

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.

LTC confirms our understanding and acceptance of the details listed in Attachment I – Scope of Work. We do not have any exceptions to any aspect or requirement of Attachment I.

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

LTC has been in business and providing services within the language services industry for the past 27 years. We have been providing interpretation services for the past 20 years and translation services for the past 22 years. During this time, we have held contracts with and provided as-needed services for many types of entities, including federal, state, and local governmental agencies. We provide interpreters and translators for appointments and projects with subject matter expertise in specific areas as requested. Provided below are a few examples of current and previous clients we have worked with to provide interpretation and translation services related to the specific areas that the State of Indiana lists in Attachment I – Scope of Work.

Medical

- Ascension Health
- Indianapolis Gastroenterology & Hepatology

Emergency Services

- Community Health Network
- Franciscan St. Francis Health

Social Services

- Indiana Department of Child Services
- Indiana Family and Social Services Administration

Insurance

- Delaware Department of Insurance
- Chicago Title Insurance Co.

Financial Services

- Defense Finance and Account Service (DFAS)
- United States Army Corps of Engineers Finance Center

General Customer Service

- Empire Hospitality Group
- Hilton Grand Vacation

Agriculture

- National FFA Organization / Future Farmers of America
- United States Fish and Wildlife Service

Automotive

- Subaru of Indiana Automotive
- Volkswagen

Employment

- Integrity Staffing Solutions
- Staffmark Staffing

Medicaid

- Delaware Department of Health and Social Services
- Indiana State Department of Health

Medicare

- Indiana State Department of Health
- Medicare Simplified

Legal

- Ice Miller LLP
- Marion County Public Defender Agency

Manufacturing

- Muncie Power Products
- Stanley Black & Decker

Education

- Pike Township Schools
- Purdue University

Business

- Etech Global Services, LLC
- Human Capital Concepts

Government

- Metropolitan Government of Nashville and Davidson County
- State of Delaware

Court Hearings

- Hancock County Superior Court 2
- Pike Township Small Claims Court

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.

LTC is able to provide language interpretation and written translation services for the Core Languages listed in Section 1 of Attachment I – Scope of Work. LTC currently provides interpretation and translation services in each of these languages for various clients. LTC has held a contract with the State of Indiana providing interpretation services since 2014. During this time, we have regularly provided interpretation services for each of these core languages. For 2018-2019, LTC provided interpretation services to the State of Indiana for the following number of appointments for each core language:

Language:	Number of Appointments:
Arabic	95
Burmese	731
Chin languages	73
French	39
Karen	11
Kinyarwanda	61
Mandarin Chinese	36
Spanish	3,759
Swahili	73
Vietnamese	15

While translation services are not included on our current contract with the State of Indiana, we provide translation services in each of these core languages to State of Indiana agencies on an as-needed basis. The State of Indiana as a whole was our top client in 2019 regarding written translation services, and we completed 35 translation projects during this time. So far in 2020, we have completed 17 projects for various state agencies.

During 2019, LTC provided translation services for 747 projects in 82 languages for all clients. Each of the core languages are represented in these numbers.

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

Interpretation Services

- Arabic
- Burmese

- Chin languages
- French
- Karen
- Kinyarwanda
- Mandarin Chinese
- Spanish
- Swahili
- Vietnamese

Translation Services

- Arabic
- Burmese
- Chin languages
- French
- Karen
- Kinyarwanda
- Mandarin Chinese
- Spanish
- Swahili
- Vietnamese

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.

Interpretation Services

- Albanian
- Amharic
- Armenian
- Bambara
- Bassa
- Belarusian
- Bengali
- Bosnian
- Bulgarian
- Cebuano / Bisayan
- Central Khmer / Cambodian
- Central Pashto
- Chinese / Cantonese
- Congo Swahili
- Croatian
- Czech
- Danish
- Dari
- Daro-Matu Melanau
- Deaf Interpreter / CDI
- Dutch

- Egyptian Arabic
- English-based creoles and pidgins
- Ewe
- Fataleka / Farsi
- French-based creoles and pidgins / Patois
- Fulah / Pular / Poulah
- Danda / Luganda
- German
- Grebo
- Gujarati
- Gulf Arabic
- Haitian / Creole
- Hausa / Housa
- Hebrew
- Hindi
- Hmong
- Hungarian
- Ibo
- Igbo
- Indonesian / Bahasa Indonesian
- Iranian Persian / Farsi
- Italian
- Japanese
- Kannada
- Karenni
- Kikuyu
- Kirundi
- Korean
- Kpelle
- Kurdish
- Lao / Laotian
- Latvian
- Lautu
- Liberian English
- Lingala
- Lithuanian
- Luhu
- Macedonian
- Malayalam
- Mandingo / Malinke
- Marathi
- Min Dong Chinese / Fuzhou
- Min Nan Chinese / Taiwanese / Minnan
- Mina (Cameroon)
- Modern Greek
- Mongolian

- Mon-Khmer languages
- Motu
- Nepali
- North Ndebele
- Northern Kurdish / Kurmanji Kurdish
- Norwegian
- Parsi-Dari / Farsi
- Persian / Farsi
- Polish
- Portuguese
- Pular
- Punjabi
- Pushto / Pashtu
- Rohingya / Rohynga / Rohingya
- Romanian
- Rundi / Kirundi
- Russian
- Samoan
- Sango
- Serbian
- Shona
- Somali
- South Ndebele
- Sudanese Arabic
- Susu / Sousou
- Swedish
- Tagalog
- Tai
- Tamil
- Telugu
- Thai
- Tibetan
- Tigrinya / Tigrynian
- Turkish
- Twi
- Ukrainian / Ukranian
- Urdu
- Wolof / Ouolof
- Yoruba
- Yue Chinese / Chinese Cantonese
- Zarma
- Zulu

Translation Services

- Albanian
- Bengali

- Bosnian
- Bulgarian
- Chinese (Simplified)
- Chinese (Traditional)
- Chin – Hakha
- Croatian
- Czech
- Danish
- Dutch
- Estonian
- Finnish
- Flemish
- French (African)
- French (Canada)
- French (Europe)
- German
- Greek
- Haitian Creole
- Hebrew
- Hindi
- Hmong
- Hungarian
- Icelandic
- Indonesian
- Italian
- Japanese
- Korean
- Latvian
- Lithuanian
- Malay
- Mam
- Marshallese
- Nepali
- Norwegian
- Polish
- Portuguese (Brazil)
- Portuguese (Portugal)
- Punjabi
- Romanian
- Russian
- Serbian
- Slovak
- Somali
- Swedish
- Tagalog
- Thai

- Tigrinya
- Turkish
- Ukrainian
- Urdu

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.

