ASL)	25
Illinois County Boundary	
Spanish	150
Burmese	25
Chin	20

Arabic	30
French	50
Karen	18
Vietnamese	40
Swahili	18
Mandarin	62
Kinyarwanda	16
American Sign Language (ASL)	20
Ohio County Boundary	
Spanish	150
Burmese	23
Chin	17
Arabic	30
French	48
Karen	18
Vietnamese	40
Swahili	18
Mandarin	61
Kinyarwanda	16
American Sign Language (ASL)	20
Michigan County Boundary	
Spanish	145
Burmese	20
Chin	20
Arabic	30
French	50
Karen	18
Vietnamese	40
Swahili	18
Mandarin	57
Kinyarwanda	16
American Sign Language (ASL)	20
Kentucky County Boundary	
Spanish	140
Burmese	20
Chin	20
Arabic	27
French	50
Karen	18
Vietnamese	40
Swahili	18
Mandarin	62
Kinyarwanda	16
American Sign Language (ASL)	20

Indiana County Boundary	
Spanish	150
Burmese	25
Chin	20
Arabic	30
French	50
Karen	18
Vietnamese	40
Swahili	18
Mandarin	62
Kinyarwanda	16
American Sign Language (ASL)	20

2. General Questions for all Service Lines

2.1 Overview

- 2.1.1 Please describe how you will ensure that necessary and appropriate interpreters and translators will be available in after-hours, emergency, and/or expedited situations.

Ad Astra is accustomed to providing continuously available, 24x7x365 interpretation and translation services. Ad Astra has extensive experience supporting urgent, after-hours, emergency, and expedited linguistic services requests. For example, we support many hospital and healthcare organizations that require emergency and urgent interpretation and translation services, including State of Maryland and State of Georgia health agencies, the National Institutes of Health (NIH), Johns Hopkins Medicine International (JHMI), Adventist HealthCare, the District of Columbia Department of Behavioral Health, the Department of Veterans Affairs, and others.

With a focus on customer satisfaction and support, Ad Astra has robust corporate support in place to ensure accurate and proactive resource planning and availability of personnel to perform the work and support overlapping, multiple assignment requests at all hours and with little to no lead time, when necessary.

To ensure we provide available interpreters and translators at all times for State of Indiana, Ad Astra will follow our standard processes to fulfill assignment requests. Leading this process are our dedicated Interpretation Services Project Manager (PM) and our Translation PM, who will closely collaborate to carefully manage all language services for the State of Indiana. Our PMs will be supported by a team of six project coordinators also dedicated to the State of Indiana. Ad Astra's collective project management staff works both during regular business hours and on-call in the evening and weekends.

Our project management team works as fast as possible to fulfill all linguistic requests. We match client needs with the best suited, available interpreters and translators by leveraging our pre-qualified pool of resources. Ad Astra has a database of 11,500 screened linguists, and we use this as our starting point to identify certified, qualified linguists throughout the State of Indiana and regional needs (for interpreters) and beyond

(for translators) to create a pre-qualified pool of resources that will serve the State of Indiana's needs. We also will perform direct recruiting and outreach to bolster our resource pool with exceptionally skilled linguists who match the State of Indiana's requirements.

Ad Astra categorizes our resource pool into languages, locations, availability (including those available for emergency, expedited, rush, and after-hours support), certifications, and subject matter expertise. This process enables our PM and project coordinators to draw from our steady pipeline of vetted and trained interpreters and translators to provide linguistic support services to support all State of Indiana needs at all times, regardless of volume, location, or number of assignment requests. We will provide all necessary contract support to the State of Indian, leveraging our corporate Project Management, Human Resources, Recruiting, Finance & Accounting, Quality Assurance, Training, Contract Administration, and Security Departments.

For assignment scheduling, Ad Astra also employs advanced technology to ensure efficient scheduling, tracking, and documentation of all assignments. This system allows the State of Indiana to "fast-track" any particular assignments. We use our secure, cloud-based Boostlingo platform to manage linguistic resources from our pre-qualified resource pool and time. Our Interpreter Services Project Manager will leverage Boostlingo, a web-based scheduling and reporting tool to coordinate our end-to-end interpreter services workflow. Boostlingo is a secure, cloud-based system that enables both language services workflow management as well as connection to remote interpreters (i.e., over-the-phone interpreters or video remote interpreters) via a single, user-friendly platform accessible from any Internet-connected device. Ad Astra will tailor the system to the State of Indiana's needs and provide user accounts for all authorized personnel who need access.

Unless clients desire a different process for coordinating assignments, we use Boostlingo to manage interpreter assignment requests using centralized processes supporting the management and provision of urgent assignment requests, reporting, and invoicing. Requesters use the paperless system to make assignment requests, and our team assigns the most suitable interpreter for each request, providing confirmation of each step of our workflow to the requesters. Urgent and emergency assignments may be "fast-tracked," where Ad Astra staff immediately works to fulfill the request and assign interpreters via an expedited process. The customer dashboard provides an online interface for authorized client managers to enter and track assignment requests.

Using our proven processes, Ad Astra is well-positioned to provide responsive, after-hours, emergency, and expedited requests to the State of Indiana. Over our ten-year history, Ad Astra's project management team, interpreters, and translators have responded to time-sensitive expedited and critical requests with a fulfillment rate of 99%.

2.2 Certifications, Qualifications and Testing

2.2.1 Please describe how you will ensure that interpreters are licensed, pre-qualified, and trained for industry standard terminology.

Ad Astra has a proven record of providing certified, qualified, and highly-skilled personnel to support language services programs. We ensure continuous accuracy and quality in our

delivery of oral interpretation and translation services—i.e., the proficiency of our interpreters and translators—by thoroughly vetting, screening, and testing interpreters *before and after* hiring. To ensure our personnel enable us to meet or exceed high quality standards, Ad Astra requires strict pre-employment screening for both certified and non-certified translators, thus ensuring we have all the right resources in place before assignment to any interpretation or translation project.

Screening Process: Ad Astra employs rigorous pre-employment screening that ensures the careful selection of interpreters and translators with the necessary education, training, certifications, work experience, and proven language skills. We also require regular testing and training of our personnel. Only competent, dedicated personnel with impeccable credentials that match State of Indiana requirements will be designated to perform interpretation and translation services. Ad Astra requires our interpreters and translators to possess advanced skills and experience, which demonstrate their proficiency as professional interpreters/translators. At a minimum, our interpreters/translators must meet the following qualifications:

- ◆ 3 years' experience providing proficient interpretation and translation services
- ◆ College degree; or certifications and equivalent experience in one or more contractor-serviced industries
- ◆ Strong knowledge of U.S. domestic culture
- ◆ Record of professionalism and adherence to the professional code of ethics/conduct
- ◆ High level of interpretation or translation skills and proficiency in both the English language and the non-English speaker's language (or ASL as applicable) to interpreter/translate meaning completely and accurately
- ◆ Ability to provide grammatically correct translations that preserve the original syntax, writing style, and factual information of the original documents
- ◆ Expertise in specific subject matter areas relevant to the State of Indiana
- ◆ National/State certifications and Licenses as required by the State of Indiana (as outlined in Section 5.2 of Attachment I - Scope of Work)

Our team requires documentation of licensure, qualifications, and certifications in order to verify that each linguist in our database and each linguist candidate possesses the proper background, certifications, and licenses. We will store these in our linguist profiles housed in our Boostlingo platform and provide evidence of qualifications, licenses, and certifications to the State of Indiana upon request.

When interpreters and translators have passed our initial screening—i.e., when we have determined they possess the requisite qualifications, certifications, and experience—we then require them to undergo language testing. This allows us to evaluate the skills of each interpreter and translator prior to placing them on any client project.

Ad Astra's Training and Testing capability is led by a certified Director of Training and Testing Services, Mr. Brian Thornton. Mr. Thornton applies his 15 years' experience in language testing, evaluation, and assessment to design, develop, and/or implement reliable, industry recognized testing to ensure the most qualified interpreters to support our clients. He also designs and develops accredited and client-specific training courses for interpreters and translators to ensure linguists keep pace with language industry standards and also to

ensure that linguists are prepared to pass national and state recognized interpreter certification exams.

We also provide (and require) orientation training and ongoing interpreter training that covers interpreter ethics, medical and legal terminology, and regulations (such as HIPAA or Joint Commission standards). Our robust training program ensures our interpreters are skilled and well-prepared to serve the needs of the State of Indiana efficiently and effectively.

In our performance of industry recognized interpreter testing, assessment, and evaluation services, Ad Astra's Testing and Evaluation Team follows industry protocol to ensure interpreters have the level of proficiency clients require. Ad Astra's industry standard language testing evaluates whether interpreters and translators are able to successfully and accurately perform high-caliber language interpretation/translation services.

Generally, our linguist screening includes both English and other language proficiency assessments. These evaluate candidate proficiency with legal, medical, social, and community vocabulary and language comprehension. Candidates' speaking, writing, listening, and reading skills in the designated foreign/signed language are also evaluated in the context of interpreting and/or translating from a source language into a selected target language.

We test candidates' grasp of the content, register, and dynamic equivalence; our assessments include challenging vocabulary and language/culture-specific idiomatic expressions, and candidates are evaluated for accuracy and fluency (intelligibility). Assessment covers the interpreter's ability to listen/recall, speech, speech flow, style and tone, and the ability to manage the flow of information, such as appropriately intervening for clarification.

Ad Astra's industry standard testing methodology is designed to assess the interpretation skill level of an examinee in three interpretation modes: simultaneous, consecutive, and sight translation. Interpreters are tested for both verbal and written skills and are given texts and speeches that commonly occur in the legal and healthcare settings. Interpreters are evaluated for their accurate translations of terminology (the grader makes note of misinterpretations, additions, omissions, and substitutions), command of the language (syntax, grammar, style, pronunciation, and overall language proficiency) along with their delivery and presentation (the grader makes note of long pauses, false starts, hedges, rushed and choppy delivery, etc.) They are scored using a qualitative method (percentage of accuracy measurement) and holistic method (overall quality of delivery).

Ad Astra's experienced staff evaluators follow industry standards, using written and verbal components that test for command and proficiency of the language, accuracy, delivery and presentation. Additionally, role-playing dialogues and language samples geared towards specific environments, such as legal, law enforcement, or healthcare, allow candidates to demonstrate their skills and proficiency in context.

Furthermore, Ad Astra has an accredited training program, which enables us quickly train linguists in medical and legal (and other types of) interpreting. We provide focused training on industry standard terminology to our linguists. Moreover, our training is accredited by several interpreter training accreditation organizations to provide continuing education

units (CEUs) to participants. We provide training in order to prepare linguists to pass both general and specific language testing, assessment, and national certification exams.

Our in-depth screening and testing enable us to verify that our interpreters and translators can meet all of our client needs, and possess the following critical skills:

- ◆ Command of two languages, English and a foreign language (or ASL)
- ◆ Ability to exercise congruity judgment and apply an interpretation/translation methodology
- ◆ Ability to capture subtleties, nuances, and tone and register
- ◆ Familiarity with the cultural context of both languages
- ◆ Knowledge of terminology in specialized fields
- ◆ Ability to finalize the product accurately, within time constraints, and according to specifications (for translators)

Ad Astra's thorough screening and testing protocol enables us to ensure our interpreters and translators are licensed, pre-qualified, and trained for industry standard terminology.

