	ATTACHMENT D: BIDDER RESPONSE FORM This form is broken into Seven sections: Section 1. Administrative Response; Section 2. EO 18-03 Response; Section 3. Washington Small Business; Section 4. Certified Washington Veteran-owned Business; Section 5. Management Response. Bidders must respond to all questions in the order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of your response to this Attachment D.	
1	BIDDER INFORMATION (ADMINISTRATIVE RESPONSE) Bidder's response to the questions in this Section 1, combined with the information provided in Bidder's Submittal Letter and Certifications and Assurances, comprise Bidder's Administrative Response to this Solicitation. While the Administrative Response is not given a number score, the information provided as part of Bidder's Administrative Response may cause the Bid to be disqualified and may be considered in evaluating Bidder's qualifications and experience.	MAXIMUM TOTAL POINTS
a	Please indicate whether you employ or Contract with current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1. name of employee or contractor; 2. the individual's employment history with the State of Washington; 3. a Description of the Individual's involvement with the response to this Solicitation; and 4. the Individual's proposed role in providing the services under this any Contract that may be awarded.	NOT SCORED
	ANSWER: No, Universal Language Service (UniversalLanguage) does not employ or contract with current or former state employees.	
b	Please list the names and contact information of three individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference's experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference.	NOT SCORED
	ANSWER: Below, please find the names and contact information of three individuals who may be contacted to provide information to DSHS regarding their experience and impressions of UniversalLanguage	

Organization	Point of Contact	Email Address	Phone Number
Swedish Health Services	Name: Kathleen To Title: System Manager, Linguistic Services	kathleen.to@swedish.org	(206) 386-3019

	Providence St. Joseph's Health & Services	Name: Elsie Rodriguez-Paz	elsie.rodriguezpaz@providence.org	(360) 486-6769	
		Title: Interpreter Services Program Manager, Quality Assurance			
	Fred Hutchinson Cancer Center	Name: Evelyn Guerra	eguerra@fredhutch.org	(206) 606-6419	
		Title: Program Manager, Interpreter Services			

c	Please indicate whether your Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation.	NOT SCORED
	ANSWER: No, UniversalLanguage does not plan on using Subcontractors for this Contract. 's Response does not contain any variations from the requirements of the Solicitation Document.	
d	Please indicate whether you are requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A. If so, state the page of Attachment A on which the text you request to change is found, and state the specific changes you are requesting. DSHS shall be under no obligation to agree to any requested changes, and will not consider changes to contract language or negotiate any new language not identified in response to this question.	NOT SCORED
	ANSWER: • Page 39 - Exhibit B, Section 1 (Top 13 Languages): we would like to request that Chinese be removed from the list and replaced with Cantonese and Mandarin. Because this update will increase the list of "Top 13 Languages" to 14 languages, we would ask that the language with the lowest volume (likely Lao) be dropped from the list. • Page 19 and 20, Section 1 (Definitions Specific to Special Terms), subsection bb and hh – both of these definitions are for "Pre-Scheduled Request" and have different definitions. Our preference would be to keep the definition	

	found in subsection bb: "Pre-Scheduled Request" means a Request for Interpreter services received in advance of the scheduled appointment time.	
e	If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder's Response containing such information and place the word "Proprietary" in the lower right hand corner of each of these identified pages.	NOT SCORED
	ANSWER: Attachment D – Bidder Response Form: Pages 33, 34, 35, 36, 56 and 58 Administrative Cost Proposal: Pages 1 and 2	
f	Please indicate whether you have had a contract terminated for cause or default within the past five (5) years. If so, please provide the terminating party's name, address and telephone number and provide a summary Describing the alleged deficiencies in Bidder's performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder's position on the matter. "Termination for Cause" refers to any notice to Bidder to stop performance due to Bidder's asserted nonperformance or poor performance and the issue was either (a) not litigated; (b) litigated with a resulting determination in favor of the other party; or (c) is the subject of pending litigation.	NOT SCORED
	ANSWER: No, UniversalLanguage has not had a contract terminated for cause or default within the past five (5) years.	
g	Please identify any prior contracts Bidder has entered into with the State of Washington within the past ten (10) years and identify the dates and nature of the contract and primary agency contact for each.	NOT SCORED
	ANSWER: **Washington State Healthcare Authority** Contract No. K2474: Spoken Language Interpreter Services, In-Person (2018 – Present) Regions: All Counties in WA, Border Cities in OR and ID Primary Contact: Monique Anderson, HCA Interpreter Services Program Specialist, monique.anderson@hca.wa.gov Contract No. K4724: Spoken Language Interpreter Services, OPI and VRI (2022 - Present) Regions: All Counties in WA, Border Cities in OR and ID Primary Contact: Oscar Ochoa, HCA Interpreter Services Program Specialist, oscar.ochoa@hca.wa.gov	

	Washington State Office of the Deaf & Hard of Hearing Contract No. 1548-29879: Sign Language Interpreter Services, In-Person (2014-2020) Regions: All Counties in WA Primary Contact: Berle Ross / Sign Language Interpreter Contracts and Resources, Office of the Deaf and Hard of Hearing, berle.ross@dshs.wa.gov Contract No. 02120: Sign Language Interpreter Services, In-Person & Video Remote (2020-Present) Regions: All Counties in WA Primary Contact: Berle Ross / Sign Language Interpreter Contracts and Resources, Office of the Deaf and Hard of Hearing, berle.ross@dshs.wa.gov **Washington State Department Enterprise Services** Contract No. 18222: Spoken Language Interpreter Services, In-person, OPI and VRI (2023- Present) Regions: All Counties in WA Primary Contact: DSHSLanguageAccess@DSHS.wa.gov (no specific contact person) Contract No. 03116: Transcription and Captioning Services – CART (2023-Present) Regions: All Counties in WA Primary Contact: DSHSLanguageAccess@DSHS.wa.gov (no specific contact person) Contract No. 03514: Interpreter Services, Spoken: Court-Certified, Non Court-Certified; Department of Social and Health Services and Purchasing Cooperative Members (2015-2023) Regions: All Counties in WA Primary Contact: DSHSLanguageAccess@DSHS.wa.gov (no specific contact person)	
h	Please indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder's explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed.	NOT SCORED

	ANSWER: No, UniversalLanguage has not been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services we propose to provide pursuant to this Competitive Solicitation.	
i	Please Describe your proposed plans for the use of Subcontractors in performing this Contract, listing each Subcontractor, its proposed role, and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each Subcontractor self-identifies or is certified as a Washington small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Note that all Subcontractors must be approved by DSHS.	NOT SCORED
	ANSWER: UniversalLanguage does not plan on using Subcontractors for this Contract.	
J	Please Describe any programs, policies or activities of your organization that support human health and environmental sustainability in your business practices. If a program, policy or activity is specifically applicable to this Contract, please indicate so.	NOT SCORED
	ANSWER: UniversalLanguage supports human health an environmental sustainability in the following areas: **Remote Interpreting Services:** By offering remote interpreting services such as Over-the-Phone Interpretation (OPI) and Video Remote Interpretation (VRI), we reduce the need for interpreters to travel to physical locations, thereby minimizing carbon emissions from transportation and promoting public health by reducing exposure to infectious diseases. **Telecommuting and Flexible Work Arrangements:** We encourage telecommuting and flexible work arrangements for staff members whenever feasible to reduce commuting-related emissions and promote work-life balance. Any staff who live near one of our physical offices are welcome to work exclusively in the office, exclusively at home, or a hybrid of both. **Green Office Practices:** Our offices practice energy conservation, waste reduction, and recycling. Staff are encouraged to minimize paper usage, recycle waste materials, and conserve energy by turning off lights and electronic devices when not in use. Interpreters are encouraged to upload copies of their Work Statements and any required documents into our portal opposed to printing and mailing them.	