LTC will locate qualified interpreters who are experienced or familiar in subject matters not listed in Section 1 of Attachment I – Scope of Work, as well as additional languages not listed in the non-core languages that we list above. LTC has a recruiting team that is dedicated to bringing new interpreters onto our team. Our recruiting team will follow our typical recruiting process but with a few State-specific adjustments. They will start by creating a job post through our Applicant Tracking System, JazzHR, for interpreters with the specific subject matter expertise needed and/or the specific language. JazzHR allows us to post on various, popular websites, such as ZipRecruiter, LinkedIn, and Monster, which helps us reach a wider range of qualified interpreters in an efficient manner.

In addition, our team will reach out to our current interpreters to ask for referrals of individuals who may have the subject matter expertise needed and/or speak the needed language. We have found that referrals from our current interpreters often result in finding highly qualified and experienced interpreters that we may not have otherwise identified.

Another way we identify interpreters with specific subject matter expertise and/or for specific languages is by reaching out to entities within or related to the specific industry and/or language. Our team will identify and reach out to local businesses, associations, colleges/universities (specifically, the departments related to the industry/language), cultural organizations, community centers, and more. This allows us not only to connect with potential interpreters but also to build relationships with our local community.

After we identify candidates, they proceed through our typical recruiting and hiring process. We conduct a review of work experience, certifications, and qualifications to see if they meet our requirements and standards. After these steps are completed, the interpreters are taken through an orientation that outlines expectations, professionalism, and working as part of our team, which includes specific guidelines for conducting services for State of Indiana agencies.

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

Provided below are the number of interpreters that LTC has available for each core language. As we are submitting a proposal for only Region 2 and Region 3, we have included the number of interpreters for these regions only.

Region 2

Language:	Number of Interpreters:
American Sign Language (ASL)	18
Arabic	8
Burmese	22
Chin languages	6
French	12
Karen	8
Kinyarwanda	5
Mandarin Chinese	21
Spanish	17
Swahili	7
Vietnamese	9

Region 3

Language:	Number of Interpreters:
American Sign Language (ASL)	138
Arabic	68
Burmese	99
Chin languages*	265
French	64
Karen	8
Kinyarwanda	10
Mandarin Chinese	38
Spanish	117
Swahili	22
Vietnamese	19

*The number of interpreters that LTC has available for the different Chin dialects is included below.

Language:	Number of Interpreters:
Chin languages	60
Falam Chin	49
Hakha Chin	75
Kachin	6
Lushai / Mizo Chin	33
Mara Chin	1
Matu Chin	14
Tedim Chin	6
Zou / Zomi	4
Zyphe	17

Provided below are the number of translators that LTC has available for each core language for statewide written translation projects.

Language:	Number of Translators:
Arabic	56
Burmese	45
Chin languages	29
French	85
Karen	34
Kinyarwanda	52
Mandarin Chinese	103
Spanish	189
Swahili	35
Vietnamese	86

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.

LTC works with interpreters and translators who are willing to accept work for after-hours, emergency, and/or expedited situations. Our team discusses this with each new interpreter and translator during onboarding. If there are any exceptions to 24/7 availability, we make a note of this on their profile within our system. LTC has several clients that require such availability, and we provide interpreters and translators for after-hours, emergency, and/or expedited situations on a regular basis. Some specific examples include providing an interpreter for the following situations:

- An individual who is at the emergency room for Community Health Network
- An emergency home removal for the Indiana Department of Child Services
- An individual who is giving birth for Franciscan St. Francis Health

LTC ensures that we assign appropriate interpreters and translators for all appointments and projects, and this standard is not compromised for after-hours, emergency, and/or expedited situations. Our team has a current process in place to ensure that we are assigning appropriate interpreters to appointments with the State of Indiana. When we onboard a new interpreter that will, or likely will, be assigned work with State of Indiana agencies, we ensure they have the proper qualifications and experience, as well as any required certifications or licenses. For interpreters that will work in specific situations or with State of Indiana agencies that have additional requirements, we ensure they have completed these requirements as well (e.g. fingerprint-based background checks, tuberculosis tests, qualification as a court interpreter, etc.). Once we confirm that an interpreter is qualified for State of Indiana appointments, we make a note of this on their profile. This indicates to our scheduling team which interpreters can and cannot be assigned to State of Indiana

appointments to ensure we are only assigning appropriate interpreters.

LTC has a full-time, experienced team that is available to support clients 24 hours a day, 7 days a week. When calling our toll-free number to make a request, clients are connected with a live individual from our team located in Indianapolis, Indiana. This availability allows our clients to request interpreters and translators for after-hours, emergency, and/or expedited situations without any issues. Once our staff member takes the request details, they immediately start the process to identify an appropriate interpreter to go to the appointment and/or translator to complete the project.

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.

LTC realizes the importance of ensuring our interpreters are well prepared for their assignments. As mentioned, LTC obtains certification documentation and reviews qualifications and subject-specific experience with each interpreter during the onboarding process. In addition, we created a state-of-the-art interpreter training program to meet the need for ongoing training to keep interpreters up to speed in industry standards. Our Foundations training program is available to each of our interpreters free of charge. Some of the topics discussed during this training include the following:

- LTC Orientation
- Ethics and Standards of Practice for Interpreters
- Interpreter Credentials
- Documentation and Professional Practice for Interpreters
- Interpreting the Medical Interview & Interpreting in Behavioral Health Settings

A variety of more in-depth and situation-specific workshops are conducted throughout the year. Some of our previous workshops include the following:

- Using Ethical Principles to Resolve Conflicts
- Delivering Bad News for Interpreters
- Interpreting in Mental Health: The Basics
- Note Taking for Healthcare Employees
- Beyond First Person Consecutive: Interpreting in Difficult Situations
- The Happy Interpreter: Self Care in and Outside of the Interpreted Encounter

We also track completion of Continuing Education Units (CEUs) for each of our interpreters. This emphasis on continuous training and development enables our interpreters to strengthen their professional skills, as well as gain more knowledge in order to be stronger, more effective interpreters.