2.2.2 Please describe how you will conduct background checks for interpreters and translators.

Our streamlined recruiting and onboarding process allows us to assess, test, and conduct reference and background checks to quickly onboard new interpreters and translators. To attain employment (either on-staff or as a contract interpreter) with Ad Astra, our linguists must pass the following:

- ◆ *Comprehensive Language Assessment* – Interpreter and translator candidates must demonstrate substantive bilingual capabilities on our language assessment. This language assessment is based on the Interagency Language Roundtable (ILR) scale, and interpreters must score the equivalent of “3 - Professional Working Proficiency.” We keep linguists' language assessment scores on file.
- ◆ *In-Depth Screening Interview and Interpreter Qualification Test* – Potential interpreters must pass a screening process to qualify as participants in the introduction to interpretation certification program. Our Recruiting Team performs an in-depth screening interview of each candidate. Professional language testers administer an industry-standard interpreter qualification test that consists of written and verbal components as well as role-playing.
- ◆ *In-Depth Screening Interview and Translation Test* – Potential translators must pass our third-party language test, which evaluates translators using a timed test and determines ILR levels. Our test is intended to establish the translator's ability to capture subtleties, nuances, and tone and register (such as official, formal, and informal writing), and the texts used for the evaluation range from commentary reflecting a specific culture to analysis and argumentation.
- ◆ *Background Checks* – Employees and contractors undergo an extensive series of background checks so that we may validate they will pass Federal, state, local, and client-specific background assessments. We require that Ad Astra interpreters successfully complete thorough criminal and background checks and drug testing.

Ad Astra conducts criminal and credit background checks using GoodHire, a third-party background checking company that performs comprehensive background testing and drug screening. Our background check will ensure that we only provide interpreters who have been subject to fingerprint-based background checks when services requested by the State involve direct contact with minors or vulnerable populations as well as that any interpreters providing services at any State hospitals have documented proof, updated annually, that he or she is free of tuberculosis.

For on-site interpreters, we also require yearly 10-panel drug testing, up-to-date immunization records, including seasonal Flu Shots, and a yearly TB test, varicella, MMR, TDAP, and Hepatitis B. Further, before beginning a new assignment with Ad Astra, our linguists must participate in a full-day orientation that covers processes, expectations, interpreter best practices, role-playing exercises, and subject-specific and/or agency-specific guidelines to ensure the success of our interpreters.

2.3 Customer Support

2.3.1 Please describe the electronic tools you will provide to the State to help State personnel determine the needed language for a requested interpretation.

Ad Astra offers multiple tools to help State personnel determine the needed language for any particular requested interpretation.

Generally, our Boostlingo platform is an electronic tool to help State personnel rapidly determine the needed language for a requested interpretation. Our platform provides an electronic access point to connect with trained linguist operators who can help identify languages over the phone or video. It also provides an online “point-to-your language” list that proves useful to in-person requests. The point-to-your-language list allows individuals who do not speak English to pick out the language they need help in by pointing to it from the list of options. Further, we also will distribute point-to-your-language pdf files to agencies as well as printed cards to any State agencies that would like them.

Furthermore, as part of Video Remote Interpreting (VRI) and Over-the-Phone services through our Boostlingo platform, Ad Astra will offer a number of minutes for agencies to make test calls through our platform. This will allow requesters to connect to the appropriate interpreters through an automated system and “test” the language in circumstances that require this method.

We also will work with the State of Indiana to make available language tests we use internally that help troubleshoot languages with consumers who need help facilitation communication between English and a foreign language.

We will provide all of these language identification options based on requester needs and preferences.

2.3.2 Please describe your approach to and experience with customer support, technical support, and dispute resolutions programs. In your answer, please include average response and resolution times.

Ad Astra has a long history of providing customer support, technical support, and dispute resolution. As a 24x7x365 business, we are always available to handle customer requests and concerns. Our Project Managers respond to requests and questions quickly. We will answer all calls and respond to any voicemails related to customer support and technical support within 15 minutes during weekday business hours. We will respond to all after-hours, emergency, and urgent requests for onsite interpreters and translators and any requests for technical or customer support by returning the call to the requester within 15 minutes.

Our Boostlingo system, which we use for scheduling linguist requests as well as access to VRI and over-the-phone interpreters, provides full-time, dedicated customer support. Any technical issues with the system will be resolved within 24 hours or sooner. Ad Astra offers training for the system and its features to all customers who request it, both when the contract begins and when any new system users are added.

Further, we have a structured dispute resolution program that governs how we address and resolve problem areas and issues that may arise. Our dispute resolution process ensures we address and resolve problems efficiently. Our Interpreter Services Project Manager, Ms. Rayna Smith, and our Translation Services Project Manager, Mr. Jean-Paul Borja, will be the point person in resolving problems. When a problem area or dispute arises, our PM work with the appropriate parties on Ad Astra staff to investigate the problem, and with the State of Indiana to ensure swift dispute resolution. When our PM cannot resolve the problem, she will escalate it to our Chief Operating Officer (COO), Mr. Ryan Foley, who will evaluate the issue and further coordinate with our internal corporate team as appropriate to resolve it quickly.

Ad Astra's organization is very nimble, and Mr. Foley understands the priority of ensuring problem resolution and will always remain available to handle and resolve routine and emergency problems quickly. We will work to resolve any issues immediately, and our executives will be directly accessible to help ensure all problems are handled with the highest priority and immediacy. Mr. Foley, will provide executive oversight and be engaged in contract operations to ensure we understand and achieve the State of Indiana's program mission as it may change and evolve over the period of performance.

At each step of our dispute resolution procedure, we review and respond as appropriate to problems. Our depth of experience performing interpreter and translation services enables us to quickly identify any issues with interpreters, translators, project management, technology systems, and contractual items, and address them as quickly as possible. In our experience, most issues that arise on similar contracts are minor and can be resolved on the spot and immediately by our PM. Though we typically handle and resolve issues immediately upon identification of issues, we will respond to any complaints or disputes we identify within a business day at the maximum. In emergency situations, we will work on resolution immediately and closely inform the State of Indiana regarding the status of each step in our process.

2.4 Confidentiality, and Accountability, and Disclosure of Conflict

2.4.1 Please describe your approach to and experience with Emergency Business

Continuity and Disaster Recovery Plans.

Ad Astra follows an established Emergency Business Continuity and Disaster Recovery Plan in the event of emergencies and technology disruptions. This contingency plan ensures we continue to provide services under this contract in the event of any disruption to our services (including disruption to our IT systems or disasters and catastrophes). Our redundant system ensures our data is always backed up, and we provide multiple options for connecting to interpreters in the event of technology outages (i.e., toll-free telephone number, mobile app, or web browser). For example, this means in the event the 1-800 or other phone numbers to connect to our interpreters or staff fail due to an external issue with phone carrier, users would be able to access our services either through their web browsers or via mobile device applications. Similarly, if the web browser or mobile app fails, users would be able to connect with interpreters through the telephone lines. We also have dedicated fax numbers and multiple landline/mobile phone lines to ensure we are always reachable by phone and SMS text at all hours.

Ad Astra's Emergency Business Continuity and Disaster Recovery Plan is based on redundant operations that allow us to quickly restore service in the event of an unexpected or emergency outage. Ad Astra's Disaster Recovery Committee, composed of appointed employees, is responsible for notifying authorized users of disaster recovery mode operations. The committee is well-prepared to appropriately evaluate and identify an emergency and provide explicit directions as needed to ensure the safety and security of our user community as well as the quick return to regular operations. Members of the Disaster Recovery Committee stay abreast of the geographical, political, social, and environmental events that may pose threats to Ad Astra's business operations.

Ad Astra notifies employees, subcontractors, consumers of language services, and our partners of disaster mode operations via timely alerts. After the disaster detection, the Disaster Recovery Committee first notifies by phone the COO as well as the Chief Executive Officer. Then, the committee uses the call tree to complete notifications. The call tree lists primary and alternate contact methods. Notification occurs via text to all employees who work in corporate headquarters; these employees use the call tree to ensure all partners, stakeholders, and subcontractors are notified via telephone and text message regarding disaster procedures.

Depending on the nature of the disaster, notification information may contain the following:

- ◆ Nature of the emergency that has occurred or is imminent
- ◆ Loss of life or injuries
- ◆ Damage estimates
- ◆ Response and recovery details
- ◆ Where and when to assemble for briefing or further response instructions
- ◆ Instructions to prepare for relocation for estimated time period

Disaster Recovery Procedures

Ad Astra follows best practices to ensure minimal impact and/or swift return to regular operations after a disaster has been detected. Timelines depend on the nature of the

emergency; however, our goal is always to ensure total service continuity so we may continue to fulfill our company services, which run 24x7x365, at all times.

Emergency response procedures

Ad Astra's IT Security Manager documents the appropriate emergency response to a fire, natural disaster, or any other activity in order to protect lives and limit damage. The IT Security Manager initiates our Off-Site Remote Work Plan.

Backup operations procedures

- ◆ Ad Astra's IT Security Manager ensures that essential data processing operational tasks can be conducted after the disruption.
- ◆ Recovery actions procedures
- ◆ Ad Astra's IT Security Manager facilitates the rapid restoration of a data processing system following a disaster.

Our scheduling, VRI, and telephonic interpretation system, Boostlingo, automatically backs up data in real-time on physical and virtual servers. Our platform has an exceptional track record of high availability, with a guaranteed 99.99% uptime. Our next generation, cloud-based high-end technological system was configured for redundancy.

Our servers are not all in one location, thus enabling us to access backup servers should there be an emergency that affects the main servers. Many of our failover operations are automatic, and service restoration is carried out simultaneously for all customers. When necessary, we perform manual failover operations by promoting a secondary site to become the primary site. Our back-end phone system within the platform is configured for redundancy and reliability (i.e., using different phone carriers and backup tools) so the user is not impacted by external emergencies beyond our control.

Furthermore, our developers and cybersecurity experts continuously monitor the system to detect and immediately fix any bugs or unexpected issues. Our telephonic system has such a high rate of reliability because we have the leading tools, experts, and backup procedures in place to ensure our users are always able to connect to interpreters on-demand.

Our Emergency Business Continuity and Disaster Recovery Plan guides robust emergency management procedures, and we will provide full training on all of the ways to use our Boostlingo system at the start of the contract and throughout the contract as desired by the State of Indiana to make sure our plan is understood and Requesting Agencies have a direct line to Ad Astra if they need immediate help using the system at any time.

2.4.2 Please describe your approach to and experience with Quality Assurance Programs.

To ensure we identify and mitigate problem areas and risks before they become issues, Ad Astra follows a Quality Assurance and Quality Control Plan that outlines how we continuously monitor and audit the performance of our interpreters, the quality of our deliverables, and customer satisfaction. Since our company's inception in 2010, on all of our contracts, we have maintained this quality, safety, and performance improvement and risk reduction plan that oversees the quality and safety of our services. We will follow our quality assurance (QA) procedures to regularly review and audit our services to ensure we

meet all quality/performance metrics specified by the State of Indiana (i.e., metrics related to timeliness of service; reliability and availability of languages; timeliness and appropriateness of responses to concerns, etc.). We maintain a continuing commitment to, and focus on QA, which emphasizes quality planning and diligent oversight to achieve customer satisfaction. Ad Astra ensures the quality of our language services, as well as our continued success in meeting specified contract requirements, through the following major integrated elements: product-/project-specific quality plans; management reviews; project management processes; internal quality audit program; and performance assessment and feedback.

Ad Astra will monitor and measure outcomes of our service standards following our QA protocol and will report any concerns promptly to the State of Indiana. Our quality assurance approach is based on both *preventive quality control planning* and *corrective quality control planning* with effective communication in partnership with the State of Indiana. In all cases, Ad Astra will work cooperatively with the State of Indiana in a transparent manner to meet quality, timeliness, and other performance requirements. Under the oversight of Ad Astra's Chief Operating Officer, our PM, along with Ad Astra's project coordinators, will perform quality management. Our QA team will conduct personnel management, solicit customer feedback, and initiate corrective action when we determine that deficiencies exist. We will perform routine reporting to the State of Indiana on any findings from our audits and any corrective actions taken related to quality, safety, performance improvement, and risk reduction. Ad Astra will communicate any changes impacting service quality and respond promptly to any concerns.

Ad Astra's Quality Assurance Highlights

- ◆ Conduct **quarterly internal audits** against performance standards, contract requirements, processes, and management plans, and identifies, documents, tracks, and resolves any issues.
- ◆ Conduct **annual Customer Satisfaction** surveys with the clients and takes corrective actions where necessary.
- ◆ **Solicit, monitor, and respond to feedback continuously** through our project management system and direct customer contact.
- ◆ **Vetting, testing, and training** process for interpreter and selection provides **basis for high quality work**.