	Health and Wellness Info and Challenges: We offer monthly health and wellness ideas for staff members to promote physical and mental well-being including health tips, awareness of special programs and challenges that promote healthy work-life balance.	
2	**BIDDER EO 18-03 CERTIFICATION**	MAXIMUM TOTAL POINTS
EO	Are your employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?

Please Note: Points for this question will be awarded to bidders who respond that they do not require these clauses and waivers. If you certify here that your employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the successful Bidder, a term will be added to your Contract certifying this response and requiring notification to DSHS if you later require your employees to agree to these clauses or waivers during the term of the Contract. | 50 |
| | ANSWER: No, UniversalLanguage employees are not required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver. | |
| **3** | **BIDDER CERTIFICATION –WASHINGTON SMALL BUSINESS** | MAXIMUM TOTAL POINTS |
| | Are you a Washington Small Business as defined under **RCW 39.26.010**?

According to **Chapter 39.26.010 RCW**, to qualify as a Washington Small Business, Bidder must meet three requirements:
   a. *Location*. Bidder's principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm's headquarters where business decisions are made and the location for the firm's books and records as well as the firm's senior management personnel.
   b. *Size*. Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars ($7,000,000) annually as reported on Bidder's federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years.
   c. *WEBS Certification*. Bidder must have certified its Washington Small Business status in | 50 |

	Washington's Electronic Business Solution (WEBS).	
	ANSWER: No, UniversalLanguage is not a Washington Small Business as defined under RCW39.26.010.	
4	**BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS**	MAXIMUM TOTAL POINTS

	Are you a Certified Washington Veteran-Owned Business as defined under **RCW 43.60A.190?**
	
	According to **Chapter 43.60A.190 RCW**, to qualify as a Certified Washington Veteran-Owned Business, Bidder must meet four requirements:
	
	    a. *51% Ownership. Bidder must be at least fifty-one percent (51%) owned and controlled by:*
	        1. *A veteran is defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;*
	        2. *A person who is in receipt of disability compensation or pension from the Department of Veteran's Affairs; or*
	        3. *An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.*
	    b. *Washington Incorporation/Location. Bidder must be either an entity that is incorporated in the state of Washington as a Washington domestic corporation or, if not incorporated, an entity whose principal place of business is located within the State of Washington.*
	    c. *WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington's Electronic Business Solution (WEBS).*
	    d. *WDVA Certification. Bidder must have provided certification documentation to the Washington Department of Veterans' Affairs WDVA) and be certified by WDVA and listed as such on WDVA's website (WDVA – Veteran-Owned Businesses).*
		50

	ANSWER: No, UniversalLanguage is not a Certified Washington Veteran-Owned Business as defined under RCW 43.60A.190.	

5	BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE)	MAXIMUM TOTAL POINTS (PASS/FAIL)
	MANDATORY EXPERIENCE AND QUALIFICATIONS (PLEASE GIVE BRIEF EXPLANATION AS TO HOW YOU MEET EACH REQUIREMENT)	
A	Bidder must have knowledge of working with LAPs under the non-employee WFSE LAP CBA.	
	ANSWER: Beginning July 1st, 2018, UniversalLanguage was contracted as the sole vendor by WA State Health Care Authority to facilitate In-Person Spoken Language Interpreter Services in accordance with its authority under chapters 39.26 and 41.05 RCW. As of April 2020, our company began providing OPI and VRI services for HCA in addition to In-Person interpretation. During this time, we have worked closely with WFSE labor representatives and developed a deep knowledge of our local WA unionized LAPs and the Collective Bargaining Agreement (CBA). Our scheduling system has been customized to ensure services are provided in accordance with the terms of the CBA. We have been responsible for promptly providing requested information withing one business day (or nine business hours) during bargaining sessions, and updating LAP pay rates and various other terms when they change biannually.	
B	Bidder must maintain a business license in the State of Washington.	
	ANSWER: UniversalLanguage possesses a current WA State Business License, and this license will be maintained throughout the life of the contract.	
C	Bidder's proposed solution must adhere to all WaTech IT Security Policies, including but not limited to: (Chapter 4 IT Security) and EA-183.20.10. https://watech.wa.gov/	
	ANSWER: UniversalLanguage's solution shall adhere to all WaTech IT Security Policies, including Chapter 4 IT Security and EA-183.20.10. Our FaceTok audio/video platform has already passed a security review with DSHS IT and we are prepared for our Scheduling Platform (Salesforce) to undergo the same security review at any time.	
D	Bidder and Bidder's employees must be familiar with RCW 41.56.510 – Application of Chapter to Language Access Providers.	
	ANSWER: UniversalLanguage shall review RCW 41.56.510 with staff and provide them with a guide that covers the scope of the law, key provisions and the implications for those involved in collective bargaining, ensuring staff are educated on the rights, processes, and obligations under RCW 41.56.510, specifically related to language access providers.	
E	Bidder must provide services for all top 13 languages as identified in Exhibit B of Attachment A Sample Contract.	
	ANSWER: UniversalLanguage provides services for all top 13 languages identified in Exhibit B of Attachment A Sample Contract.	