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

LTC runs a background check on each individual as part of the orientation paperwork. This is completed through a company called Career Builder Employment Screening and includes the following:

- Social Security Verification
- Multi-Jurisdiction/National Index Search (to include the sex offender registry, OFAC, DOC, etc.)
- County Criminal Check for County of Residence

For individuals who will, or likely will, be in direct contact with minors or vulnerable populations, LTC requires them to complete a fingerprint-based background check.

LTC does not assign interpreters and translators to any work until background checks are completed with clear results.

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.

LTC will provide to the State an electronic version of the language identification list, which can be viewed in Attachment 2.3.1. This list has a multitude of languages listed in English and written in the target language, as well as a world map. The following describe the recommended usages of this electronic tool:

1. The state personnel can present this list of languages to the consumer/participant with limited English proficiency and have them point to the target language that they speak. The State employee can then see the English translation of the language to make the appropriate request.
2. The LEP consumer/participant can point to the country from which they emigrated on the world map. The State employee can identify the likely target language by looking at the country “profile,” which includes a picture of each country’s flag and the top languages spoken in each country.
3. If the State employee knows the country from which the consumer/participant emigrated, the State worker can go directly to the country profile to view the possible languages.
4. This tool can also be used in the instance that the consumer/participant cannot read the language identification list due to literacy limitations and/or they are unable to identify their home country on the world map. The consumer/participant can simply look through the list of countries and correlating flags and point to their country’s flag.

If State personnel still need support to determine the language for interpretation, they can call LTC’s main line (included on the language identification list) and provide the individual’s name to our staff. Our operations team will be able to identify the individual’s language based on their name. For Burmese dialect differentiation, LTC can access our Burmese specialist via phone to assist with the identification.

In most cases, it will take approximately 30-60 seconds to identify the client's language.

- 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.

Customer Support

LTC has a full-time, experienced team that is available to support clients 24 hours a day, 7 days a week. When calling our toll-free number to make a request, clients are connected with a live individual from our team located in Indianapolis, Indiana. This availability allows our clients to request interpreters and translators for after-hours, emergency, and/or expedited situations without any issues. Once our staff member takes the request details, they immediately start the process to identify an appropriate interpreter to go to the appointment and/or translator to complete the project.

Our interpreter scheduling team can be reached via email at interpreting@ltcls.com, and our translation team can be reached via email at trpm@ltcls.com. We can also be reached by telephone at 317-578-4577.

Technical Support

Clients may contact Voiance's Client Services Department, which is our telephonic interpretation and VRI service provider, at any time regarding technical support and/or appointment feedback via one of the following options:

- Online form at <http://www3.voiance.com/Client-Feedback-Form>
- Toll Free Number: (800) 481-3289
- Email: support@voiance.com
- Live chat via the Voiance website

Dispute Resolution

When an issue is relayed to our team, the staff member who took the details from the client will log the feedback submitted by the client. Every issue receives prompt managerial attention that we thoroughly investigate and document in a written report. As soon as an issue is logged, LTC launches an investigative process to reach a corrective solution. The process includes the following:

- Acknowledge receipt of the feedback within 24 hours.
- Review the feedback and categorize the severity of the situation.
- Management investigates by looking at email communications, conducting interpreter interviews, and/or reviewing appointment details and notes included in our system.
- Analyze all pertinent information to determine appropriate resolution.
- Submit in writing the results of the investigation and include next steps to resolve the issue.
- Provide a resolution to the client's primary contact within 72 business hours.

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.

LTC has a written Emergency Business Continuity and Disaster Recovery Plan. We understand the importance of ensuring that we can serve our clients when they need us and without any issues. See Attachment 2.4.1 for our full Emergency Business Continuity and Disaster Recovery Plan.

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

LTC works with various clients that require us to have a Quality Assurance Program, and as such, we have a written program that has been implemented into our day-to-day work. Provided below is the full Quality Assurance Program, which has been updated specifically for the State of Indiana.

Quality Assurance Program

LTC considers quality control to be of the utmost importance. LTC has a well-established process that will be utilized to ensure the State of Indiana receives high-quality services under this contract.

Organizational Structure

LTC's team is made up of passionate individuals who are committed to ensuring the State of Indiana is provided the high-quality services they expect. Some of these team members, listed below, include individuals who the State of Indiana may communicate with directly.

- Jenna McCullough, Quality Assurance Manager, is focused on ensuring client satisfaction with all government-level clients and subcontractors.
- Hayley Guest, Government Contracts and Compliance Coordinator, is focused on ensuring compliance with the contracts and agreements LTC holds with all government-level clients and prime contractors.
- Stacy Stevens, Director of Operations, is focused on ensuring that LTC's operations teams, which includes the Interpreting and Translation Departments, run efficiently and effectively.
- Lizzette Michel, Translation Manager, is focused on ensuring clients receive the translation services they request on-time and without any issues.
- Philippe Garand, Translation Coordinator & Staff Translator, is focused on overseeing all major translation projects from initial translation through editing. Additionally, he provides direct translation support to clients.
- Nicci Miller, Interpreting Manager, is focused on ensuring clients receive the interpreting services they request on-time and without any issues.
- Carmen Krikorian, Interpreting Compliance Administrator, is focused on ensuring interpreters are qualified for client appointments and scheduling interpreters for each appointment.
- Hannah Schumacher, ASL Interpreting Scheduling Coordinator, is focused on accepting client appointment requests, properly communicating with clients and interpreters, and identifying qualified interpreters to fill each appointment.