Ad Astra will perform ongoing inspections of the work to determine whether the results conform to State of Indiana requirements. We measure these audits against metrics and control limits for cost variances, schedule variances, and defects. The metrics track schedules, budgets, productivity, defects, quality, and risk. AS applicable to each service area, Ad Astra's Project Managers and/or independent auditors (provided free of charge to support clients) conduct the following surveillance and monitoring measures to ensure quality performance, standards, and competency:

- ◆ **Data Collection and Analysis** provides insight into service delivery performance.
- ◆ **Deliverable reviews** to ensure products meet customer requirements.
- ◆ **Personnel Management** provides assurance that Ad Astra linguists are available with required qualifications as contractually required.
- ◆ **Customer Feedback** obtained either from formal surveys or from stakeholder comments allows continual program and process improvement.

- ♦ **Random Inspections** on service quality initiated by Project Managers and Project Coordinators ensure compliance with translation requirements and quality control/quality assurance procedures.
- ♦ **Audits** by independent third parties provide an independent examination of a work product or process to determine its compliance with specifications, standards, contractual agreements, or other criteria.
- ♦ **Quarterly Program Review** of processes and personnel provide independent evaluation of an activity or process to assess compliance with the project plan or examine products or processes against quality targets.
- ♦ **Corrective Action** is taken in the unlikely event there is a breach of assigned duty by Ad Astra personnel. We routinely identify problems, perform root-cause analysis, and apply corrective action and document results.
- ♦ **Language Services Professional competency** is verified by reference checks, demonstrated experience, testing, and certification/training.

Ad Astra's performance of these measures has resulted in a successful record of prevention of quality issues and service failures on all of our (100+) contracts. We conduct proactive QA monitoring measures to ensure quality performance, standards, and competency across all contractual requirements.

2.5 Billing

- 2.5.1 Please describe and attach the template and format of a monthly invoice that, if awarded this contract, would be used to detail individual services and overall monthly utilization to state agencies requesting the service.

Ad Astra will provide monthly invoices with detailed individual services and overall monthly utilization to each individual State agency requesting services. Individual services are listed as separate line items with the corresponding case (assignment/agency) numbers. We will provide the information listed below to help the State monitor and account for all monthly utilization of services rendered:

- ♦ Assignment/case number
- ♦ Date
- ♦ Location
- ♦ Account name
- ♦ Unique Interpreter number
- ♦ Language
- ♦ Rate per services
- ♦ Time in and time out
- ♦ Duration/word count
- ♦ The total amount &
- ♦ Miles

An example of our template for our monthly invoice is below. We can update it as needed to capture any specific information/data points the State of Indiana requires.



Ad Astra, Inc.
8701 Georgia Ave. Suite 800
Silver Spring, MD 20910 US
+1 3014084242
receivables@ad-astrainc.com

INVOICE

BILL TO

██████████ Dept. of Social
Services (DSS)
Attn: ██████████
██████████ Street ██████████
Easton, ██████████
United States

INVOICE # ██████████

DATE 07/13/2020

DUE DATE 08/12/2020

TERMS Net 30

DATE	ACTIVITY	QTY	RATE	AMOUNT
06/23/2020	06/23/2020 Interpretation:Spanish Case #: 481074 Assignment Duration:10:00 am - 11:00 am ██████████ ██████████ Language: Spanish Location: ██████████ ██████████	2	██████████	██████████
06/30/2020	06/30/2020 Interpretation:Spanish Case #: 481077 Assignment Duration:10:00 am - 11:00 am ██████████ ██████████ Language: Spanish Location: ██████████ ██████████	2	██████████	██████████

Onsite interpretation services provided for the month of June
2020; Detailed spreadsheet attached

BALANCE DUE

\$ ██████████

2.5.2 Please describe how you will share billing information that can help the State link services to individuals without including Personal Identifiable Information (PII).

Ad Astra will never provide Personal Identifiable Information (PII) of the consumer with billing/invoice information. However, Ad Astra will provide other information (i.e. assignment/case number) that will help the State link services rendered. By using a unique assignment/case number in our billing (*See our response above in 2.5.1*), we are able to provide the State with information linking services to individuals without including their PII.

2.6 Account Management and Reporting

2.6.1 Please describe your proposed account management approach and structure. When applicable, please provide names, roles, contact information, and resumes.

By using advanced and secure technological platforms and an efficient project management methodology, we oversee and coordinate linguistic services adeptly on a continuously available basis with a focus on exceptional customer service.

Ad Astra has a robust program management framework that incorporates industry best practices, such as the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology practices for schedule, cost, and quality control. Our approach ensures risk mitigation, quality, collaboration, and timely and thorough account management and reporting. Ad Astra's account management includes quality and task management controls to ensure timely performance and corrective actions to address any problems. We have the corporate infrastructure in place to ensure high-quality, cost-effective performance, including a technological platform that ensures confidentiality of language services and related documentation.

Ad Astra's account management for the State of Indiana will be led by our corporate team, including our CEO, COO, Director of Language Services, and Contracts Manager. Our team will work together to ensure services are implemented smoothly and without interruption and are efficient and effective throughout the period of performance. From the contract start, we ensure account reporting system and processes are followed by our project management and account team. Our streamlined, rigorous processes and robust technology ensure we are providing financial reporting and invoicing and contract administration, following disciplined processes for consistent quality support. We will use our account management system to track each assignment and billing details and incorporate this information into our reporting as well.

Our primary Account Manager will be Ms. Rayna Smith, Ad Astra's Director of Language Services. She will be dedicated to the State of Indiana's contract to ensure a response to service issues within 24 hours upon notification, and he/she will provide a resolution within 72 hours. In the event that she is unable to resolve any service-related issues, she will work with our COO, COO, project management team, and others to ensure swift resolution.

While our corporate headquarters is open from 8 am to 9 pm, we maintain 24x7x365 services through on-call evening and weekend account managers and access to our support staff at all hours. Thus, we provide 24x7x365 account support for any and all State needs related to the provision of language services that may arise.

Our account management team leadership is as follows, and all of our team can be reached at our general number: 301-408-4242:

Team Member	Background/Role
Ms. Yelena Petrova-Toolsie, CEO	Ms. Petrova-Toolsie is highly experienced in leading contract transitions; she has transitioned all of Ad Astra's contracts since 2010, and will apply her breadth of experience to oversee all aspects of our team's transition to the State. She will provide corporate support as needed throughout the period of performance, providing executive oversight on the contract.
Mr. Ryan Foley, COO,	Mr. Foley will oversee knowledge transfer plans/activities, account set-up, and be directly available to the State of Indiana throughout the period of performance to handle any issues that may arise. In addition to his operational expertise, Mr. Foley is a certified ASL interpreter and

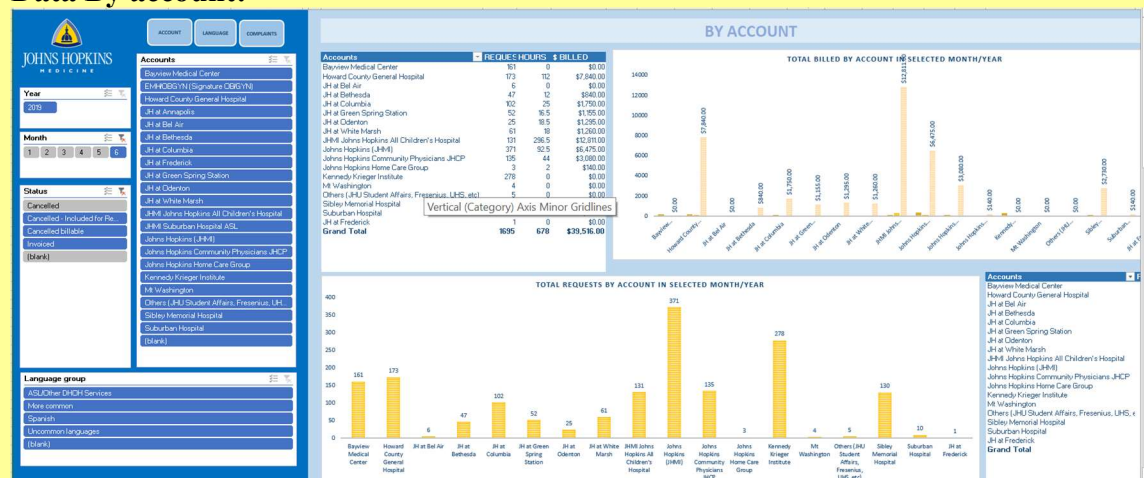
	language services trainer, and applies this knowledge to his support. He will work closely with our Training Manager and project management team to ensure smooth contract implementation.
Rayna Smith, Director of Language Services	Ms. Rayna Smith will serve as the primary Account Manager and will provide account management, project management leadership, and support for all linguistic services we provide to the State of Indiana. She will create/update reports and work with our Accounting Team to ensure proper invoicing. She also oversees our Project Managers (who track linguistic activity and billing/invoicing information for assignments) and monitors quality assurance checklists, communicates proactively with the client to relay progress and resolve linguistic issues and technical problems, and documents individual project history to ensure compliant provision of linguistic services.
Keith Perera, Contracts Manager	Mr. Perera, who has managed contracts and provides client solutions as part of Ad Astra's transitions for the past three years, will lead all matters related to contracts and subcontracts requirements. He will also perform client satisfaction activities and assist in coordination across the corporate team as needed to ensure support.
Gbenga Adeleye, Accounting Manager	Mr. Adeleye oversees all finance and accounting activities involved in transitioning contracts. He will transition all activities related to accounting and invoicing requirements. Additionally, Mr. Jason Miller, Ad Astra's Chief Financial Officer (CFO), will provide oversight.
Jose Guzman, Director of Recruiting	With three years' experience leading recruiting for Ad Astra transitions, Mr. Guzman will recruit and source resumes as needed to fill any staffing gaps. He also will oversee and initiate any security/background check requirements.
Scott Cook, Director of Information Technology	As Ad Astra's Director of Information Technology, Mr. Cook is an IT systems administrator and certified security professional with 25 years' experience. He will oversee all IT system integration, provisioning, and set-up for systems that will be used by the State so that each complies with regulations and is tailored for Requester needs.
Brian Thornton, Training Manager	Mr. Thornton will apply his 15 years' experience in teaching and training to work with MedStar Health personnel to develop our Cultured Interpreter training, which will outline the varying focus areas and policies and procedures of each hospital facility to better ensure our interpreters serve each facility's unique needs. Mr. Thornton will assist in preparing and testing interpreters prior to their work on the contract.

2.6.2 Please describe and attach the template and format of a usage report that, if awarded this contract, would be used to detail the data listed in a. through s. of Section 2.6 of Attachment I - Scope of Work.