	DESIRED EXPERIENCE AND QUALIFICATIONS	
I	Please Describe the experiences, skills and qualifications your organization possesses that are relevant to an evaluation of your ability to perform the Contract that is the subject of this Solicitation. Please ensure that your answer to this question includes all information that you wish DSHS to consider in determining whether you meet the minimum Bidder qualifications set forth in the Solicitation Document. Please include any relevant experience that distinguishes your organization or makes it uniquely qualified for the Contract.	50
	ANSWER: UniversalLanguage is a well-established, highly qualified, and experienced interpreter and translator referral service agency with almost 30 years of experience in the language industry. We offer the full spectrum of interpretation services required in this RFP, including In-person (IPI), over-the-phone (OPI), and video remote (VRI) interpretation services. We have also supported thousands of organizations with language services, through direct purchasing contracts, local and state master contracts, including DSHS for many years, and have a proven track record in handling the volume requirements of this contract, for all three service modalities. Our history of administrating and providing interpreter referral services WA State started in January 1999 with DSHS Contract No. 15398, and statewide Contract No. 13000 thereafter. Beginning January 2003, UniversalLanguage managed onsite Interpreter referral services for DSHS Medical and Social appointments via brokerage contracts, statewide. Since entering our first DSHS contract in 2010, UniversalLanguage has been chosen by hundreds of WA State Purchasing Cooperative Members as their #1 preferred Interpreter referral services vendor statewide. Beginning July 1st, 2018, UniversalLanguage was contracted as the sole vendor by WA State, Health Care Authority to facilitate Onsite Spoken Language Interpreter Services in accordance with its authority under chapters 39.26 and 41.05 RCW, and HCA awarded an additional OPI/VRI contract as of April 2020 – both of these contracts are still in place today and are require full compliance with the Collective Bargaining Agreement (CBA). UniversalLanguage is equipped with advanced technological infrastructure, data centers, and a dedicated team of talented individuals with a passion for the work that they do. We have demonstrated our ability to handle large-scale projects, often coordinating 60,000 pre-scheduled IPI, OPI and VRI encounters and 125,000 on-demand OPI/VRI minutes each month. We have been working with LAPs using web-based scheduling for 12 years, 6 of which has included working with LAPs under the Collective Bargaining Agreement, and as such, our scheduling platform has been highly customized to support the requirements of the Collective Bargaining Agreement (CBA) including but not limited to: • Generating appointment work order forms with required information at the click of a button • Allowing LAPs to view scheduled job information electronically	

- Sending text/email notifications for appointment cancellations made 24hrs or less before the scheduled start time
- Online check-in/check out
  - Electronic notifications sent to authorized requestors within 2 business days if service start and end times are not entered
  - Ability for LAPs to provide service start and end times after 14 calendar days if authorized Requester fails to provide them
  - Ability to dispute times on work orders, with a 14 calendar day window for authorized Requesters to respond
- Notifications sent to LAPs 7 business days prior to the expiration of their background check
- Processing payment for IPI appointments, Block Appointments and OPI and VRI appointments including minimum duration payment based on type of service, correct billing increments based on type of service, Social Service Appointment Premium, scheduled breaks for Block Appointments, refusal of services, no-shows and last minute cancellations (including payment reductions when an LAP accepts a new appointment that overlaps with a cancelled or no-show appointment to prevent the LAP from being paid twice for the same time period), extended services, double bookings, travel reimbursements.
- Invoicing to DSHS by the 10th day of the subsequent month
- Remitting payment to LAPs within 7 business days of receiving payment from DSHS, with the option of direct deposit or direct mail
- Remitting payment to LAPs on the 5th and 20th of each month
- Pay statements that include deductions such as union member dues, total remittance, year-to-date totals and travel reimbursements

We have been responsible for promptly providing requested information withing one business day (or nine business hours) during bargaining sessions, and updating LAP pay rates and various other terms when they change biannually.

In addition to our adherence to the CBA for the past 6 years, we have also successfully followed the requirements of HCA Contracts K2474 (IPI) and K4724 (OPI/VRI), which are very closely aligned with this Contract, including but not limited to:

- On-line Scheduling Platform: (1) The Contractor must provide a secure on-line platform specific for LAPs to: (a) Accept, review and cancel appointments; (b) Review scheduled appointments; (c) Upload LAP required documentation; (d) Review training documents and webinars; (e) Upload or submit reimbursement costs, fees and dues paid; (f) Provide the LAP information or link for feedback; (g) and other requirements for LAPs to remain eligible.

(2) Provide a secure platform specific for Requesters to: (a) Schedule, review, edit and cancel appointments; (b) Check the LAPs in and out for appointments; (c) Review training and webinars for Requesters; (d) Provide a 24/7 customer service center; (e) Provide the Requester information or link for feedback. (3) Provide a secure language line for over-the-phone interpreting services. (4) Provide a secure communication platform for video remote interpreting services. (a) Should a Requester request to use their own video remote platform, bidder will require a hold harmless document (or button) to ensure Requester is responsible for a HIPAA compliant platform (5) Provide an online registration for DSHS staff. (a) Approval by DSHS contract manager is required. (6) Provide training materials for all DSHS staff that access the online scheduling platform. (7) Provide training materials for all LAPs that access the online scheduling platform. (8) Offer, maintain and update a user-friendly platform available 24 hours a day, 7 days a week. (9) Contractor shall ensure all LAPs providing pre-scheduled, in-person appointments pursuant to the Contract are certified, authorized or recognized by the DSHS Language Testing and Certification (LTC) for spoken languages.

- Reports listed in Exhibit C of the Contract
- Maintaining expected fill rates
- Ensuring LAPs meet minimum requirements to provide services
- Block Appointment scheduling, logs and monitoring maximum hours each LAP can provide services
- Data Security and HIPAA compliance obligations
- Insurance coverage
- Notifications for planned/unplanned system outages
- Designated key personnel
- Billing using State Form A-19 Invoice Voucher and payment in accordance with the CBA
- Maintaining proof of immunization and additional required documentation, and restricting LAPs from the appropriate types of services based on lack of required documentation
- Processing requests for interpreter services within required timeframes and providing real-time updates to Requesters (when a request has been filled, pending, returned by LAP, cancelled, etc.)
- Providing responses within 5 business days, 1 business day or immediately based on type of request from DSHS (requests for information (standard and in times of Collective Bargaining or legislative sessions), reports, changes and edit to materials, responses to complaints, etc.)

Additional Unique Qualifications

- Have held consecutive contracts with Washington State for spoken languages since 1999.

- Over 1600 Requesters from various DSHS Agencies across WA state already have active User Profiles created for our online scheduling portal.
- Have been working closely with Interpreters United union via HCA for 6 years, have a deep working knowledge of our local WA interpreters, who we will highly encourage to accept work provided by this Contract in an effort to keep local WA interpreters busy.

- Scheduling Document/Credential Management & Payment platform offerings:
  o Requesters able to report feedback on Interpreters, triggering automated email notifications to interpreter. "Exclusions" added to interpreter's profile prevent them from seeing specific appointments. Exclusions can be permanent or set to expire based on Purchaser/Contract requirements.
  o Complete document management system for interpreters including the ability to upload documents, track needed documents and upcoming expiration dates.
  o Automated email system allows email templates to be created and integrated into any processes (appointment notifications, interpreter documents expiring soon, billing invoices and payment reminders, feedback received/follow ups, contractually required notifications)
  o Internal language database on scheduling portal allows Requesters and staff to look up languages to see pronunciation, countries where spoken, alternate languages that may be spoken, etc.
  o Prevents interpreters from overlapping appointments
  o Allows interpreters to return appointments or generate job invoices with a click of a button
  o Warns Requesters when potential duplicate appointment being entered
  o Allows Requesters to "bulk" upload up to 300 appointments at a time via csv upload
  o Requesters can create and export appointment data reports on demand
  o Task management system within platform allows staff to create single or recurring tasks, and relate them to specific Requesters, Interpreters, appointments, etc. add deadlines and track progress

- Dashboards organize reports for departments and individual staff members, making tracking KPIs, workloads, trends, etc. effortless
- State-of-the-art, secure, proprietary audio/video VRI platform with crystal clear audio and video quality that allows Requesters access to interpreters in an average of less than 30 seconds on any device with an internet connection, camera, speakers and microphone, which has already passed a Security Design Review with DSHS IT.