- Bethany Jamison, ASL Interpreter Scheduling Coordinator & Staff ASL Interpreter, is focused on accepting client appointment requests, properly communicating with clients and interpreters, and identifying qualified interpreters to fill each appointment. Additionally, she provides direct interpretation support to clients.
- Kristi Teniente, Spoken Language Interpreting Scheduling Coordinator, is focused on accepting client appointment requests, properly communicating with clients and interpreters, and identifying qualified interpreters to fill each appointment.
- Kyle Edge, Spoken Language Interpreting Support Coordinator, is focused on accepting client appointment requests, properly communicating with clients and interpreters, and identifying qualified interpreters to fill each appointment.
- Amy Truman, Staff ASL Interpreter, provides direct interpretation support to clients.

Initiation and Planning

When LTC begins a new business relationship and/or continues a current business relationship under a new contract, we start by meeting with our internal operations teams. During this meeting, we discuss the contract requirements, services to be delivered, quality standards, staffing requirements, implementation timelines, and ongoing monitoring. This initial step ensures that LTC's internal team has consistent information and helps to prevent any misunderstandings that could cause issues for the client.

LTC then meets with the client to ensure both parties understand the requirements and expectations under the contract. If any questions were asked during the meeting with our internal operations team, LTC gets answers to these questions from the State and reports back to the operations team(s), so that they can properly implement. These initial meetings set up LTC to provide high-quality services and meet the expectations of the client.

Deliverables and Quality Assurance

LTC will ensure that we meet all of the contract requirements and any service level agreements implemented under the contract. LTC will also monitor the performance metrics included in the contract. Upon contract award, LTC will officially implement Exhibit C – Performance Metrics and Exhibit D – Service Level Agreements of the official professional services contract into this section of our Quality Assurance Program for the State of Indiana. This will ensure that we are meeting the State-specified requirements.

Monitoring

LTC's staff who provide support and services under the State of Indiana contract will track the service level agreements on a daily basis. LTC's Interpreting Manager and Quality Assurance Manager will review this information and evaluate the effectiveness of it every month. If any issues are identified during these reviews, a plan will be put into action to correct these issues to ensure contract compliance and client satisfaction.

LTC will identify the actual outcome of the service level agreements and provide original supportive documentation on a quarterly basis. This information will be discussed with the State of Indiana during each Quarterly Business Review. During this quarterly review, LTC

will inform the State of Indiana of any quality issues identified during the monthly reviews and the corrective actions that were implemented to fix these issues. If the State of Indiana has additional feedback or requires other corrective actions related to these or other identified issues related to the quality of services, LTC will create an official Corrective Action Plan. This plan will be submitted to the State of Indiana within five business days of request and implemented within 24 hours from the date of acceptance.

In addition to the Quarterly Business Reviews, LTC is open to feedback and suggestions on an ongoing basis, so that we can properly serve our clients. In the event that the State of Indiana needs to raise performance issues with LTC, this is the path of escalation to follow:



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.

Please see Attachment 2.5.1a for an example of a monthly invoice that would be used to detail individual services to state agencies requesting the service. LTC currently provides monthly invoices in a similar format under our current contract with the State of Indiana. The attached invoice has a few State-specific additions per the requirements stated in Attachment I – Scope of Work. The format of our detailed monthly invoice includes the following:

- Unique customer number / “Agency ID #”
- Unique client ID number / “Consumer ID #”
- Department name
- Interpreter number / “Interpreter ID #”
- Language used
- Reason for interpretation
- Date
- Time
- Location
- Billable time
- Billing rate
- Mileage
- No-show (if applicable)
- Total charges

Additionally, LTC will provide an overall monthly utilization summary to state agencies requesting the service. Please see Attachment 2.5.1b for an example of a monthly

utilization summary that would be sent to state agencies utilizing our services. The format for this monthly utilization summary includes the following:

- Names of Languages Used
- Number of Interpretation Sessions/Translated Documents
- Total Amount Billed
- Average Session Length/Document Length
- No-Shows

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).

LTC wants to ensure that the State can link services to individuals without including Personal Identifiable Information (PII) as to not violate HIPAA regulations. To do this, LTC includes a supporting document along with the monthly invoice, which includes the following information: Type of service, requester's name, appointment location, appointment address, cost center number, and type of appointment. This information should be sufficient to help the State link the service to the appropriate individual. If the State requires LTC to provide additional information that would be helpful to this process, LTC will provide all information that is available at the State's request.

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.

LTC uses a multi-level account management approach to ensure that state agencies are able to receive appropriate support throughout their experience.

Service Management

Our first line of service management involves our operational managers. These managers work directly with the operational team members who interact with and fulfill state requests. If there is a concern or question that a state agency would like to escalate, our operational managers are the first step to helping resolve the concern.

Nicci Miller, Interpreting Manager

Email: nlmiller@ltcls.com

Direct Phone: 317-616-3682

Lizzette Michel, Translation Manager

Email: lmichel@ltcls.com

Direct Phone: 317-220-9805

Account Management

LTC Language Solutions account management is handled by the Quality Assurance Manager ("State Account Manager"). This role oversees all government clients, including the State of Indiana, and acts as the liaison between LTC Language Solutions and the state. Historically, this person has been the point of contact for IDOA for reporting, quarterly

meetings, handling state agency escalations, resolving any questions related to billing, and any other discussion regarding the contract and services.

Jenna McCullough, Quality Assurance Manager (“State Account Manager”)

Email: jmccullough@ltcls.com

Direct Phone: 317-537-8708

Company Management

In the event that C-level involvement would be beneficial, LTC can provide support from our Operations Director and CEO. These roles oversee the operational managers and quality assurance manager. They are kept up to date on reporting and other matters involving the state contract on a regular basis.

Stacy Stevens, Operations Director

Email: sstevens@ltcls.com

Direct Phone: 720-996-0775

Martin George, Chief Executive Officer

Email: mgeorge@ltcls.com

Direct Phone: 317-537-9998

State agencies are invited to provide any feedback to the State Account Manager at any time. The State Account Manager regularly meets with our operations and finance teams to ensure service quality, fulfillment, and accuracy of billing are meeting standards. In addition, the State Account Manager provides regular updates to the IDOA Contract Manager and works closely with IDOA to provide solutions to any state agency needs.