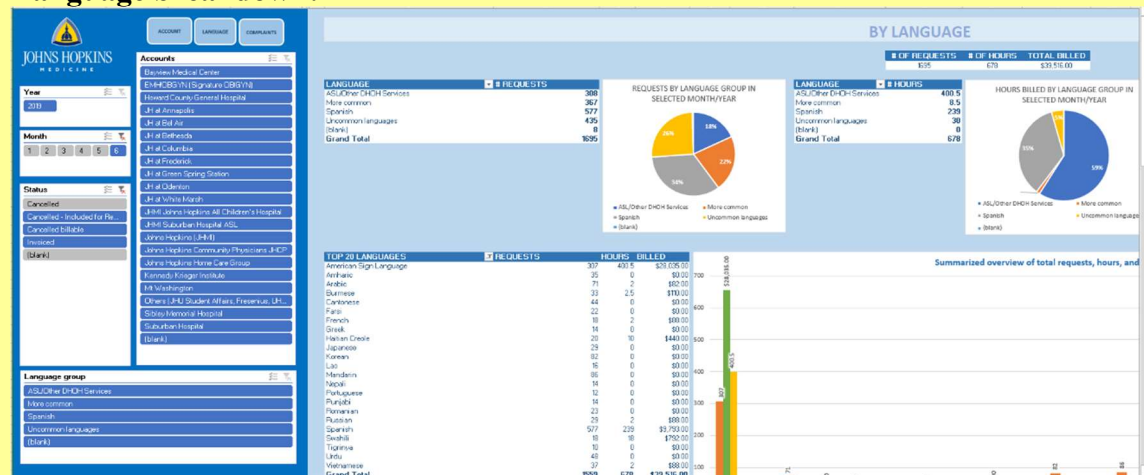
Upon request from the State, we will provide monthly usage reports to the State Contract Manager, and any other State designated personnel. The monthly usage report will include information on all services, including cancellations, and will be provided within 24 hours of the State's request. Our monthly usage report template provides information on the unique job ID#, date requester's name; agency name; usage language, billable duration, interpreter; interpreter rate; assignment status; assignment location; etc., as shown in the template below.

leadership and the State with electronic distribution to the State, to ensure we remain on-track and meet/exceed the State's needs. The dashboard provides real-time status information about the services we provide (number and type of support by language and facility) and tracks our performance (interpreter timeliness, speed to answer phone calls, speed to respond and confirm assignments, etc.). It shows results for contractual requirements. We will work with State to include all desired tracking information. We have used this type of dashboard for many customers, which has enabled us to better track information. We pull the information that feeds into the dashboard from our Boostlingo scheduling system, and the customer has full access to the system so they can verify our performance on that system as well. Below is an example of the dashboard we have built to use for a client based on their preferences. The dashboard has several screens to show a variety of information broken down into different categories as shown below.

Data By account:



Language breakdown:



2.6.5 Please describe how you will establish and provide an online survey or other survey tool that can be sent to agencies utilizing the Contractor's service.

Ad Astra has an existing survey on our online Boostlingo linguistic services scheduling and management platform for optional completion after each assignment. In our experience most clients either disable it entirely or opt to the quick star rating survey feature in order to save time. If the State would like to enable or customize the surveys, we can configure it on our platform. We take the surveys very seriously and our project management team monitors the responses daily. Alternatively, Ad Astra can also adapt to a survey tool approved by the State.

2.6.6 Does your company provide online Account Management Services that enables the State Vendor Management team to monitor activity? If so, please provide a list of all functions of online capabilities including reporting.

Ad Astra has a unified Boostlingo Platform where the account users will have access to scheduling, tracking, and reporting, with multiple levels of rights that can be customized to the State's preferences. Most client personnel, including Admins, Account Managers, and Managers, have full access to all appointments scheduled. Reporting can be tailored to the client's preferences. As shown above in our answer to Question 2.6.4, we can create dashboards in our platform that allow easy, transparent tracking of all usage data as well as analytics showing trends in language services on the contract. We harness real-time status information about the services we provide (number and type of support by language and facility) and track our performance (interpreter timeliness, speed to answer phone calls, speed to respond and confirm assignments, etc.), and feed this information into a visual and analytical depiction of services rendered, which will provide the State of Indiana a simple way to monitor activity and obtain up-to-date programmatic and contractual information at all times.

Through use of our Boostlingo interpretation system, we are able to yield operational efficiencies, since it allows us to streamline processes and automate and/or simplify reporting, invoicing, and tracking procedures. We offer user training on the system free of charge. We will tailor our scheduling and management system to meet the State's requirements. Some capabilities of our online platform are:

- ◆ Dramatic reduction in time and cost managing services requiring professional linguists
- ◆ On-demand, advanced financial and performance reports
- ◆ Transparent activity monitoring through dashboards and analytical functions
- ◆ Expansion of services and accessibility
- ◆ Multiple user profiles for schedulers and administrators
- ◆ Centralized schedule with instant feedback available via e-mail
- ◆ Established, industry-proven workflow
- ◆ 100% paperless operation with simple and familiar user interface
- ◆ Electronic records of actions, including linguist rating or complaints
- ◆ Customer satisfaction survey ratings
- ◆ Credentials and security compliance framework delivering up-to-date background check, professional training, certification, and education information for linguists
- ◆ Full integration with a variety of client scheduling systems
- ◆ Encrypted communication between client and Ad Astra servers

2.7 Implementation

2.7.1 What is your company's proposed implementation plan? In your answer, please cite specific tasks, dates, and milestones.

The State of Indiana requires a smooth contract implementation with no disruption to services in all Service Areas. Ad Astra will follow disciplined processes to ensure a well-planned, orderly, and efficient contract implementation. Generally, our Implementation Plan defines tasks and deliverables for each implementation area, with a specific focus on recruiting and obtaining commitments from qualified personnel resources and ensuring operational and process excellence during contract phase-in.

Ad Astra's is well-positioned to perform a smooth implementation to ensure uninterrupted telephonic interpretation and translation services. We will leverage our understanding of the statewide contracts and evolving language interpretation and translation needs to furnish a no-risk, speedy, smooth implementation. We will perform our internal implementation activities from our headquarter facilities in Silver Spring, Maryland and through in-person/remote meetings with the State of Indiana.

Full implementation of both our interpretation and translation services will be completed within 30 days of our Kickoff Meeting/Pre-Implementation Meeting with the State of Indiana. The following summarizes our pre- and post-award implementation activities across all Services (i.e., In-Person Interpretation, OPI/VRI Services, and Translation), and below we break down the specific details applicable to these particular services:

Three specific phases define our implementation process: the Pre-Award, Post-Award, and Launch.

Phased Implementation Timeline Overview

Pre-Award: To ensure success, Ad Astra has proactively analyzed and understands the goals of the State of Indiana for Interpretation and Translation services. We established our value-added Implementation Team, led by Ryan Foley, Ad Astra's Chief Operating Officer, to ensure a seamless contract start-up. We also established our respective pre-qualified pools of personnel resources for each service category [i.e., both employed and contracted interpreters (on-site, telephonic, and video remote interpreters) and translators] to ensure the availability of highly-qualified, suitable resources to meet/exceed contract requirements. Our recruiters will continue to identify and vet candidates for both interpretation and translation to add to our resource pool.

Post-Award: Upon award, Ad Astra will focus on staff transition, communication with incumbent vendor(s) and Government personnel, knowledge transfer, continuous service delivery, and the resolution of issues. This phase also includes personnel onboarding—though our pre-qualified resource pools have been onboarded already, we will conduct contract-specific orientation for interpreters and translators who will be providing services to this State of Indiana program. All interpreters and translators, regardless of certification and years of experience, must complete this orientation and training, which will cover contractual, logistical, and industry- and agency-specific standards required to serve State of Indiana needs. Specifically, we will:

- ♦ **Initiate.** Ad Astra proposed key personnel and Implementation Team will meet with the State of Indiana management to review and finalize the Implementation Plan, establish lines of communication, obtain status of current work efforts, understand pending deadlines, and define implementation responsibilities. We will jointly identify readiness indicators to be reviewed prior to implementation completion.
- ♦ **Plan.** Using the input from the initiation meeting and regular follow-up sessions, Ad Astra will adjust and roll-out/configure our Boostlingo interpretation system, Plunet translation system, readiness checklists, and plans as required to ensure uninterrupted service delivery and successful implementation. We will work with the outgoing contractor to ensure a smooth phase-out of the existing system and phase-in of our system without interrupting any service. We will analyze current and historical call data to help define any changing hiring and training needs as we.
- ♦ **Communicate/Cooperate.** A seamless implementation starts with transparent communication with customer leadership, efficient coordination of on-site and corporate support, and close collaboration with the State of Indiana. Throughout the implementation, Ad Astra will follow a structured Communication Plan and conduct regularly meetings State management, the incumbent contractor, and employees to report statuses, identify solutions to any issues, and understand concerns. Meetings may be in person or via telephone or video conference. Upon award, we will establish an internal team stand-up every workday to review implementation status and prepare for the next day.
- ♦ **Staff.** With Government input for necessary skill sets and feedback on incumbent employee performance, Ad Astra will fill interpreter and translator positions and requests with our pre-screened, qualified pool of personnel.
- ♦ **Evaluate.** Ad Astra will establish the current state of work in process (different types of work, different phases, technologies) to ensure we meet schedules and that documentation exists for successful handoff of activities. We also will interview State of Indiana management and personnel to ensure we rapidly and seamlessly get up to speed on methodologies and business processes.
- ♦ **Adjust and Minimize/Mitigate Risk.** We will identify adjustments and mitigate risks to ensure uninterrupted service to the State and users. We will communicate adjusted plans to the State of Indiana contracting officer/program manager, incumbent contractor, and Government management (as appropriate) before proceeding. For risk mitigation, we proactively assess and identify key issues at our daily status meetings with immediate escalation and resolution and in coordination with project performance risk management. A key approach to our risk mitigation during implementation is our immediately implement daily status meetings and a collaborative dashboard for continuous communications across all work locations.
- ♦ **Finalize.** To close our implementation activities, we will conduct an Operations Readiness Review with State representatives. Upon Government approval, Ad Astra will submit an Implementation Summary Report summarizing implementation accomplishments and plans for full assumption of services and ongoing operations.

Part of our Implementation Process involves collecting information we will use to design our “**Cultured Interpreter**” training program. This training involves very specific, focused training to our interpreters so that they abide by the specific agency/facility processes, procedures, rules, and regulations, and so that they are experts in the

appropriate related terminology. During Implementation, as well as through the period of performance as needed, our Training Director will work with the State of Indiana to develop the training based on the feedback agency representatives so that each interpreter we send to each specific agency is prepared to provide the best possible customer support and blend into the unique setting without any missteps or without a steep learning curve.

Roles and Responsibilities

By partnering with Ad Astra, the State of Indiana will have access to a team of dedicated professionals who will ensure all objectives for the Interpretation and Translation Services contract, beginning with a seamless implementation. We will offer a dedicated Implementation Team to specifically assist with any necessary knowledge transfer, operational readiness, risk identification/risk mitigation, and customer liaison needs. This team will participate in a kickoff meeting with the State of Indiana and stakeholders to discuss/document and finalize contract priorities and timelines.

In-Person, Telephonic, and Video Remote Interpretation Implementation Approach

Ad Astra will publicize information including our company name; our company's website URL; and information in the form of Frequently Asked Questions to answer basic questions for users of our telephonic interpretation and video remote interpretation services and our operations.

Ad Astra will implement services within the timelines specified by the State of Indiana. Upon contract commencement, we will provide user registration to users. We will create and provide user IDs to new users no later than 72 hours after receipt of new user requests from a Requesting Agency/Entity Representative. We will register new users and conduct outreach immediately upon contract award to set up telephonic account personal identification numbers (PINs) for each agency that will use our OPI and VRI services.

Our outreach efforts to current and new users (agencies/entities) for the purposes of user account enrollment will include a contract Kickoff Meeting, direct outreach to agencies/entities via email and phone, and in-person meeting with agencies/entities. We anticipate coordinating/participating in a Kickoff Meeting with state representatives within the first week of the contract award. At this meeting, our Implementation Team—which consists of key members of our linguistic services including Ms. Rayna Smith, our Interpreter Services Project Manager; Mr. Jean-Paul Borja, our Translation Services Project Manager, as well as our COO, and CEO—will introduce our in-person, telephonic interpretation, and video remote interpretation services and processes, walk through how to register with us to begin accessing our services, and distribute our instruction cards with our 800-telephone number, web browser, and web app information.

We will follow up the kickoff meeting with face-to-face meetings with individual agencies as needed to further provide instructions and guide agencies on using our services.

Once registered, we will provide an Account PIN number to the Primary Point(s) of contact for each Requesting Agency/Entity Representative to use/distribute to others as desired. We will provide the Account PIN number to all users who register within the timeframes for user registration specified in the RFP (i.e., within 72 hours).

Through our experience supporting other statewide contracts, we expect we can complete implementation of services to all agencies within 30 days of contract award, from Contract

Kickoff, distributing Account PINs, and meeting with individual agencies to train them on our system as needed.