J	Please provide the names of the key team members you will assign to this Contract, if you are the Successful Bidder, and provide their proposed roles and copies of resumes Describing the relevant experience they possess. Bidder should note that if awarded a contract, it may not reassign its key personnel from the Project without prior approval of DSHS.	20
	ANSWER: The following key team members will be assigned to this Contract	

ANSWER: The following key team members will be assigned to this Contract

- Kristin Van Dyke/VP of Business Operations – Primary business contact, scheduling platform (Salesforce) development requirements, project management, process and procedural development and implementation.
- David Reddecop/Customer Account Support Manager & HCA IPI, OPI and VRI Contract Manager - Contract management, compliance and deliverables, customer account setup, maintenance, training, contract usage expansion outreach, WeCare (feedback/incident resolution)
- Michele Gissibl/VP of Human Resources – LAP onboarding, document and certification management, LAP orientations, LAP recruiting and outreach.
- JP Fegan/Senior Solutions Engineer – Deployments, audio/video platform call flows/routing and updates, audio/video platform development requirements
- Yile Li/Senior Cloud Engineer - cloud infrastructure implementation/Design, corporate datacenter server and application support, systems security auditing, PHI / HIPAA compliance
- Pete Weaver/Quality Assurance Engineer – test plan strategies and development, design, implement and maintain automated test scripts in test environments

Chris Downing, our President and Chief Technical Officer, will oversee our full-time, in-house team of IT Engineers and Developers who will be resources dedicated throughout this project, including our Senior Solutions Engineer, Senior Cloud Engineer, Senior Salesforce Developer, QA Engineer, Senior IT Specialist and our Director of Data Analytics (SQL, Python, PowerBi).

He has over 20 years of engineering experience Designing, developing, implementing and supporting complex infrastructures and security solutions and specializes in providing leadership in fast-paced, deadline driven environments. He has also served as Chief Security Officer (physical and cyber security) for a previous application and platform he led development on, which served over 40,000 remote interpretation sessions daily, making him uniquely qualified to successfully handle this project.

Chris also has extensive executive experience in the following areas that will specifically contribute to the success of this project from an IT perspective:

- Strategic planning and organizational leadership
- Product Design, development and enhancements

	- Platform reliability during high growth - Large platform DevOps - Life cycle, IT program and change management - Process Improvement Please see "Key Staff Resumes (related to Attach. D, Section 5-J.pdf" file for copies of resumes.	
K	Please Describe your method for assuring that your services and deliverables are provided in accordance with high quality standards and for immediately correcting any deficiencies.	40
	ANSWER: UniversalLanguage will use agile methodology to provide services outlined in the Contract, allowing projects and tasks that arise throughout the lifetime of the Contract to get rolled out in a collaborative manner quickly, continuously improve them, pivot throughout the process as needed and respond quickly to any needed changes. Software will be used for our project management, which allows company-wide visibility on our various department's timelines, backlogs and active sprints. A story points system will be utilized during planning phases to accurately gauge workload so accurate deadlines may be determined. As additional tasks arise, story boards will adjusted to reflect and changes in resources needed. Tickets will be created for each task that is part of the project and each ticket will be tracked and assigned via project management software. Expected lifecycle includes: - To Do – Project is in current sprint, is assigned to specific staff, and waiting to be started - In Progress – Assigned staff begin working on the ticket - Development Complete – Assigned staff have completed the task - Ready for QA – ticket is assigned to staff responsible for quality assurance review - QA In Progress – QA staff complete any required testing/review, report any issues, and make any needed change requests - QA Pass – all aspects of the ticket have passed review, any identified areas of concern have been addressed, and QA staff are fully satisfied with end result - QA Fail – an issue has been identified that must be addressed; ticket is reassigned to staff to correct - Awaiting Approval – Executive management approval required prior to deployment - Awaiting Deployment – ticket has been approved by executive management and may be deployed on specified date - Done – ticket has been successfully deployed	

Additionally, UniversalLanguage uses a Case ticketing system to track incoming customer service support, assistance, feedback and complaints received from LAPs and Providers.

New cases are automatically created in our scheduling system, and filtered to the correct staff when a Provider creates a Case record via their scheduling portal, or when a Provider/LAP calls or emails our HelpDesk (IT Support), Billing, WeCare, Scheduling or Account Management (Customer Accounts) departments.

Staff in our various departments are provided with training that allows them to "1st Contact Close" a high volume of cases, meaning they are equipped with the knowledge and resources to close cases without the need to escalate it to higher tiers/levels of support, giving customers immediate resolution. Cases are worked based on Severity and date/time received, nature of issue, and the amount of time the case is stagnant in a particular status (e.g. if a case's status is 'Waiting on Customer' for longer than average, staff may follow up with them in an attempt to move the case forward).

Expectations for handle times varies based on the type and severity of the case. For example, an IT Support Tier 2 case likely requires immediate assistance and should be handled and closed within minutes of receipt, whereas a WeCare Support Tier 2 case may be open for several days as it progresses through various stages.

Value
☐ IT Support Tier 1
☐ IT Support Tier 2
☐ IT Support Tier 3
☐ Billing Support Tier 1
☐ Billing Support Tier 2
☐ Customer Accounts Support Tier 1
☐ Customer Accounts Support Tier 2
☐ Interpreter Documents Support Tier 1
☐ Interpreter Documents Support Tier 2
☐ Sales Support Tier 1
☐ Sales Support Tier 2
☐ WeCare Support Tier 1
☐ WeCare Support Tier 2
☐ Language Ops Support Tier 1
☐ Scheduling Support Tier 1
☐ Scheduling Support Tier 2

Key staff members will have cross-trained counterparts who will be ready to assist during times of absence or if additional manpower is needed to quickly and successfully correct any issues that may arise. UniversalLanguage strongly promotes cross-functional training. This ensures that multiple team members possess the expertise to step in seamlessly if key personnel are unavailable. Secondary personnel shadow and support key employees so they may step in immediately if a key person is unable to perform their duties. Up-to-date documentation of critical processes, procedures and technical specifications are maintained so essential information is easily accessible to relevant personnel, minimizing potential disruptions caused by personnel losses as others can refer to documented guidelines. Succession planning framework is also in place to identify potential successors for key roles within the organization so training may be provided and mentorship to groom these individuals for leadership positions can take place. Each key staff member will also have a member of the upper-management/executive team who will serve as an escalation point so they can be assisted and guided as needed with complex or severe situations should they arise.