Here is a chart of our management structure for the State of Indiana:



The resumes of each of these individuals is included in Attachment 2.6.1.

- 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.

Attachment 5 shows the format of a usage report that, if awarded this contract, will be used and provided to the State of Indiana. While LTC currently provides a similar usage report to the State of Indiana on a quarterly basis, the attached usage report includes the additional items listed in Section 2.6 of Attachment I – Scope of Work.

The consumer names listed in Column I and the interpreter names listed in Column J have been changed for the purposes of this proposal and are not actual individuals.

2.6.3 Please describe, attach, and provide a list of your company's standard reports.

LTC provides reports to clients on a customized basis. Instead of providing our clients with a list of reporting options, we request that our clients provide us with the information that is most beneficial for them to receive on a monthly, quarterly, and/or annual basis. Due to this, we do not have standard reports. Of the reports that clients request, our quarterly report, as you can see in Attachment 2.6.3, is the most commonly requested report. This is the one report that LTC would consider our company's standard report.

2.6.4 Please describe your customized and ad hoc reporting capabilities.

As previously mentioned, LTC provides reports to clients on a customized basis. We strive to be as flexible as possible and give our clients a positive experience in all areas. If our clients do not know what type of information would be most beneficial for them to see on a report, one of our team members can discuss this with you and make recommendations. Some examples of customized reports that have been requested by clients include the following:

- Appointment fulfillment rates
- Top languages
- Top cities
- Top agencies/departments
- Number of jobs per language

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.

LTC has an established online survey that has been used for the State of Indiana throughout our current contract. The online survey tool that LTC utilizes is via Formstack. Currently, we deliver this survey annually to all State of Indiana agencies that utilize our services.

The questions that we have historically included in this survey have helped us assess client satisfaction regarding specific areas of our services. Some of these questions include the following:

- We ask the agencies to rate their satisfaction level in each of the following areas for each service utilized.
 - Availability of resources
 - Timeliness of interpreters
 - Professionalism of interpreters
 - Quality of interpreting services
- We ask the agencies to rate their satisfaction level in each of the following areas for the interpreter scheduling process.
 - Responsiveness in taking requests
 - Ability to fill emergency requests
 - Ability to fill after hours requests

- Accuracy of requests
- Helpfulness of LTC scheduling staff
- Ease of requesting services overnight or on the weekend
- We ask the agencies to rate their satisfaction level in the following areas.
 - Billing process
 - Communication
 - Handling client service issues
 - Overall satisfaction with LTC

Additionally, LTC wants our clients to tell us where our weaknesses are, so that we can make improvements to our services and the overall client experience. One way we do this in the survey is by leaving a space for comments after each question. Another way we do this in the survey is by asking specific questions to initiate this type of feedback. A few examples include the following:

- How could LTC improve to better serve you?
- Do you have a concern that you would like us to reach out to you about to discuss further?

LTC will make updates to the survey based on the requirements included under any new contract. We will also deliver this survey quarterly to all State of Indiana agencies that utilize our services to ensure regular feedback is addressed in a timely manner.

- 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.

LTC utilizes a variety of top-of-the-line platforms for service and billing management.

FLOW

For written translation projects, LTC uses a Translation Management System (TMS) called FLOW. This system allows for automated workflow between the lead translator, proofreader, and project manager for each project. It can be customized to provide account access to clients to view and track progress throughout the project, as well as provide an update on completion for final client review.

Interpreter Intelligence

For language service management, LTC uses the platform Interpreter Intelligence. This premier platform is used globally for scheduling and tracking interpretation appointments. Reports on usage can be pulled instantaneously and provided to any client by request. Reports can show information including the date/time of the request, name of the requester, name of the consumer/participant, language, location, interpreter, scheduled versus actual length of time, and billing information for each individual appointment.

BoostLingo

In addition to Interpreter Intelligence, LTC is introducing the platform BoostLingo to grant even more access to clients. This system allows LTC to set up automated updates on

appointment fulfillment, including the name of the anticipated interpreter. Clients will have access to reporting on fulfillment and spending that can aide state agencies in tracking usage and expenditures.

2.7 Implementation

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

LTC has developed a standard activation procedure for new government contracts to ensure that all parties involved have the information they need to effectively carry out the services. This is the proposed implementation plan for the State of Indiana.

Timeline

Within 7 days of award:

1. **Client Activation Meeting:** LTC will schedule an activation meeting with the State within 7 days of the award, pending the State's availability.
 - a. **Attendees:** This meeting will include, at minimum, the following individuals from LTC: State Account Manager (Quality Assurance Manager), Government Contracts and Compliance Coordinator, Interpreting Manager, Translation Manager, ASL Team Lead, Financial Representative, and CEO. From the State, LTC would request the Contract Manager and any other individual who will handle details pertaining to the contract management.
 - b. **Agenda:** The meeting will focus on reviewing the contract to ensure that both LTC and the State have an opportunity to clarify any details. Topics will include services to be rendered, service regions, invoicing specifications, reporting, a review of LTC's interpreting and translation platforms, and general State expectations.
 - c. **Ongoing Meeting Plan:** A proposed schedule of quarterly meetings will be set forth. LTC will discuss the reporting plan and ensure that the State will receive all necessary information to exhibit the quality and quantity of services being rendered each month and quarter.
 - d. **Communication Plan:** A communication plan will be established. LTC will provide an up-to-date list of all staff who will be involved in supporting the contract, with their contact information. LTC's State Account Manager (Quality Assurance Manager) will be the primary point of contact for the IDOA Contract Manager. Service brochures for state agencies will be reviewed with the IDOA Contract Manager and a plan for how to best get these informational documents into the hands of any state agencies will be determined.
 - e. **Timeline Dates Established:** Specific due dates will be established based on the award date. This will be reviewed with the IDOA manager for feedback and any adjustments needed.
2. **Internal Activation Meeting:** LTC will schedule an internal activation meeting with our operations and finance teams.