Translation – Contract Start-Up Approach

Ad Astra will publicize information including our company name; email address that Requesting Agency Users will access; mailing address and specific contact information of our telephonic points of contact; our company's website URL; and information in the form of Frequently Asked Questions to answer basic questions for users of our translation services and our operations.

Ad Astra will implement services within the timelines specified by the State of Indiana. Upon contract commencement, we will provide user registration to existing and prospective users. Our outreach efforts to users (agencies/entities) for the purposes of user account enrollment will begin with our Kickoff Meeting and continue with direct outreach to agencies/entities via email and phone as well as in-person meeting with agencies/entities. We will create and provide user IDs for our Plunet translation system to new users no later than 72 hours after receipt of new user requests from a Requesting Agency/Entity Representative.

Within the first week of contract award (or at the time interval desired by the State of Indiana), we will coordinate/participate in a contract Kickoff Meeting with state representatives. At this meeting, our Implementation Team—comprised of key members of our translation services including our Interpretation Services Project Manager, Ms. Rayna Smith; our Translation Services Project Manager, Mr. Jean-Paul Borja; and our COO, Mr. Ryan Foley—will introduce our translation services capability, walk through how to begin accessing our services, discuss our translation services processes, and answer any questions.

During the Kickoff Meeting, we also will demonstrate our Plunet System, a cloud-based, secure translation services project management system that allows uploading and downloading of documents from the system. After the Kickoff Meeting, we will provide online or in-person training for Plunet for each agency as desired. We will offer this system for use by Requesting Agencies/Entity Representatives, though they may also use email for submitting translation if desired. We will follow up the Kickoff Meeting with face-to-face meetings with individual agencies as needed to further provide instructions and guide agencies on using our services.

In addition to user registration, we will immediately begin language service transition upon contract award. We will follow our Implementation Roadmap to hold regular implementation meetings and conduct knowledge transfer from the outgoing vendor. We will ask the State of Indiana (and/or the outgoing vendor, if amenable) to provide us with any glossaries and other artifacts/templates that have been developed so that we can maintain consistency. Ad Astra will integrate glossaries and terminology lists into our translation memory tools and use any artifacts provided to us to ensure consistency in language/terminology and efficiency in service provision.

In our individual meetings with each agency/entity throughout the State of Indiana, we will thoroughly gather requirements and desired processes for translation, as these may vary from one agency to the next. We will discuss and record each agency's requirements for

submitting and formatting documents; we will store any agency-specific standard templates within our translation platform so that we are ready to efficiently handle any request.

Ad Astra will provide user accounts (at Manager, Administrator, Requester levels) to agencies for our Plunet System and provide more guidance on using the system within our individual agency/entity meetings. If agencies prefer to use email rather than our Plunet system for submitting/transmitting translation documents, we will also note that preference. Through our experience providing On-Site Language Interpretation Services, we understand that agencies have different preferences in terms of processes for language services and billing, so we will make sure we fully understand the agency's processes as part of our Contract start-up implementation meetings and activities. Our goal will be to enter each agency as users in our system and conduct requirements gathering meetings with individual agency/entities within three weeks of contract award.

Phased Implementation Timeline Overview

As part of our Post-Award Implementation Processes, we follow three specific phases: the Pre-Implementation Meeting, the Launch (or Launch), and the Follow-Up Meeting. Below, we provide a high-level schedule below to show a notional schedule of implementation activities. We expect to provide a no-risk, 30-day implementation based on Ad Astra's previous experience implementing several state-wide interpretation and translation contracts. Our work successfully carrying out so many implementations for work of this scope in a matter of days provides the State of Indiana confidence that we are positioned to avoid and mitigate risk and complete the transition to our services without disruption of linguistic services.

Phase 1: Pre-Implementation Meeting. To implement our interpretation and translation platforms and services, the Post-Award phase will include our **Pre-Implementation Meeting**, which can be held by webinar or in-person and will include Ad Astra's COO, Project Managers, and key client stakeholders. We expect this meeting as well as follow-on meetings that are necessary to take place the week following award date. During the initial meeting, we will clarify billing, reporting requirements, system set-up preferences, identify the launch date for our OPI/VRI services, scope of work, and processes. We will also establish and communicate the next steps.

During this period, we also will prepare our system accounts to add state agencies and designated representatives who will use our services.

Phase 2: Implementation and Launch. Ad Astra's Implementation Team will meet between to activate State of Indiana's Boostlingo (i.e., interpreter scheduling, telephonic, and VRI services) accounts and begin training for State users. We will tailor our webinar or in-person staff training for the State of Indiana program and will roll-it out. We will coordinate a meeting between our COO, Project Managers, and key client stakeholders to recap all launch activities and staff training. We also will provide State of Indiana with a list of links to training and troubleshooting videos that may be uploaded to the agency's intranet and viewed at staff members' convenience.

Launch is the date that services are initiated. Prior to the Launch date, toll-free numbers, websites, and account authentication protocols will be established for testing, and any

equipment or customized support materials (such as Access Badges or Dialing Instruction stickers) will be processed and shipped to State of Indiana for distribution.

Ad Astra's Implementation Team is available on-demand, by email or phone, to assist with any questions or to troubleshoot any issues encountered. In addition, the team will set up and execute training webinars for State staff to attend virtually through Go-To-Meeting, Zoom, Microsoft Teams, WebEx, or other platforms.

Post-implementation, a recap call or webinar will be conducted to review the implementation, identify any issues or service voids, and establish any needed follow-up plans.

Phase 3: Post-Implementation of Services. After our implementation is completed within one month, we will initiate 30-, 60-, and 90-Day Utilization Reviews. The Ad Astra COO will meet with State of Indiana key client stakeholders monthly for 90 days to review the utilization of services, identify any issues or service voids, and establish any needed follow-up plans. We will also recommend additional training and/or support materials if needed.

The table below provides an overview of our draft Implementation Schedule, assuming a contract award date of September 1, 2020. *This schedule represents a notional, draft schedule to demonstrate general timelines and milestone* ; we will work with the State to revise and finalize this Implementation Plan upon award based on information provided at time of award. This schedule includes milestones, which are denoted by an asterisk (*):

Task Description	Duration	Start	Finish
Pre-Award			
♦ Update Implementation Plan & Schedule, Draft	30 days	9/01/20	10/01/20
♦ Pre-screen staff and develop qualified resource pool	60 days	6/15/20	8/15/20
♦ Maintain Interpreter and Translator Resource Pool – Continuous Task	120 days	6/15/20	9/15/20
♦ Award Notice / Implementation Start Date			*9/01/2020
Post-Award Implementation Phase			
♦ Activate Implementation Team and hold internal planning Kick-Off Meeting	1 day	9/01/2020	9/01/2020
♦ Kick-Off Meeting/Pre-Implementation Meeting with State of Indiana	1 day	9/04/2020	9/04/2020
♦ Hold daily standup Implementation Meetings	30 days	9/01/2020	10/01/20
♦ Identify staffing gaps	2 days	9/8/20	9/10/20
♦ Onboard and orient new hires (as required)	20 days	9/01/2020	9/21/2020
♦ Meet with State Agencies for account onboarding, training, and data gathering for Cultured Interpreter training program	20 days	9/01/2020	9/21/2020
♦ Perform Knowledge Transfer from Incumbents as necessary (i.e., identify, inventory, and capture all relevant	3 days	9/21/2020	9/24/2020

documentation)			
♦ Implementation of both interpretation and translation management systems and Launch, including Training for State of Indiana users	15 days	9/07/2020	9/23/2020
♦ Operational Readiness Review	5 days	9/23/20	9/29/20
♦ Complete Implementation; Final Staff Phase-In approved by COR			*9/30/20
♦ Estimated Task Start Date			*10/01/20

2.7.2 Please identify specific tasks and milestones which require State involvement and collaboration during contract implementation.

Our answer to question 2.7.1 above outlines the major tasks and milestones of our proposed Implementation Plan. Below we describe those tasks that will require State involvement during this contract implementation.

During contract implementation, Ad Astra will expect the State to collaborate to set up meetings with agencies who will use our services. We will require a list of State agencies and contact information for each agency in order to begin to meet and onboard these agencies and their designated requesters into our linguist scheduling and VRI/OPI system as well as our translation platform, as applicable.

Also, during our onboarding meetings with agency representatives and any other meetings (e.g., kickoff meeting) with the State, we also will begin to design our “Cultured Interpreter” training. This will require State representatives to share with us details about agency needs and facilities in order for us to create training for interpreters/translators that is tailored to agency’s specific needs. We have used this method on contracts including our statewide contract in Maryland, where we have interviewed agency representatives and gathered information to design detailed training related to our work with the Department of Juvenile services that outlines the security, cultural (e.g., terminology, correctional facility culture), and procedural needs of more than a dozen correctional facilities. We also have used our Cultured Interpreter training methodology for medical facilities for Johns Hopkins Medical International and National Institutes of Health (NIH). By tailoring linguistic training to the unique needs of agencies and facilities, Ad Astra has successfully achieved successful contract implementation and efficient and effective execution of services.

2.7.3 Please identify any innovative solutions your company would offer in order to drive contract compliance and savings.

Ad Astra offers state-of-the-art technology systems specifically designed for the language industry that enable cost savings and contract compliance. Through use of our systems, we are able to yield operational efficiencies, since they allow us to streamline processes and automate and/or simplify reporting, invoicing, and tracking procedures. We offer user system training free of charge. Our centralized interpreter platform is Boostlingo,

which provides a single platform that can be used for interpreter scheduling, OPI, and VRI services—all in one place. This integrated platform offers dashboard capabilities that will allow the State of Indiana to monitor contract compliance, linguistic services usage (broken down by agency, location, language, etc.), and performance against requirements.

In addition to the efficiency and transparency the platform offers the State of Indiana, we also drive cost savings by recruiting top notch interpreters who can work across our services. Many linguists support multiple language firms so that they may get enough work on any given week; however, Ad Astra is able to offer our interpreters work across our contracts and as on-site, telephonic, video remote, and virtual interpreters. We provide thorough and specific training to our interpreters to ensure they are skilled in each method. Because we can offer any interpreters supporting the State of Indiana plentiful work assignments, we can ensure continuity in the interpreters who support State agencies while also negotiating better rates with interpreters. We will pass on these savings to the State.

Another example of our technology driving down cost is our Plunet translation system, which offers military grade encryption of documents. As a value-added feature of our translation support services, Ad Astra offers use of Plunet, an industry leading translation project management tool, to track workflow of each transcription request. Plunet allows all files (any media format, such as pdf/Word/mp3 or other file type) to maintain absolute confidentiality and security throughout the end-to-end document workflow through its military-grade encryption. Ad Astra protects all of our emails/attachments by using data encryption that ensures security of Personally Identifiable Information (PII), Protected Health Information (PHI), or other sensitive information. This also helps maintain contract compliance and savings through efficient workflow for requesting services.

Further, as part of our translation services, we incorporate translation memory structures that enable faster and more consistent translation across State agencies. In our process, our initial document translators also leverage MemoQ, a computer assisted translation (CAT) tool, to provide efficient and standardized use of translation memory and glossaries to ensure consistency in our end products. This tool meets all state and federal regulatory requirements for data privacy and enables us to guarantee consistency and accuracy while minimizing time (and thus cost) for delivering final translation products. MemoQ allows our translation team to build client glossaries and memory structures across state agencies, thus ensuring consistent translations of products statewide for the State of Indiana.

Both Boostlingo and Plunet offer:

- ◆ Dramatic reduction in time and cost managing services requiring professional interpreters and translators
- ◆ Access to on-site, telephonic, and video interpretation and translation services by web app, phone, web browser
- ◆ Expansion of services and accessibility for a wider population of LEP and Deaf/Hard of Hearing consumers
- ◆ Multiple user profiles for schedulers and administrators
- ◆ Centralized schedule with instant feedback available via e-mail

- ◆ Established, industry-proven workflow utilized by leading healthcare service providers
- ◆ 100% paperless operation with simple and familiar user interface
- ◆ Electronic records of actions, including interpreter rating or complaints
- ◆ Credentials and security compliance framework delivering up-to-date background check, professional training, certification, and education information for interpreters
- ◆ On-demand, advanced financial and performance reports
- ◆ Full integration with a variety of client scheduling systems
- ◆ Encrypted communication between client and system servers

Moreover, our focus on training and professional development of our linguists enables us to produce high-quality talent. Through our own training programs led by a dedicated Training Director with extensive experience, we deliver robust training offerings, including accredited medical and legal linguistic education. Our training prepares linguists to pass both general and specific language testing, assessment, and national certification exams and provides industry perspectives and changing processes.