Interpreter Related Feedback

UniversalLanguage also has a system for tracking and resolving feedback that is specifically related to LAP performance for a job in our scheduling system. Requesters or our staff may attach Feedback to a job, which triggers the applicable complaint resolution process to begin (based on contract or provider requirements). This type of feedback is handled by our WeCare team, which is dedicated to soliciting and receiving feedback from Requesters and LAPs in order to improve the quality of our services. Interpreters will receive a copy of our complaints policies and procedures, and they will be notified immediately of any feedback that is received for them. Additionally, all feedback is tracked through our online platform and is accessible to each interpreter (for their own feedback), Requesters, and other applicable UniversalLanguage departments. Requesters may also request follow up, if desired, at which point our WeCare Program Specialist will reach out to the Requester to update them on the status of the feedback (including any actions taken). Feedback reports can also be exported and provided upon request.

When necessary, complaints might be forwarded on to other members involved with quality assurance for corrective action measures. Reports can be generated as requested that show the details of each type of feedback received.

Entering Interpreter Feedback

1. Open the job requiring feedback

2. Checkmark appropriate boxes, add comments if needed

3. Click "Save"

- Upon submitting the feedback, an email alert is auto-generated and sent to wecare@ulsonline.net, which serves as a prompt for the WeCare Program Specialist to investigate the feedback and begin the process. An email alert is also auto-generated and sent to the interpreter immediately so they are aware of the incident and given a chance to respond
- Feedback is assigned a unique Feedback Number for each instance, and is tied to a Job Number for ease of reference
- Feedback also for tracking of the following categories of incidents (additional fields may be added upon request):

  - No Shows
  - Late Arrivals
  - Left Early
  - Arrived Unprepared
  - Not Interpreting Verbatim
  - No ID Badge
  - Unprofessional Attire

  - Unprofessional Conduct
  - Gave Back Job
  - Invoice Submitted Late
  - Invoice Submitted After Deadline
  - Invoice Not Submitted
  - Other
  - Praise (positive feedback)

If an interpreter decides to deactivate their account, the feedback will remain on the account; in the possible eventuality that an interpreter decides to work with UniversalLanguage again, upon re-activation, the feedback will persist so that no history is lost.

Below is our typical internal protocol for investigating feedback received, which can be modified as needed to meet DSHS's desired Incident Resolution Plan.

1. Feedback Reported:

Upon receiving an allegation of a potential violation of the Code of Professional Conduct, a Feedback Record is entered into our Scheduling Platform to be reviewed by WeCare staff, who are responsible for investigating and maintaining documentation on any feedback received regarding an interpreter. The interpreter involved will also receive an email, making them aware of new the feedback received.

2. Preliminary Assessment / Investigation:

WeCare staff will conduct a preliminary assessment to determine the nature and severity of the alleged Code of Conduct violation. The interpreter in question will be notified of the allegation and provided with an opportunity to respond, preferably in writing, within a specified timeframe. If necessary, additional information or evidence may be gathered from relevant parties involved in the interpretation session.

3. Determination and Action:

Based on the findings of the investigation, a determination will be made regarding whether a violation of the Code of Professional Conduct has occurred. If a Code of Conduct violation is substantiated, WeCare reviews the applicable section(s) of the Code of Conduct with the interpreter to prevent future occurrences. WeCare staff verify that the interpreter understands and will follow the Code of Conduct moving forward. During this time, the Interpreter's profile is reviewed to determine whether the interpreter has past violations that are relevant to the new feedback received. If the interpreter has a history of similar violations, additional coaching will be provided compared to cases where an interpreter does not have a history of ongoing past violations. All coaching is based on the Code of Conduct that interpreters are expected to adhere to (WAC 388-03-050 for spoken language interpreters). If the interpreter disputes the Code of Conduct violation, further investigation will be conducted to gather all relevant facts and evidence related to the alleged violation. This typically involves speaking with the interpreter to gather information from their perspective and then contacting the complainant to bring clarity to the situation. If WeCare staff review the information provided and deduce that a violation has not occurred, the complainant will be contacted to explain and provide clarity on Code of Conduct expectations for interpreters. As per complainant's request, the following interventions may be implemented: counseling or verbal warning, written warning, time-limited suspension of services, indefinite exclusion of services, or ability to subcontract under contract referrals. An interpreter may be immediately excluded due to Safety and Health or HIPAA violations, and/or public health or safety is at risk. Upon determination of the appropriate remedial action to be taken care of, WeCare staff will provide written notice to the Interpreter, if any, of corrective actions taken. They will also document and track any allegations of misconduct by an Interpreter and the actions taken, and remove any suspensions or exclusions imposed, when applicable.

4. Reporting and Escalations:

In cases involving serious/ongoing violations or legal implications, WeCare will escalate the situation to management for approval to file an official complaint through DSHS Language Testing and Certification (LTC). When contractually appropriate, DSHS LTC will be notified of any significant Code of Conduct violations received that may warrant revocation of certification/credentials.

5. Timeline

Any feedback reported is to be fully investigated and have any associated action(s) completed within no more than 10 business days of receiving the initial complaint, whenever possible. Should additional time be needed to fully address the feedback, the reporting party and/or interpreter will be notified of the delay and provided with an anticipated completion date. If the complainant has a specified response time requested, that will be used instead of the typical 10 business day timeline.

Interpreter Corrective Action / Preventative Action Process

To ensure contract (s) compliance and high-quality interpretation services, we developed and implemented an Interpreter Corrective Action / Preventative Action (ICAPA) processes, an interpreter disciplinary process, where the severity level is determined based on the nature of the incident and the number of incidents.

Please see the figure below for an illustration of the progressive intervention steps which will be taken to help improve interpreter performance:

PROGRESSIVE INTERVENTION PLAN

Verbal Warning

Upon initial receipt of a complaint regarding interpreter performance, a phone call will be made to discuss the violation while reinforcing the importance of abiding by professional codes of conduct, ethics, and other agreements. An email alert is automatically generated and sent to the interpreter for instance of feedback as well. Conversation will be documented on interpreter's profile, along with a new feedback record that will be created.

Written Warning

If a second offense of the same nature occurs, the next step will be a written warning, formally documented in a complaint form and emailed to the interpreter, requesting that they sign in acknowledgment and understanding of the violation, and include any relevant remarks.

1–4 Week Suspension

If counseling proves ineffective in curbing a particular behavior, depending on the frequency and/or severity of the violation, with the approval of the Contract Manager, the interpreter may be subject to suspension from jobs for a period of anywhere from 1 to 4 weeks, during which they will be asked to consider the issue at hand, and invited to talk to our WeCare Program Specialist to answer questions or provide clarification where it is needed. The Contract Manager and the interpreter will be notified immediately upon suspension, accompanied by all required reports.

1–6 Month Suspension

If it is clear based on repeated offense after suspension (or depending on the extreme severity of a first instance of violation), with approval of the Contract Manager, the interpreter may be subject to suspension from jobs for a time-limited period of anywhere from 1 to 6 months. The Contract Manager and the interpreter will be notified immediately upon suspension, accompanied by all required reports.