- a. **Agenda:** This meeting will focus on reviewing all aspects of the State contract (services, invoicing, compliance, etc.) so that every LTC team member knows their role and is equipped with the information they need to successfully fulfill obligations. We will review the State of Indiana profile that will be updated in our “Government Contracts Quick Reference Guide” (which is available to all staff, at any time, to give them easy, digestible information they need related to State services). This guide is also used as a point of accountability internally for the duration of the contract.
- b. **Ongoing Meeting Plan:** We will discuss and schedule our internal meetings to review service quality, reporting, and any questions that arise while providing support to the State’s interpreting and translation needs. Reviews will happen, at minimum, quarterly. Certain team members will meet monthly to review reporting.
- c. **Communication Plan:** LTC team members will review the established communication structure for handling State agency questions or concerns and expectation on the timeline for taking care of client needs. We will review any aspect of the contract that requires State approval before proceeding.

Within 14-days of award:

1. **Agency Contacts:** LTC will reach out to the full, active list of State agency contacts via email, using either the State directory or another list determined by the IDOA Contract Manager, to communicate our continued support of State interpreting and translation needs. This information will include:
 - a. Service brochures and instructional guides with contact information.
 - b. Service lists with pricing.
 - c. Communication structure and key contacts, with invitation for ongoing feedback.
 - d. Invitation to attend scheduled information webinars to meet our staff, review the services available to them, and ask any follow up questions.
2. **Interpreter/Translator Touch Base:** LTC will reach out to our interpreter and translator teams to review expectations for State work and to answer any questions. We can also gather any updates on availability at this time.
3. **MBE/WBE/IVOSB Vendors Touch Base:** LTC will schedule a meeting with each vendor to review the contract details, the goal percentages and plan to arrive at those goals, and to review quality expectations for State work.

Within 30 days of the start of the period of performance:

LTC will touch base with the IDOA Contract Manager and report the communication activity and webinar attendance we have had with state agencies. Any final details can be discussed at that time to ensure a smooth transition from the current contract to the new one.

As LTC has been conducting these services for the State since 2014, this communication will be simple and straightforward. LTC will be available to meet in-person with any State

agency that wishes to schedule an individualized activation meeting, especially if the requests from the agency will be regular and/or technical.

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

During contract implementation, the following, as described above, will require State involvement and collaboration.

1. An activation meeting between LTC and the State will be conducted.
2. LTC requests that State agencies ask any initial questions they may have about the services and platforms upon receiving information.
3. Webinars will be scheduled for State personnel to attend, and LTC will review the services available to them.
4. Any individual agency activation meetings that take place will require participation from both LTC and the State agency making the request.

Overall, LTC seeks to make this implementation simple and seamless. As we have been conducting these services with the State since 2014, many agencies are already familiar with our work and team members.

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

LTC has developed several tools and protocols to ensure contract compliance. For our operations and finance staff, we have created a Government Contract Quick Reference Guide, which summarizes pertinent information related to the State of Indiana contract, including compliance, management, and billing details. All staff have access to and regularly use this reference guide while fulfilling state appointments.

In addition, staff are in contact daily with LTC's designated State Account Manager about any appointment requests that would require state approval or if they have any questions regarding compliance. This allows the team to maintain quality control and ensure compliance at all times, with confidence.

LTC's State Account Manager and Government Contract Specialist will meet with the operations team quarterly, at a minimum, to review usage reports, client feedback, and any other questions the team may have based on the client requests.

In terms of savings, LTC has several solutions for the state:

- For translation projects, LTC offers a per word discount on repeat words for large-volume projects.
- For interpretation appointments, LTC will always reach out to qualified interpreters who are closest to the appointment location to avoid mileage costs, whenever possible.
- For any appointment that requires a team of interpreters (for which LTC will first

get state approval), LTC offers a 20% discount on the second interpreter. This is generally required for ASL appointments lasting over 2 hours, presentation-style settings, and other appointment types that involve highly technical language.

- Finally, in the event that a local interpreter is unavailable for a particular language, LTC is proud to offer our regular state interpreters via the client's preferred virtual platform. This allows for LTC to schedule our regular state interpreters ahead of the appointment and match the appropriate interpreter to maintain consistency with state agencies, just as we would were the interpreter to conduct services in-person. For state agencies who are further away from metropolitan areas, this is a great solution for eliminating mileage costs.

LTC values educating clients on their service options so that they can make the best-informed decision based on their needs and budgets.

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.

LTC has historically offered the state rates to "other governmental bodies." When a government-related client makes a first-time request, our operations team members ask a series of questions to determine if they are included in this category. When it is clear that the client is an "other governmental body," either the operations team member or our designated State Account Manager reaches out to the client to explain and extend the offer of the state rates.

LTC has the ability to add designations, or "tags," to accounts in our language service management platform every time we create a new client profile. We have a category for "State of Indiana" and another category for "Other Governmental Bodies." This allows us to automatically connect the new client profile with the state rates plan, while also giving LTC an ability to generate reports specific to services being conducted directly versus indirectly under the QPA.

Periodically, LTC can send a report to the IDOA Contract Manager of the clients listed under "Other Governmental Bodies" to ensure transparency and accuracy. If there is ever a question whether a client falls into this category, LTC's designated State Account Manager will confirm the designation with IDOA's Contract Manager before reaching out to the client. To provide an extra level of clarity, transparency and to encourage "other governmental bodies" to utilize language services, LTC will have a specially designed informational slick that parallels the information provided to regular state agencies.

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.

LTC has been providing Video Remote Interpreting (VRI) services through a third-party service provider, Voiance, for the last 6 years. During this time, we have successfully provided VRI services to numerous clients, including the State of Indiana, with excellent connection times and positive post-appointment feedback.

LTC chose a system hosted in the cloud in order to cut down on equipment costs for clients. No software is needed to utilize LTC's VRI services via a computer. If using a smartphone or tablet, clients will download a free application. The following items are all that is needed in order to use VRI services through LTC:

- Computer/Tablet/Smartphone
- Webcam (internal or external)
- Microphone (internal or external)
- Internet Service

LTC's VRI services are offered around the clock and provide the closest option to in-person interpreting. These services combine the power of versatility of the internet and remotely located professional interpreters to provide immediate, convenient interpreting services between individuals who are in the same room.