As discussed in the previous answer (Question 2.7.3), to proactively and comprehensively prepare for our work with State of Indiana, we will design and conduct our *Cultured Interpreter* training, which will consist of specific information, processes, and procedures required by State agencies; this training may include the security, cultural (e.g., terminology, agency culture) and procedural needs. Ad Astra also offers our linguists and clients regular trainings and seminars that offer industry perspectives and learning opportunities on varying, relevant topics in the field and on specialized vocabulary on topics the State requests.

Our strength in training ensures not only that we have a deep pool of highly trained medical, legal, and community interpreters and translators, but also that our linguists are trained to comply with State requirements and perform exceptionally efficiently and skillfully.

2.8 Extension to Other Entities

2.8.1 Please detail how you will make this contract and its pricing available for use by other governmental bodies.

Ad Astra will make our contract and its pricing available for use by other governmental bodies. We agree to extend our pricing to non-profit organizations used by the Indiana Criminal Justice Institute, all K-12 entities, Indiana Libraries, and other entities identified by the State of Indiana. We understand and agree to the requirements surrounding the contractual extension to other entities, as outlined in SOW 2.9.

3. Specific Questions for Each Service Lines

3.1 In-Person Language Interpretation Services

3.1.1 Please describe your capabilities to provide Video Remote Interpreting (VRI) services for in-person language interpretation services or describe your plan to work with a VRI service provider if you are unfamiliar with VRI services.

In addition to on-site, in-person interpretation services, Ad Astra offers remote interpreting services via our Boostlingo system, our VRI as well as telephonic interpretation platform. This system will enable the State of Indiana to access our services quickly in any situations that arise where a remote interpreter will be the most efficient or desired, lower-cost way to obtain interpretation support.

Ad Astra's VRI service allows communication simply by using a web app on a mobile phone or tablet; or clicking on a button on our designated website to quickly connect callers with a skilled interpreter. Ad Astra's service model ensures that there is no special equipment required for any consumer to have instant access to interpreter services. Our interpreters can be scheduled, or they can be accessed on demand on a 24x7x365 basis. We ensure connectivity within seconds for instant and continuously available interpretation support in ASL and foreign languages.

We ensure connectivity within seconds for instant and continuously available interpretation support in core and non-core languages. We offer connections to U.S.-based operators and interpreters for full customer service capabilities. Boostlingo is a cloud-based remote interpreting technology provider that offers customers an affordable, turnkey system with robust capabilities that enable user-friendly, secure access to interpreting service remotely by video as well as over the phone. The on-demand service allows personal assistance with dedicated agents, and no special equipment is required other than a phone line or an Internet connection and web camera capability with desktop PC, laptop, tablets, mobile smartphone, or other communication device. It is compatible with iOS and PC devices, including iPads and Android tablets. We will provide system training support for individuals who need it.

System Capabilities. Ad Astra's cloud-based VRI/OPI system allows us to work with our customers to set up prioritization for certain callers or languages. Ad Astra's system offers highly flexible call routing that enables us to help State of Indiana to set up short-cut prompts so that account owners may simply press a button for a specific language pair request (i.e., Spanish to English). Users can customize quick access to their top 9 languages. We will work with the State of Indiana to set up specific accounts for designated administrators and users that are secured by PINs. We can also authenticate callers on a landline (for OPI) through our system phone system or mobile app so that they can skip entering a PIN. Our automated system features make accessing specific languages more

Highlights of Ad Astra's VRI/OPI Approach

- ◆ Deep corporate experience in providing telephonic and video interpreter services in 200+ languages for myriad organizations nationwide
- ◆ Turnkey system, Boostlingo, with robust capabilities that enable user-friendly, secure access to interpreting service on-demand without special equipment
- ◆ Video remote interpreters accessible by mobile device web app and online to connect with interpreter in seconds
- ◆ Telephonic interpreters accessible by phone, online, and by web app to connect with interpreter in seconds
- ◆ Proven processes for delivering high quality VRI/ OPI interpretation services for legal, medical, technical, social services, and other subject matters
- ◆ Dedicated Interpreter Services Project Manager to ensure all requirements are met on time and in accordance with all State requirements
- ◆ Customer service focus backed by robust training program to provide the best possible language services

efficient by allowing approved account users to skip filling in the request information each time.

Our system allows users to also connect to an interpreter of a preferred gender if desired, a benefit to situations in which users have cultural or personal preferences, such as in social services situations (e.g., domestic/child abuse cases) or other circumstances in which a certain gender may be preferred. We will work with the State of Indiana to make sure our system is configured to meet user needs and can provide training as necessary. Our system boasts the latest audio technology and security features, and we offer:

- ◆ Prompt connection to certified, qualified, and experienced interpreters
- ◆ Full-time, dedicated customer support
- ◆ Browser telephone and/or video calling and native mobile app support
- ◆ Unique PINs and automated authentication for individual accounts to ensure security
- ◆ Traditional menu system for landline phones
- ◆ Full-time and native mobile app support
- ◆ Easy-to-use dashboard and call logs to track usage details such as on-demand calling, languages requested, completed assignments, etc.
- ◆ High-quality audio and video connection
- ◆ Detailed, customized usage reports
- ◆ Online training if desired
- ◆ Online tracking and account management

Ad Astra's depth of relevant experience includes performing remote interpretation support services for organizations such as the District of Columbia Department of Behavioral Health, Maryland Department of Juvenile Services serving 11 regions; Naval Medical Center Camp Lejeune; Washington County Department of Aging; Adventist Behavioral Health; Maryland Department of Labor, Licensing, and Regulation (DLLR); Bureau of Reclamation; Johns Hopkins Medical International; U.S. Department of State; Pella Regional Health Center; Hearing and Speech Agency (HASA) in Baltimore, MD; Medial Management and Rehabilitative Services (MMARS); Coordinating Center (MD); and Lebanon (VA) Medical Center.

3.1.2 Please describe and attach the template and format of a timesheet that, if awarded this contract, would be used to verify precise lengths of provided services.

The interpreter will arrive at the location of the assignment in order to be checked in and ready to work prior to assignment start time, with government-issued identification and the Timesheet for Verification of Services. All on-site interpreters are to complete the Timesheet for Verification of Services, and will record the precise length of provided services. The interpreter will record the exact arrival time, departure time, and duration of services on this sheet. The interpreter will then obtain the signature of an on-site State representative to validate the information. After the assignment, the interpreter will submit the signed Timesheet for Verification of Services to Ad Astra, where the Project Manager will verify billing information, along with invoice documentation.

Please see below for template of Timesheet for Verification of Services:



Template of Timesheet for Verification of Services

Primary Number (Office): (301) 408-4242
Secondary (Afterhours/Weekend): (202) 302-3379

Assignment ID #:
Interpreter Name:
Date of Assignment:
Time of Assignment:
Estimated Duration:
Requesting Agency/Entity:
Assignment Location (Address):
PO Number:
Consumer/Client/Patient Name(s):
Language:
Specific Client Instructions/POC:

THE BELOW BOX IS FOR FACILITY PERSONNEL USE ONLY.

Date _____	Date _____
Interpreter Arrival Time _____	Interpreter Departure Time _____
Printed Name _____	Printed Name _____
Signature _____	Signature _____
Phone Number _____	Phone Number _____
Comment _____	Comment _____

For Interpreter

SIGN BELOW, THEN UPLOAD THIS FORM TO WWW.SCHEDULEINTERPRETER.COM/AD-ASTRA

This Verification of Service form serves as an individual service agreement between the Interpreter and AD ASTRA and **MUST** be returned within 48 hours of the completion of the assignment. Failure to do so may result in non-payment at the discretion of Management. Invoices submitted without Verification of Service forms will NOT be processed for payment until this form has been received by AD ASTRA. By signing this form, the Interpreter hereby signifies that they have received, read, and understood the AD ASTRA Code of Professional Conduct (CPC) and are bound by the tenets within. If the Interpreter has not received a copy of the CPC, they are responsible for contacting AD ASTRA staff and requesting a copy.

Interpreter's Signature _____

Date _____

ASSIGNED INTERPRETER: _____ HOME ZIP CODE: _____
ARRIVAL TIME: _____ DEPARTURE TIME: _____ DURATION: _____
START MILEAGE: _____ END MILEAGE: _____ TOTAL MILEAGE: _____
WAS SERVICE COMPLETE: YES NO (Please circle one)
IF NO, STATE REASON: _____

INTERPRETER SIGNATURE: _____ DATE: _____

PRINT YOUR NAME: _____

Above information validated by: _____

Signature and Date of On-Site State Representative

3.1.3 Please describe how you will determine the limited English proficient (LEP) individual's language within three (3) minutes for at least ninety-five (95) percent of all requested services

In some cases, it may be difficult for the State of Indiana representative to identify the LEP client's language. When this occurs, the State of Indiana representative can use written material we supply as a means to help identify a particular language, or can call our OPI/VRI system for help from a trained professional. As noted in Section 2.3.1, Ad Astra provides "point to your language" lists as hard copies and as online fliers/signage for agencies to use, disseminate, and post when interacting in person with LEP speakers who need assistance. We also provide a website with this information on it for quick access. This allows LEP individuals to look at a list of languages and point to which one they are speaking in person or via video. Our list will be numbered so that individuals can identify the "number" language they speak, as often LEP individuals know numbers in English or can write them) even when may not be proficient in English.

Sometimes point-to-your language lists are not adequate for LEP individuals who have limited literacy and/or when remote interpretation is the medium, and therefore our OPI/VRI system capability also provides call center operators trained to ask a series of questions to help identify the language or dialect, if unknown at the time of the call. In this case, the State of Indiana representative would access our system and choose the option to be connected to a live agent to receive assistance in identifying the language needed. The representative would inform our interpreting system agent that he or she needs additional assistance identifying the language. Our agents have extensive experience and training on identifying languages based on their phonetics and can recognize the language within a matter of seconds. Following this method of standardized questions, our expert support staff has a successful track record of identifying an LEP client's language when it is unknown.

This methodology has enabled us to identify languages on an average of 60 seconds by video, whether in person or by phone or video, and therefore we are positioned to meet and/or exceed the State of Indiana requirements of determining the LEP individual's language within three minutes for at least ninety-five (95) percent of all requested services.

3.1.4 Please describe how you will ensure that interpreters are available for at least ninety-eight (98) percent of all in-person interpretation service requests.

Ad Astra has a proprietary database of 11,500 screened linguists who support 200+ languages, including all core languages required by the State of Indiana. The depth and breadth of our interpreter pool, along with our proven scheduling and management system, will ensure that we have more than enough support so achieve the 98% availability rate of all in-person service calls. We have built a specific interpreter pool for the State of Indiana and segmented into region, language, and availability information. Upon contract award, we will further create interpreter lists that detail approved interpreters for each facility and agency. This allows our project management team to be fast in providing the right, "best match," and experienced interpreters for assignments as

they arise.

Based on our historical track record, we are confident we can perform to the 98% availability service level. Currently Ad Astra has a track record of 99% for fulfilling in-person service requests, including those for rare languages and short turnaround times. Our demonstrated track record and past performance achieving overall availability times for on-site interpretation ensure we will meet the State of Indiana's needs.

We perform statewide interpretation services with a high rate of success in Maryland, Delaware, and Georgia, and manage our interpreter pool carefully to ensure availability in all regions of these states. We will do the same for the State of Indiana to meet or exceed the 98% availability requirement for on-site interpreter services.