Termination

After the suspension is lifted (or depending on the severity of the offense), if an interpreter persists in exhibiting behaviors contrary to their agreements regarding codes of conduct, ethics, or other agreements, termination may be necessary to protect the health, safety, and overall well-being of LEP clients and the staff that serves them. In such cases, UniversalLanguage will consult with the Contract Manager to discuss the history of interpreter's behavior and

	determine whether this step is necessary. If so, the interpreter's Contract will be terminated, and they may be excluded from future business.	
L	This contract requires that the awarded Contractor be fully prepared to implement the proposed solution in all aspects on the effective date of the contract. Explain how you will prepare your organization and solution to be fully functional on the date of implementation. What steps will you take to prepare? Who will you include in the preparation? Provide and example of a timeline.	90
	ANSWER: UniversalLanguage is fully prepared to implement the proposed solution by the effective date of the Contract, or earlier if desired by DSHS. We understand the scope of work under this Contract very well and have already been working with DSHS for the in-person portion of the services covered by the Contract (under the HCA IPI Contract). And, because we are already providing OPI and VRI Spoken Language Interpreter Services (CBA) to other entities, expanding those services to DSHS via this new Contract will be possible by 7/1/2025, or sooner.	
	Prior to launch, our solution will be customized to meet all requirements of the Contract. The Contract shares many of the same scheduling platform requirments found in the HCA contracts we hold. Because this functionality already exists for HCA types of requests, it will be a matter of duplicating that functionality to support an additional contract. In cases where certain functionality has been "hard-coded" for HCA interpreter requests exclusively, our in-house developers will update our solution with the same functionality for this Contract, as well as any requirements unique to the Contract.	
	To ensure full readiness on the effective date, the following implementation steps will take place. Adjustments will be made throughout the implementation process as needed to make sure the Contract is rolled out as successfully as possible. Universal Language can collaborate with DSHS as needed during implementation and can add/remove preparation steps to best suite DSHS' needs.	
	Preparation Steps for Full Contract Readiness	
	Internal Team Coordination	
	• We will initiate cross-departmental meetings between our managers, IT department, Contact Center, Account Management, Billing department and Interpreter Accounts teams. This ensures that everyone understands the scope of work and technical updates required. • Each department will assign leads to oversee their portion of the implementation.	

- Internal trainings will be scheduled to address any technical or operational changes.

Technology Preparation
- Salesforce & FaceTok Platform Configuration: We will ensure that our scheduling and interpretation platforms (Salesforce for scheduling and FaceTok for OPI/VRI) are fully configured for the additional services required under this contract.
- A comprehensive Security Design Review will be conducted in collaboration with DSHS IT Security to ensure that our systems meet or exceed WaTech IT Security Policies, including Chapter 4 IT Security and EA-183.20.10. Our FaceTok platform has already undergone this review, so it may be possible that only our scheduling platform needs to be completed.

Customer Service Center Adjustments
- Our 24/7 customer service center, already operational, will be fully briefed on the scope of this new contract, ensuring they can handle any related incoming questions and assist Requesters and interpreters in a timely and appropriate manner for all three modalities, IPI, OPI and VRI.
- Additional customer service representatives will be onboarded to handle the increased volume and existing staff will be cross trained to assist during peak service times.

Quality Assurance and Compliance
- A final quality review of our system integration will be conducted prior to launch to ensure compliance with DSHS guidelines.
- Reporting will be configured/updated to allow staff to monitor system performance, fill rates, and job completion rates to ensure compliance with the contractual KPIs (85% fill rate for in-person, 90% for OPI/VRI after a baseline has been established).
- Internal manuals, training guides, user guides, processes and procedures will be updated to reflect requirements of the Contract.
- Staff will receive training on Requester and LAP Registration processes and Requester and LAP training (detailed in sections below).

Authorized Requester Account Registration

Our Account Management team will be fully trained and ready to assist new Requesters with registering to utilize the new Contract. Outreach to new potential Requesters can be conducted prior to the contract effective date, so Requesters have plenty of time to get oriented and complete account setup before 7/1/2025.

DSHS Agencies and staff that already have established accounts with UniversalLanguage will not need to undergo account registration – the new Contract can be applied to their existing accounts for immediate utilization come go-live.

Requesters from agencies new to UniversalLanguage will register, at no cost to them, using an online form which will be accessible online or provided by our Account Management team. The form will collect information needed to establish an account and allow Requesters the opportunity custom-tailor account default settings (type of job, type of service, address, confirmation preferences and more) so the correct information automatically populates when new interpreter requests are being entered on the platform.

Requesters who wish to utilize our online scheduling portal will be issued a unique user profile; various Requesters are not permitted to share profiles. Requesters will be asked to acknowledge required security and data compliance during registration.

Depending on their level of authority, one Purchaser may register multiple locations they oversee and request user profiles for their staff. Requesters with multiple locations or staff needing profiles may upload files containing necessary information. Templates for this are available upon request.

The majority of all new registrations will be processed in 1-2 business days. Requesters with an urgent need for interpreter services will be prioritized for immediate processing. All new registrations will be processed in a maximum of 3-5 business days. Upon completion, Requesters will receive a "Registration Complete" email with information including instructions on how to request interpreters (via phone, fax, email, scheduling platform) for each type of service and modality, a user guide and pre-recorded webinar outlining all pertinent information Requesters should be aware of when utilizing the contract. They will also receive an "Activation" email prompting them to create a password for their user profile so they are able to login to the platform.

Requesters utilizing OPI and/or VRI interpreter services will also be provided with their OPI and/or VRI access information (if applicable), so they have all information needed to successfully use the service(s) when the need presents.

Requester Training: Requesting Appointments, New Users, Ongoing Needs & System Changes

UniversalLanguage will provide Requesters with a user guide, pre-recorded webinar, quick reference guides and VRI training video (as applicable) when initial registration is complete. This information will also be made available to Requesters with existing accounts with UniversalLanguage so they have access to all information available as well. Information will include step-by-step instructions for:

- Using UniversalLanguage's scheduling platform: entering, editing, cancelling, "cloning" appointments; requesting specific interpreters, verifying appointment statuses, reporting feedback)
- Requesting interpreter services via phone, fax or email (Contractor Scheduled Appointments)
- Specific instructions on how to use each service and modality (IPI, OPI and VRI)
- Contact information for relevant UniversalLanguage departments, hours of operation, etc.
- Frequently asked questions

UniversalLanguage can collaborate with DSHS and Requesters to establish any other information they would like included.

UniversalLanguage is available for on-site training for high-volume contract users upon request, allowing Requesters to receive training that has been customized for their specific agency. Generalized in-person workshops or trainings will also be offered, if needed.

Telephonic and Email Campaigns will be carried out to address any ongoing needs. Typically, Requesters will be contacted via email initially, then receive a follow-up phone call from an Account Manager should additional personalized attention be needed. Additional webinars, written guides, video clips, in-person trainings etc. will be made available at no cost as needed throughout the life of the contract.

Requesters will be informed of any system changes in advance, via email, and will be provided with a timeline, customers service support, and any new training materials incorporating the changes will be made available. Account Managers will be available via phone, email, or video conference to answer any questions or concerns.