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.

LTC uses timesheets to verify precise lengths of provided services to ensure that we correctly bill each client. The format for our standard timesheet includes the following:

- Facility Name
- Location
- Room/Suite Number
- Non-English/ASL Speaker's Name
- Date
- Language
- Time In
- Time Out
- Business Unit Number
- Department Number
- Interpreter Name
- Interpreter Signature
- Job Number
- Check boxes for "No Show" and "Cancellation" if applicable
- Additional Notes

The best way for LTC to verify precise lengths of provided services is to provide a space on the timesheet for the client's employee to sign their name both when the interpreter arrives at the appointment and when the interpreter departs from the appointment. This has proven to be a successful verification process for State work.

See Attachment 3.1.2 for an example of our standard timesheet.

- 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

LTC will provide to the State an electronic version of the language identification list, which can be viewed in Attachment 2.3.1, to help determine an LEP individual's language. This list has a multitude of languages listed in English and written in the target language, as well as a world map. The following describe the recommended usages of this electronic tool:

1. The state personnel can present this list of languages to the consumer/participant with limited English proficiency and have them point to the target language that they speak. The State employee can then see the English translation of the language to make the appropriate request.
2. The LEP consumer/participant can point to the country from which they emigrated on the world map. The State employee can identify the likely target language by looking at the country "profile," which includes a picture of each country's flag and the top languages spoken in each country.
3. If the State employee knows the country from which the consumer/participant emigrated, the State worker can go directly to the country profile to view the possible languages.
4. This tool can also be used in the instance that the consumer/participant cannot read the language identification list due to literacy limitations and/or they are unable to identify their home country on the world map. The consumer/participant can simply look through the list of countries and correlating flags and point to their country's flag.

If State personnel still need support to determine the language for interpretation, they can call LTC's main line (included on the language identification list) and provide the individual's name to our staff. Our operations team will be able to identify the individual's language based on their name. For Burmese dialect differentiation, LTC can access our Burmese specialist via phone to assist with the identification.

In most cases, it will take approximately 30-60 seconds to identify the client's language.

- 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.

LTC's standard is to provide an in-person interpreter for at least 98% of all in-person interpretation service requests. Our Interpreting Manager monitors our fulfillment rates every month to ensure we are meeting this standard. If we fall short of this standard, our team discusses and implements solutions to increase the fulfillment rate. One way we do this is by actively recruiting qualified interpreters for various languages/regions.

Additionally, LTC is able to meet this 98% standard as we work with flexible interpreters who are willing to accept work for after-hours, emergency, and/or expedited situations.

Having a pool of available and qualified interpreters ready to accept appointments, even on short notice, allows us to have a high fulfillment rate.

We have provided a fulfillment report, included as Attachment 3.1.4, which includes metrics on our fulfillment rates for in-person interpretation service requests for the State of Indiana during 2018-2019.

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

In-person interpretation services can result in unforeseen circumstances occurring and an interpreter having to, unfortunately, decline an appointment after being confirmed on it. This could occur for a number of reasons, including, but not limited to, an illness, a car accident, or a family emergency. LTC understands how frustrating a cancellation can be for everyone involved, so we emphasize to our interpreters that it is only acceptable to cancel if the situation is a true emergency.

If a cancellation does occur, LTC will provide a replacement interpreter within one hour of the original interpreter's cancellation. We are able to do so due to our extensive pool of interpreters and their ability to accept appointments for last minute and emergency situations.

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.

LTC's telephonic interpretation system has the ability to conference multiple lines on a single call. An additional line can be added to the call from the State employee's end or the interpreter's end. When an additional line is added to a call, there is no additional cost to the State. If awarded telephonic interpretation services under this contract, LTC will provide step-by-step instructions to the State on how to add an additional line to a call.

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

Billable time begins tracking through the telecommunications platform as soon as the client connects with an interpreter. Billable time is then tracked by the minute and is rounded up to the closest minute.

- 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.

The process for determining an LEP individual's language related to telephonic

interpretation services is exactly the same as with in-person interpretation services.

LTC will provide to the State an electronic version of the language identification list, which can be viewed in Attachment 2.3.1, to help determine an LEP individual's language. This list has a multitude of languages listed in English and written in the target language, as well as a world map. The following describe the recommended usages of this electronic tool:

1. The state personnel can present this list of languages to the consumer/participant with limited English proficiency and have them point to the target language that they speak. The State employee can then see the English translation of the language to make the appropriate request.
2. The LEP consumer/participant can point to the country from which they emigrated on the world map. The State employee can identify the likely target language by looking at the country "profile," which includes a picture of each country's flag and the top languages spoken in each country.
3. If the State employee knows the country from which the consumer/participant emigrated, the State worker can go directly to the country profile to view the possible languages.
4. This tool can also be used in the instance that the consumer/participant cannot read the language identification list due to literacy limitations and/or they are unable to identify their home country on the world map. The consumer/participant can simply look through the list of countries and correlating flags and point to their country's flag.

If State personnel still need support to determine the language for interpretation, they can call LTC's main line (included on the language identification list) and provide the individual's name to our staff. Our operations team will be able to identify the individual's language based on their name. For Burmese dialect differentiation, LTC can access our Burmese specialist via phone to assist with the identification.

In most cases, it will take approximately 30-60 seconds to identify the client's language.

- 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.

LTC partners with Voiance, a third-party service provider, to provide telephonic interpretation services. LTC is able to ensure that interpreters are available for at least 99% of all service calls due to this partnership. Voiance provides telephonic interpretation services in over 200 of the most common world languages 24 hours a day, 7 days a week, which gives our clients access to quality services no matter the day or time. These services are provided via an extensive network of large-scale interpreter contact centers.

LTC has provided telephonic interpretation services to various clients over the past 6 years. Some of the core languages listed in this RFP that had fulfillment rates of 99%-100%

during 2018-2020 are provided below.

2018:	2019:	2020:
Arabic	Arabic	Arabic
Burmese	French	French
French	Swahili	Kinyarwanda
Mandarin		Spanish
Spanish		Swahili
Swahili		

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.