3.1.5 Please describe how you will provide a replacement interpreter within one (1) hour of an interpreter's cancellation.

Our approach to interpretation services is based on our ability to successfully perform resource planning such that we can be flexible and fulfill any requests we receive, including substitutions and replacements of interpreters should any scheduled interpreters cancel. Our Project Manager and Project Coordinators will be selecting interpreters for assignments from our pre-qualified pool of linguists, which we created specifically to serve the State of Indiana. This pool consists of 1,200 interpreters serving all regions of Indiana and working remotely via VRI and other virtual interpreting platforms. Our pool is segmented into location, language proficiency, availability, and subject matter expertise. Our list of pre-qualified State of Indiana interpreters also will include "backup" interpreters for interpreters we regularly assign. Our well-structured and organized pre-qualified resource pool list enables our project management team to nearly immediately identify replacement resource and provide that resource within one hour of the original interpreter's cancellation. Our Boostlingo VRI system will connect a requester with an interpreter within an hour, and probably much faster given the breadth and depth of our resource pool, who are poised to provide VRI services through our system on a moment's notice.

Ad Astra has successfully used this method to handle last-minute cancellations due to unforeseen circumstances for customers including the State of Maryland, National Institutes of Health, Environmental Protection Agency, State of Georgia, U.S. Marine Corps, Department of State, Department of Veterans Affairs, District of Columbia Government, and many others.

3.2 Telephonic Language Interpretation Services

3.2.1 Please describe how you will make a fourth port available at no additional cost to the State.

As described above in our answer to Section 3.1.1, we provide telephonic language interpretation services (over the phone—"OPI"—services) through our Boostlingo system, which also provides VRI services and interpreter scheduling and management across all interpretation services we offer. We provide telephonic interpretation services on-demand

as well as scheduled in advance. The requester accesses our online platform to make an assignment request, and Ad Astra's project manager then manages the scheduling and confirmation of the appropriate interpreter, and tracks the assignment from request to completion. Ad Astra also recommends and provides training to agencies before clients place the first call. Our training course covers how to access the caller, place a call, end a call, and view call logs by navigating the user interface. We offer online training through our learning management system, group webinars, admin guides, and on-site training.

In the event the State finds it necessary to include an additional person to call beyond the State, the LEP individual, and the interpreter, Ad Astra will make a fourth port available from the point the Interpreter joins the call at no additional cost to the State and for no minimum or maximum time allotment. Our Boostlingo telephonic interpretation system is state-of-the-art, and adding a fourth port for the State to make long distance and international calls, with no minimum or maximum time allotment, can easily be configured. Further, we have a 24x7x365 IT and telecommunications support team who will be available to the State of Indiana upon contract award to configure the fourth port and provide instructions on how to use it, as well as handle all tech issues and escalations with the Boostlingo system.

3.2.2 Please describe how you will track billable time through your telecommunications platform.

Ad Astra's Boostlingo system—further described above in our answer to Question 3.1.1—automatically tracks usage time, and we use this information as part of our record-keeping. Our system tracks any specific details of billable time and service requests and provision, and we can tailor the information we track and report to State of Indiana needs. Typically, our system tracks the details of OPI services, i.e., dates, times, number of minutes, languages, etc. Our platform generates report logs and information that we use as part of our status and progress reports as well as invoices. Our reporting function is seamless and built into the OPI/VRI system, which automatically tracks call origination, interpreter assigned, languages, time spent on the call, etc.

Moreover, our corporate HR and Finance & Accounting Departments oversee timesheets, invoices, and monthly reports, and will adhere to proper billing and invoicing procedures. We have available the experienced, responsive, and diligent personnel as well as the systems to properly keep records that demonstrate accountability and performance related to the contractual requirements, and will use all of these records to report status and progress monthly, as well as invoice and bill the city for the services provided.

3.2.3 Please describe how you will determine the LEP's language within three (3) minutes for at least ninety-five (95) percent of all requested services. We recognize that this question is similar to question 3.1.3, but we would like this answer to be specific to telephonic interpretation services.

In some cases, it may be difficult for the State of Indiana representative to identify the LEP client's language, either in-person or through our VRI and telephonic interpretation system.

When this occurs, the State of Indiana representative can use written material we supply as a means to help identify a particular language, or can call our OPI/VRI system for help from a trained professional. As noted in Section 2.4, Ad Astra provides “point to your language” lists as hard copies and electronically on a website and as online fliers/signage for agencies to use, disseminate, and post when interacting in person with LEP speakers who need assistance. This allows LEP individuals to look at a list of languages and point to which one they are speaking in person, or to identify by identifying their language via phone or video by identifying a number associated with a language does not know which language it is.

Sometimes point-to-your language lists are not adequate for LEP individuals who have limited literacy, and therefore our OPI/VRI system capability also provides call center operators trained to ask a series of questions to help identify the language or dialect, if unknown at the time of the call. In this case, the State of Indiana representative would access our system and choose the option to be connected to a live agent to receive assistance in identifying the language needed. The representative would inform our interpreting system agent that he or she needs additional assistance identifying the language. Our agents have extensive experience and training on identifying languages based on their phonetics and can recognize the language within a matter of seconds. Following this method of standardized questions, our expert support staff has a successful track record of identifying an LEP client’s language when it is unknown.

This methodology has enabled us to identify languages on an average of 60 seconds, by phone, and therefore we are positioned to meet and/or exceed the State of Indiana requirements of determining the LEP individual’s language within three minutes for at least ninety-five (95) percent of all requested services.

- 3.2.4 Please describe how you will ensure that interpreters are available for at least ninety-nine (99) percent of all service calls. We recognize that this question is similar to question 3.1.4, but we would like this answer to be specific to telephonic language interpretation services.

Ad Astra has an interpreter database of 3,000 interpreters who serve as telephonic interpreters in all languages required by the State of Indiana. We will add resources to our pool on a weekly basis to make sure we have significant (i.e., well more than needed to support the contract) personnel resources to meet State of Indiana needs in all languages. The depth and breadth of our telephonic interpreter pool, along with our proven Boostlingo telephonic interpretation system, will ensure that we have above adequate support so achieve the 99% availability rate of all service calls.

Our system tracks connection time, and on a weekly basis, our VRI/OPI Project Manager will verify that we have met the State of Indiana’s requirements for providing available interpreters for at least 99 percent of all service calls. Based on our historical track record, we are confident we can perform to this service level. Currently, Ad Astra has a track record of interpreter availability of 99.5%. Our demonstrated track record and past performance achieving overall availability times ensure we will meet the State of Indiana’s needs. This record provides confidence that by following our processes and leveraging both our pre-qualified pool of resources as well as our Boostlingo system, we will meet the State

of Indiana's telephonic interpreter availability requirements.

3.3 Written Language Translation Services

3.3.1 Please describe how you will make yourself capable of receiving documents in need of translation services via email or other electronic delivery methods, U.S. postal service or courier delivery, and fax.

Ad Astra has a breadth of organizational experience in successfully providing written document translation services to federal, state, and local government agencies; judicial and legal agencies and organizations; healthcare and medical organizations; educational institutions; and a variety of commercial clients to assist LEP individuals. As a member of the American Translators Association (ATA) and part of the drafting committee for the international standards organization ASTM for Translation standards, we are a leading translation provider that follows current guidelines and standards for translation. Our experience includes translating the full range of project materials (ranging from simple forms and web content to complex government reports and presentations) on a variety of subjects, including science, insurance, medicine, health, law, education, social services, technology, engineering, business, employment, automotive, agriculture, financial services, emergency services, general customer service, pharmacology, psychology and behavioral sciences, international trade, economics, public safety, etc.

Highlights of Ad Astra's Translation Approach

- ♦ Deep corporate experience in providing written documentation services in 200+ languages for myriad organizations nationwide
- ♦ Mature corporate infrastructure, including Plunet web-based platform for managing all assignments
- ♦ Value-added, dedicated, State of Indiana Translation Services Project Manager and project management team to support translation services to ensure quality of service delivery
- ♦ Proven processes for delivering high quality, responsive, professional, and efficient translation services
- ♦ Customer service focus backed by robust training program to provide the best possible translation services

We provide written language translation services in more than 200 languages and adhere to the same project management methodology regardless of language or volume of requests. These languages include the core languages identified by the State of Indiana.

We manage our translation services by using a variety of methods to receive documents in need of translation services. We typically receive translation requests via our industry leading Plunet project management system, email, or fax as desired, and can also receive source language documents via the Plunet system (or other electronic means), fax, email, certified mail, or courier delivery. By leveraging the Plunet system to handle our end-to-end workflow of all translation assignments, we ensure military-grade encryption of documents. Ad Astra protects all of our emails/attachments by using data encryption that ensures security of Personally Identifiable Information (PII), Protected Health Information (PHI), or other sensitive information. We also use the system to manage the workflow of all assignment requests, regardless of how we receive them (i.e., if we receive documents by email, fax, or mail, we input the assignment into the Plunet system to track workflow and ensure we meet State of Indiana document requirements and timelines).

Plunet tracks each step in our multi-step translation process, which entails four steps to ensure the highest level of quality and both linguistic and cultural accuracy in all required deliverables: initial translation; cross-check; proof read; and quality control and editing. Our team is made up of multiple qualified and certified resources (i.e., translators, editors/proofreaders, quality assurance linguists) who follow our standard protocol to ensure consistent translations for our customers. We also provide desktop publishing and formatting support as part of this translation process. Ad Astra's approach to translation services ensures our documents are reviewed and double-checked for accuracy, terminology, style, consistence, grammar, and overall quality by an independent third-party, thus guaranteeing consistency in terminology across translated documents by following our quality assurance procedures.

Astra's depth of relevant experience includes performing translation services for organizations including the State of Georgia (statewide contract); State of Maryland (statewide contract); National Oceanic and Atmospheric Administration; Millennium Challenge Corporation; U.S. Retirement Railroad Board; Department of Veterans Affairs; Department of State; U.S. Geological Survey; State of Minnesota; NVR Bank; Court Service and Offender Supervision Agency; and many other organizations.

3.3.2 Please describe how you will ensure ninety-eight (98) percent of documents meet the standard and expedited turnaround timeframes.

Ad Astra has thousands (approximately 2,500) of qualified translators to support State of Indiana needs in 200+ languages, including the core languages. Our large translator base and our disciplined project management processes have resulted in 100% fulfillment of client's standard and expedited turnaround timeframes in our extensive translation work over the course of our 10-year history. Ad Astra is confident, based on our record, that we are positioned to ensure 98 percent of documents meet the State of Indiana's standard and expedited timeframes.

Our dedicated Translation Project Manager, supported by a team of project coordinators, monitors all translation activities and uses our robust and secure Plunet translation project management system to manage the workflow of translations. Our project coordinators work 24x7x365 to schedule translators from our pre-qualified resource pool to each assignment request, accounting for language, availability, and subject matter expertise to ensure the best match based on the unique needs of each assignment. At all times, we have translators in every language who can support all requests, both with advanced notice and on a rushed basis. When there are expedited requests for large volume document translation, we follow our proven processes to translate them as part of a team, using translation memory tools and executing extra quality control steps to make sure the translations are consistent throughout the final document. Our ability to provide large numbers of experienced and adept translators who work together in collaboration throughout the steps of our process to ensure quality, accuracy, and efficiency, has enabled us to meet all deadlines in our translation work to date—regardless of how short the timeframe is.

Further, beyond our regular pool of translators that we have identified specifically to support the State of Indiana, we always have additional skilled translators in all core languages on stand-by who we can draw from to support any increased activities. With many qualified interpreters and translators in all languages, we can use our vast personnel database to handle any number of service requests, whether the increases are temporary (i.e., seasonal or related to specific customer events) or permanent. Ad Astra is set up to scale up or down immediately without interrupting services or affecting quality of those services.

3.3.3 Please describe how you will ensure that translators are available and able to translate at least ninety-nine (99) percent of all jobs. We recognize that this question is similar to question 3.1.4, but we would like this answer to be specific to written language translation services.