Information regarding ongoing issues or additional training needed will be proactively collected and analyzed as situations arise to determine trends and pinpoint where assistance is needed. Opportunities to learn where additional training is needed may be collected via surveys sent to Requesters or during meetings with DSHS and Requesters.

Interpreter Registration & Document/Qualification Verification

Our Interpreter Accounts team will be fully trained and ready to assist new LAPs with onboarding. Outreach to new potential LAPs can be conducted prior to the contract effective date, so they have plenty of time to get oriented and complete account setup before 7/1/2025.

LAPs that already have established accounts and have been providing IPI, OPI and/or VRI (CBA) services with UniversalLanguage will not need to undergo onboarding, registration, etc. but will be expected to go through orientation for each modality if they have not done so already for a particular service.

LAPs new to working with UniversalLanguage will begin registration by completing an online form, which allows them to provide their basic information and experience providing language services (including years of experience, modalities, industries served, specializations, gender, education).

Once submitted, our Interpreter Accounts department (IA) reviews the information to verify the interpreter is eligible/qualified to accept appointments we receive based on the typical credentials our contracts and Requesters require. If so, the LAP moves on to submitting proof of certifications, experience, etc., goes through applicable orientations and submits a variety of additional signed documents (Interpreter Code of Professional Conduct, Confidentiality Agreement, Background Authorization, Business License, Business Associate Agreement, etc.).

Interpreter Accounts processes documents/certifications received by LAPs, updates their accounts as their qualifications change, collects new and missing documents, tracks expiration dates on documents (via reports on our platform) to make sure clearance doesn't lapse (including certifications and background checks), performs internal audits to identify interpreters who are missing documents and/or qualifications for facility-specific requirements, and generates reports as needed to support the oversight and management of this.

Clear, fully legible copies of certifications are accepted and verified using the DSHS LTC online registry. National background checks (that include WATCH background checks) are run for LAPs in-house, but alternatively, we can accept a WATCH background check supplied by the LAP as per the CBA if that is their preference.

Tools are available in our platform that enable the automation and streamlining of the above responsibilities, including reports, dashboards, and behind-the-scenes workflows.

General process flows for how interpreter documents are collected, and approved, resulting in qualifications being added to interpreter accounts so they are eligible to take jobs:

Documents Received by Email/Mail/Fax:

Document Received → IA Reviews for Accuracy → Approved? →(Yes) Add to Interpreter Account → Change Document Status to "Approve"

Approved? →(No) Change Document Status to "Denied" → Discard Document → Email Alert to Interpreter → Interpreter Re-Submits → Document Received
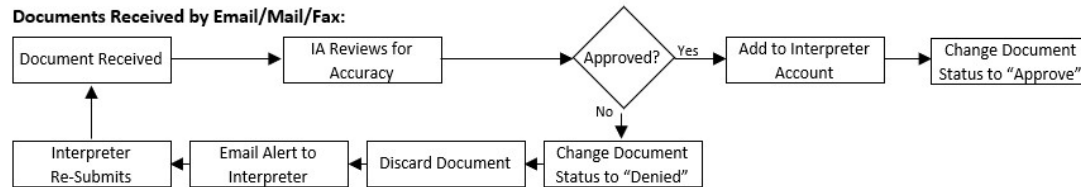
Documents Submitted via Platform:

Document Uploaded / Submitted for Approval → IA Reviews for Accuracy → Approved? →(Yes) Change Document Status to "Approve"

Approved? →(No) Change Document Status to "Denied" → Email Alert to Interpreter → Interpreter Re-Submits → Document Uploaded / Submitted for Approval
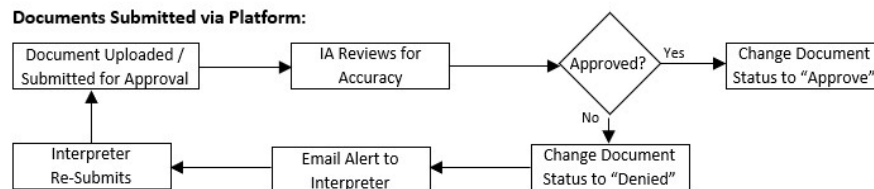
LAP Training: New Users, Ongoing Needs & System Changes
Prior to providing services under this Contract LAPs will be on-boarded, at no cost to them, and provided training via a combination of User Guide, pre-recorded webinar and orientation on, but not limited to:
- Performance Requirements outlined in this Contract
- Accessing UniversalLanguage's scheduling and coordinating services: UniversalLanguage's role and relationship with Interpreters, contact information, hours of operation
- Using UniversalLanguage's scheduling platform: overview, functionality, accepting/rejecting appointments, appointment eligibility, user profile updates, returning appointments, generating job invoices, interpreter document management, additional resources available
- Contact information for relevant UniversalLanguage departments, hours of operation, etc.
- Frequently asked questions
- Complaint resolution/feedback process

LAPs that already have established accounts and have been providing IPI, OPI and/or VRI (CBA) services with UniversalLanguage will not need to undergo this training unless they have not done so for a particular modality/type of service.

UniversalLanguage can collaborate with DSHS and Requesters to establish any other information they would like included.

Telephonic and Email Campaigns will be carried out to address any ongoing needs. Typically, LAPs will be contacted via email initially, then receive a follow-up phone call should additional personalized attention be needed. Additional webinars, written guides, video clips, in-person trainings/workshops etc. will be made available at no cost as needed throughout the life of the contract.

LAPs will be informed of any system changes in advance, via email and new training materials incorporating the changes will be made available. Support will be available via phone, email, or video conference to answer any questions or concerns.

Information regarding ongoing issues or additional training needed will be proactively collected and analyzed as situations arise to determine trends and pinpoint where assistance is needed. Opportunities to learn where additional training is needed may be collected via surveys sent to Interpreters or during quarterly meetings with DSHS and Requesters.

LAP Training for OPI & VRI Technology
Because many of the LAPs UniversalLanguage works with already provide OPI and VRI (CBA) services, the training necessary for these services will be minimal as this Contract comes into effect. LAPs who are new to providing OPI/VRI services interpreters go through an orientation that includes reading applicable user guide(s) and watching applicable pre-recorded webinar(s) (or equivalent live webinar). LAPs can also participate in a mock VRI/OPI session so any issues can be addressed prior to providing services. LAPs may also schedule a meeting with a UniversalLanguage representative to go over any concerns should they have any reservations.

During this orientation, LAP are provided with:
- Step-by-step service overviews and process: accepting appointments, how to start and end OPI/VRI sessions, and best practices (speaking in first person, referring to themselves as "interpreter" if interjection is needed, etc.)
- Prerequisites: quiet, secure, HIPAA compliant home or office-based location and:
  - OPI: land line phone; updating user profile with OPI information; instructions for validating OPI Pin and logging into IVR (phone system)

- o VRI: plain distraction-free background; device requirements (computer, internet connection speed, web camera, microphone, speakers); instructions for providing services via our VRI platform (logging in, managing your status, data collection for Requesters, troubleshooting tips, special platform features)
- Reading and familiarizing themselves with scripts to be followed (pre-session, post-session scripts, ending session, questions)
- Sample recording of OPI call setup from the interpreter's perspective for those providing OPI services; demo of VRI session for those providing VRI services.