LTC can receive projects via encrypted confidential email, facsimile, U.S. Postal Service, and courier delivery. Additionally, LTC can receive projects through our online project management system, FLOW. FLOW allows our clients to enter new projects, receive and approve quotes, check the status of the translation of each document, and retrieve the final translated file.

LTC has received documents from clients for translation services through each of these methods over the last 22 years. We will accept documents in the method that is most convenient for the client, as we want to make the translation process as simple as possible.

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

A document's return time will vary, but typically, up to 2,000 words can be translated per day per translator, and up to 4,000 words can be proofed per day proofreader. LTC has a wide-ranging resource pool of trained and experienced translators who are available to step into a project if the main/assigned translator should be unable to work on a specific day for a specific project. If, for any reason, LTC will be delayed in completing a project for the State of Indiana, LTC will communicate this to the agency's point of contact immediately. However, LTC makes every effort to meet each deadline, even should this require LTC to exceed internal budget.

In LTC's 20-year history providing translation services, our Translation Team has a 99% on-time delivery rate. LTC makes this a very high priority and understands the necessity of adhering to strict deadlines.

- 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.

LTC has a wide-ranging resource pool of trained and experienced translators who are available for translation projects. We regularly work with hundreds of translators across the United States, and because of this, we have translators who are ready to work on a new project, even with short notice. Additionally, our full-time Translation Coordinator, Philippe Garand, often completes translations for both Spanish and French.

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.

LTC has been providing Video Remote Interpreting (VRI) services through a third-party service provider, Voiance, for the last 6 years. During this time, we have successfully provided VRI services to numerous clients with excellent connection times and positive post-appointment feedback.

LTC chose a system hosted in the cloud in order to cut down on equipment costs for clients. No software is needed to utilize LTC's VRI services via a computer. If using a smartphone or tablet, clients must download a free application. The following items are all that is needed in order to use VRI services through LTC:

- Computer/Tablet/Smartphone
- Webcam (internal or external)
- Microphone (internal or external)
- Internet Service

LTC's VRI services are offered around the clock and provides the closest option to in-person interpreting. This service combines the power of versatility of the internet and remotely located professional interpreters to provide immediate, convenient interpreting services between individuals who are in the same room.

- 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.

LTC partners with a local CART vendor who is able to provide both on-site and remote Communication Access Realtime Translation (CART) services. In the event our local provider is not available, we utilize our national providers of CART services to ensure that we can provide the requested services.

LTC's scheduling team will take the initial call from the State requestor. Specific information will be gathered during this call to determine whether the service requires an onsite or remote CART provider. This will include identifying the number of consumers/participants needing the service, the nature of the meeting, the setup of the room in which the meeting is taking place (if not online), the internet capability onsite, and the onsite point of contact for the day of the appointment.

This information is then relayed to our primary CART vendor, who has a team of CART providers at disposal. An appropriate provider will be selected and provided the information gathered from the State requestor. If any training presentations or meeting agendas have been supplied by the State requestor, this information will also be provided to the CART provider to ensure they are well-prepared for the meeting.

LTC's local and national CART vendors are flexible and efficient. Our range of providers allows us to meet any need that the State should have.

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.

Onboarding for ASL Interpreters

When LTC receives a resume from an interpreter, these resumes are immediately forwarded to one of LTC's Staff ASL Interpreters for review.

The staff member then reviews the resume and follows up with the interpreter via email to request a phone or in-person meeting. The purpose of this meeting is to explore work history, certification, years and areas of experience, and interpreter rates. After this initial discussion, the interpreter is screened.

If the initial conversation was conducted via phone, an official screening will be set up via a virtual platform, such as Google Meets. During this screening, we have the interpreter interpret two different scenarios that vary in register, target/source languages, and skill set. If the initial conversation was conducted in person, an official screening will take place after the initial meeting is finished. The screenings are conducted the same regardless of the mode used to complete it.

Once the screening is completed, the staff member determines if the baseline skillset of the interpreter accommodates the needs of State agencies. If additional information is needed, the staff member will consult a Deaf contractor to conduct a more intensive screening from a "native user." This Deaf professional will offer expertise on language nuance and skill to ensure that the interpreter being onboarded possesses the skillset to be a subcontractor with LTC.

Once an interpreter is determined eligible for onboarding, they must attend our Foundations training. This training is approximately one and a half hours and covers LTC's history, the Code of Professional Conduct within the Registry of Interpreter's for the Deaf, LTC's expectations and guidelines, HIPAA regulations, client expectations, and LTC's

interpreting platform used for invoicing.

For the State of Indiana, all ASL/English interpreters will have to turn in their fingerprints, background checks, and proof of certification or IIC before working with us for State of Indiana appointments.

- 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.

LTC's standard is to provide an in-person ASL interpreter and/or CART provider for at least 98% of all service requests. Our Interpreting Manager monitors our fulfillment rates every month to ensure we are meeting this standard. If we fall short of this standard, our team discusses and implements solutions to increase the fulfillment rate. One way we do this is by actively recruiting qualified interpreters and CART providers.

Additionally, LTC is able to meet this 98% standard as we work with flexible interpreters and CART providers who are willing to accept work for after-hours, emergency, and/or expedited situations. Having a pool of available and qualified interpreters and CART providers ready to accept appointments, even on short notice, allows us to have a high fulfillment rate.

We have provided a fulfillment report, included as Attachment 3.1.4, which includes metrics on our fulfillment rates for in-person interpretation service requests for the State of Indiana during 2018-2019.

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

LTC partners with Voiance, a third-party service provider, to provide VRI interpretation services. LTC is able to ensure that interpreters are available for at least 98% of all requests due to this partnership. Voiance provides VRI services in various languages, including ASL, 24 hours a day, 7 days a week, which gives our clients access to quality services no matter the day or time. These services are provided via an extensive network of large-scale interpreter contact centers.

LTC has provided VRI services to various clients over the past 6 years. Some of the core languages listed in this RFP that had fulfillment rates of 98%-100% during 2018-2020 are provided below.

2018:	2019:	2020:
Arabic	French	Arabic

	Spanish	Kinyarwanda	Spanish	
		Mandarin		