As discussed above in our answer to question 3.3.3, we have a large database of screened and tested translators. From this database, we have built a pre-qualified pool of translators specifically to serve the State of Indiana's translation services needs. Aside from the technical translation skills and proficiency in the required languages, we have selected translators for this pool also based on their availability. This ensures that we have the proper number of available resources in each language for any assignment request we receive. We also will continuously grow our State of Indiana translator resource pool to provide even more reachback to trained, tested, and skilled translators, allowing us to always fulfill requests in any particular language regardless of a surge in volume.

Additionally, we have tested our translators to ensure they are able to perform high-quality and accurate translations. Ad Astra's trained and certified evaluators use established testing tools to assess the language proficiency and translation skills of our translators. Ad Astra's industry standard language testing evaluates whether a translator is able to successfully apply a translation methodology to translate a wide variety of complex texts that contain difficult, idiomatic, highly technical, and colloquial writing. Ad Astra uses a third-party language testing tool, Classmarker, that evaluates translators using a timed test that issues a pass/fail results and determines International Language Roundtable (ILR) levels of the translators. Ad Astra requires a minimum ILR Level 3 to become a translator with us. Our test is intended to establish the translator's ability to capture subtleties, nuances, and tone and register (such as official, formal, and informal writing), and the texts used for the evaluation range from commentary reflecting a specific culture to analysis and argumentation.

Once becoming part of our translation team, Ad Astra continuously evaluates translator performance and provides refresher training. Also, our Translation Project Manager closely monitors all translation activities throughout our quality-focused, multi-step translation process.

With strict pre-employment testing of translators, monitoring of their work for quality and accuracy, an available pool of translators in each language, and a dedicated Project Manager tracking and managing the status of our workflow, we will ensure are translators

are available and able to translate at least 99% of requests.

3.4 Communication Accommodation Services for Individuals who are Deaf or Hard of Hearing

- 3.4.1 Please describe your capabilities to provide Video Remote Interpreting (VRI) services for American Sign Language interpretation services or describe your plan to work with a VRI service provider if you are unfamiliar with VRI services.

Ad Astra is a full-service language services firm that performs extensive services in support of Deaf and Hard of Hearing individuals. One of our core competencies is supporting the communication needs of Deaf and Hard of Hearing individuals through services that include Video Remote Interpreting (VRI) services for American Sign Language (ASL) interpretation. Ad Astra has extensive proven experience successfully delivering sign language interpreting services to Federal, state, and local Government settings. We have performed VRI services nationwide for customers including National Institutes of Health, Environmental Protection Agency, George Mason University, MedStar Health, United Nations, Columbus Public Health (CPH), Georgetown University, and Maryland Office of the Public Defender (OPD).

Our interpreters are skilled at facilitating communication between Deaf and Hard of Hearing individuals and hearing individuals through the video medium. Our primary business mission is to provide equal communications access in any signed or spoken language, on a 24x7x365 basis and at any location.

Ad Astra has a secure, cloud-based VRI system, Boostlingo, which offers customers an affordable, turnkey system with robust capabilities that enable user-friendly, secure access to interpreting service remotely by video. Boostlingo allows communication simply by using a web application (“app”) on a mobile phone or tablet; or clicking on a button on our designated website—all methods that quickly connect callers with a skilled interpreter by video. We ensure connectivity within seconds for instant and continuously available interpretation support without prior scheduling. The on-demand service allows personal assistance with dedicated agents, and no special equipment is required other than an Internet connection and web camera capability with desktop PC, laptop, tablets, mobile smartphone, or other communication device. It is compatible with iOS and PC devices, including iPads and Android tablets. We will provide system training support for individuals who need it.

- 3.4.2 Please describe your capabilities to provide Communication Access Realtime Translation (CART) services or describe your plan to work with CART transcribers and agencies if you are unfamiliar with CART services.

As part of Ad Astra's Deaf and Hard of Hearing linguistic services, we routinely provide Communication Access Realtime Translation (CART) services as part of our support of Federal, state, and local agencies, such as Environmental Protection Agency (EPA), U.S. Navy Fleet Readiness Center – East, U.S. Navy Camp Lejeune, Department of Veterans Affairs, U.S. Federal Elections Commission, State of Maryland, District of Columbia, Johns Hopkins Medicine International, Adventist Health, Fairfax County (VA), and George Mason University.

Ad Astra implements CART services onsite at client locations using our own specialized equipment. Our CART providers use court reporting stenography machines, computers, and software to display everything being said, word-for-word. The text is displayed on a computer, television, or projection screen. Ad Astra uses the most current Adobe Connect technology to ensure complete communication between the captioner and the consumer.

Ad Astra's breadth and depth of relevant experience includes performing CART services for organizations, including the National Institutes of Health, Environmental Protection Agency, George Mason University, MedStar Health, United Nations, Columbus Public Health (CPH), Georgetown University, and Maryland Office of the Public Defender (OPD).

3.4.3 Please describe how you will hire interpreters who qualify per the guidelines listed in Paragraph 3 of Section 5.2 of Attachment I - Scope of Work.

Ad Astra has a proven record of providing qualified personnel to support language services programs and providing robust training support to both our linguists and client/Government staff. We will provide interpreters who meet or exceed the State of Indiana's personnel requirements listed in SOW Paragraph 3 of Section 5.2.

Ad Astra offers personnel interpreters who are skilled in American Sign Language (ASL), certified by national credential entities such as RID, NAD, etc., and experienced and/or familiar with developed Government vocabularies in subject matter related to such areas as medical, social services, legal, technical, accounting, employment, government, etc. Our interpreters have years of real-world experience—applying senior level skills to effectively interpret discourse between various consumers.

We will work with the State of Indiana to ensure we supply certified interpreters with demonstrated record of high-quality and ethical interpretation performance to support this program. After initial thorough vetting—before they are selected from our established interpreter pool to support any particular contract—Ad Astra requires our interpreters to maintain continuous training and consistently meet high standards so that we support our clients to the highest levels possible.

Our Recruiting Team continuously grows our database with ASL interpreters and CART providers who meet the State of Indiana's requirements. Our requirements for our pre-qualified pool of interpreters are outlined as follows:

Ad Astra Sign Language Interpreter Resource Pool Qualifications	
Education, Training, and Experience	
<ul style="list-style-type: none"> ◆ Minimum of 3 years' experience providing proficient sign language interpretation or CART services ◆ Associate of Arts (AA) or higher degrees and certifications and equivalent experience ◆ Experience in Government environments ◆ High level of proficiency in ASL interpretation and transliteration skills ◆ Training in NAD/RID Code of Professional Conduct for interpreters ◆ Experience in working with and understanding the Deaf/Hard of Hearing community ◆ Culturally adept to meet the needs of those who use ASL as a mode of communication 	
Certifications and Qualifications	
<u>INTERPRETERS</u> <ul style="list-style-type: none"> ◆ Based on position, must be certified according to 460 IAC 2-3-3 regarding Indiana Interpreter Certification (IIC) and, if applicable, Vocational Rehabilitation (VR) interpreter qualifications as listed in the VR Vendor Manual ◆ If interpreters do not possess national or Indiana certification, interpreters must qualify as grandfathered or provisional interpreters ◆ Sign Language Interpreters must be certified and be in good standing with organizations such as: <ul style="list-style-type: none"> ◆ National Association of the Deaf (NAD) certification Level III, IV, or V; or ◆ Registry of Interpreters for the Deaf (RID) National Interpreter Certificate (NIC), RID CI (Certificate of Interpreting) and the CT (Certificate of Transliterating). 	
<u>CART WRITERS</u> <ul style="list-style-type: none"> ◆ Membership in NCRA or Alberta Shorthand Reporters Association (ASRA) ◆ Court Reporting School Certificate and either a Certified Realtime Reporter or Certified CART Provider ◆ Demonstrable minimum real-time speed of 225 words per minute at 96% accuracy 	
Subject Matter Expertise	
<ul style="list-style-type: none"> ◆ Successful track record of competently and accurately interpreting/transliterating for a variety of subject areas that are related to State of Indiana relevant subject matter 	
Record of Professionalism	
<ul style="list-style-type: none"> ◆ Proven history of and ability to: maintain confidentiality of all assignments and consumer information, arrive early, be professional, and establish environment conducive to good communication 	
Adherence to the NAD-RID/NCRA Code of Conduct	
<ul style="list-style-type: none"> ◆ INTERPRETERS: Demonstrated experience adhering to professional standards and ethical conduct outlined by NAD-RID Code of Professional Conduct ◆ CART WRITERS: Demonstrated adherence to NCRA Code of Professional Ethics 	
Screening and Testing	
<ul style="list-style-type: none"> ◆ Must pass extensive, third-party testing to certify interpretation/CART abilities and certify language proficiency, both before beginning to work with Ad Astra, and in annual refresher testing 	
Background Check	

- ◆ Passes Ad Astra's standard background check procedures
- ◆ Meets all clearance and background check requirements for the State of Indiana

Ad Astra will ensure that our interpreters and CART providers/transcribers attend training sessions as required by the State of Indiana.

Ad Astra's Recruiting Team has developed a proprietary database of 11,500 screened linguists and a track record for meeting client requirements for highly skilled, certified linguists. Our team has a proven record of proactively recruiting and nurturing a strong cadre of linguists, and we will use various means to source new candidates (who meet every single requirement of the State) for our interpreter and translator pool throughout the life of the contract. These include recruiting candidates through direct outreach to State of Indiana certified interpreters, interpreter/employee referrals, online job boards, social media (LinkedIn, Twitter, Facebook), advertising, career fairs, and university partnerships. As part of our recruiting and human resources processes, we will vet all new interpreters and translators we add to our resource pool prior to sending them on any assignments with the State of Indiana and furnish all documentation of their qualifications and certifications as required.

- 3.4.4 Please describe how you will ensure that interpreters are available for at least ninety-eight (98) percent of in-person American Sign Language interpretation and CART service requests. We recognize that this question is similar to question 3.1.4, but we would like this answer to be specific to American Sign Language interpretation services.

With extensive, proven experience providing the full range of Deaf and Hard of Hearing language support services, Ad Astra is well-poised to provide American Sign Language (ASL) interpretation services. We specialize in performing ASL interpretation, Oral Transliteration Services (OTS), Video Remote Interpreting (VRI), and Communication Access Realtime Translation (CART). We are a member of the Registry of Interpreters for the Deaf (RID), National Association for the Deaf (NAD), as well as other industry recognized professional organizations.

We have assembled a team of uniquely certified and experienced interpreters with the requisite skills and experience in subject matter that is relevant to the State of Indiana. We always will assign interpreters who meet or exceed the requirements outlined by the State of Indiana, including certification and qualification requirements.

Our well-organized, thoroughly vetted resource pool will serve as the foundation for our assignment fulfillment process, enabling efficient services throughout the contract period. This methodology—essentially a strong project management team that coordinates requests with a ready, already-vetted, available group of pre-qualified ASL interpreters—has resulted in a 99% fulfillment rate of all language services we have provided throughout our ten-year history. With our pool of 150 ASL interpreters and CART providers who collectively cover all regions of the State of Indiana, we are poised to fulfill at least 98 percent of in-person American Sign Language interpretation and CART service requests.

3.4.5 Please describe how you will ensure that ninety-eight (98) percent of VRI services are be provided within five (5) minutes.

As mentioned in previous answers, Ad Astra has a pre-qualified pool of interpreters designated for the State of Indiana's contractual needs. This includes ASL and foreign language interpreters who perform interpretation over our Boostlingo system. Our current resource pool for interpreters is made up of 1,200 resources, and we will add resources to our pool on a weekly basis to make sure we have significant personnel resources to meet State of Indiana needs in all languages.

Our system tracks connection time, and on a weekly basis, our VRI/OPI Project Manager will verify that we have met the State of Indiana's requirements for providing 98 percent of VRI services within five minutes. Based on historical record documented in our system, we have provided VRI services within 60 seconds. This record provides confidence that by following our processes and leveraging both our pre-qualified pool of resources as well as our Boostlingo system, we will meet the State of Indiana's connectivity requirements.