As new features, policies, or changes in the technology are rolled out, LAPs providing OPI/VRI services are notified in advance and provided with updated training materials, typically in the form of quick videos, informational email announcements, webinars, updated user guides, etc.

Example Timeline:

Upon Award

- Finalize security review requirements for scheduling platform (FaceTok if an additional review is needed) and begin coordination with DSHS IT Security for Security Design Review (SDR).
- Assign a lead project manager to oversee implementation and ensure communication across departments.
- Assign dedicated contract manager.

T - 6 Months

- Hold internal team kickoff meeting with key staff from IT, Contact Center, Interpreter Accounts, Account Management, Billing and Operations teams to ensure alignment on service delivery objectives, review the contract's terms and establish a project timeline. Assign roles and responsibilities across departments.
- Develop initial risk management strategy, identifying potential challenges (e.g., recruitment, technical issues, volume surges).
- Schedule routine meetings to track progress and resolve issues until go-live with internal staff and DSHS Contract Manager as needed.
- Create a project management plan.

- Begin the process of updating internal manuals and guides.
- Gather requirments for any platform development needed to support contract-specific requirements and provide to IT.
- Begin recruitment efforts for internal staff needed for Contract (contact center staff, OPI operators, etc.) and other departments as needed.
- Begin active recruitment campaigns for LAPs in all languages, starting with high-demand languages and hard to serve languages.
  - Organize group training sessions and webinars for newly recruited LAPs, or LAPs new to providing a specific type of service.
    - Ensure interpreters understand platform requirements, call protocols, and system updates (OPI/VRI).
    - Provide training on HIPAA compliance, confidentiality, and secure communication.
- Conduct ongoing security review activities with DSHS IT Security
- Begin development of any changes needed related to security design review.

T - 3 Months

- Continue recruitment campaigns for LAPs.
- Begin development cycle for Salesforce and FaceTok system configuration and updates to support contract-specific requirements, including any Security Review updates needed.
- Document support materials (internal and external manuals, user guides, webinars, etc.) needing updates or creation and begin drafts.
- Draft contract announcement for Requesters and LAPs.
- Create online registration pages for DSHS staff and submit to DSHS Contract Manager for approval.
- Conduct ongoing security review activities with DSHS IT.

T - 2 Months

- Complete Security Design Review with DSHS IT if still pending completion.
- Complete QA testing of all Salesforce and FaceTok changes in testing environments; ensure changes developed fully meet contractual requirements and are ready for deployment.

- Review and approve all newly created or updated support materials such as user guides, quick reference guides, frequently asked questions, videos, webinars, email templates, et.
- Send contract announcement email to Requesters and LAPs
- Continue recruitment campaigns for LAPs.
- Provide orientation for any current LAPs new to providing a particular service (e.g. IPI, OPI, VRI)
- Create staff training including customer service workflows, support escalation, and general support.
- Create approved online registration for DSHS staff.

T - 1 Month

- Launch online registration for DSHS staff.
- Process incoming registrations
- Work with DSHS Contract Manager to obtain any potential new Requesters who may be contacted and encouraged to register.
  - o Send registration notification email.
- Send email campaign to existing DSHS staff with new and updated support materials, such as platform user manual, quick reference guide, frequently asked questions and pre-recorded webinar; offer live webinars and/or meetings for any staff interested
- Continue recruitment campaigns for LAPs.
- Provide additional orientation for any current LAPs new to providing a particular service (e.g. IPI, OPI, VRI).
- Provide staff training including customer service workflows, support escalation, and general support, and updated support materials.
  - o Make any adjustments to internal support materials based on feedback.

T - 2 Weeks

- Deploy QA passed code changes for platforms into production environments.
- Provide any requested webinars and meetings with DSHS staff
- Process incoming registrations

T - 1 Week

• Final communication sent to DSHS Staff regarding system readiness on launch date, scheduling protocols, and post-launch support. • Ensure the HelpDesk, customer service, and backup staff are all on standby for any unexpected issues at launch. Provide "refresher" training on the Contract. • Provide any requested webinars and meetings with DSHS staff • Process incoming registrations **Launch Date:** • Monitor real-time data and reporting on performance (e.g., connection rates, scheduling fill rates). • Ensure 24/7 customer service and HelpDesk readiness to support DSHS and LAPs. • Conduct post-launch review meetings to assess any emerging issues.	

M	The awarded Contractor is expected to collaborate with DSHS IT Security to initiate and complete a Security Design Review with the WaTech Office of Cybersecurity to ensure the proposed solution meets or exceeds WaTech Policies and Standards, Chapter 4 IT Security and EA-183.20.10. Policies	WaTech Please provide the following: Describe the authentication and authorization mechanisms of your solution. Describe the single sign on capabilities of your solution. Describe how your solution supports encryption at rest and in transit. Describe how your solution addresses critical security risks listed in OWASP Top 10.	90
	ANSWER: UniversalLanguage is firmly committed to ensuring that our FaceTok OPI/VRI platform, as well as our Salesforce-based scheduling system, fully meet or exceed the security standards outlined by WaTech, including Chapter 4 IT Security and EA-183.20.10. **Authentication and authorization mechanisms of our solution**	

Proprietary

Proprietary

Proprietary

Proprietary

N	This Contract requires that you have a customer service center open 24 hours a day and 7 days a week to assist with registering, scheduling and other issues that occur. Explain how you will staff this customer service center, and should an agent not be available, what backup assistance will be provided?	40
	ANSWER: Proprietary Proprietary	

Proprietary

Proprietary

O	This Contract requires that your solution have an online scheduling platform for the authorized Requesters and language access providers (LAPs).	90
	Explain what experience you have with online platforms for scheduling appointments. In order to provide accurate information, be very detailed in your experience, knowledge, and how long you have provided this service. If you do not have an online platform, explain how you would ensure that a platform was created and available prior to the date of Contract. If already existing, please provide a work sample of your proposed solution.	
	ANSWER: UniversalLanguage's experience with online scheduling platforms dates back to 2012, when we began utilizing an online platform that was specifically created for the interpretation industry. The platform allowed interpreters to view and accept new job offers posted by UniversalLanguage staff, as well as other features such as credential/qualification management and feedback related to services. After working with that platform for a number of years, UniversalLanguage launched its own proprietary, HIPAA compliant web-based platform in 2015, allowing us to fine-tune an online platform to best suite the needs of our Washington-based Requesters and LAPs.

Our scheduling system (Salesforce CRM custom platform) scores an A+ on Qualys SSL Lab site, has passed SOC2 Type 2 Audit for privacy of client information (here is a list of Salesforce's SOC2 certifications: https://compliance.salesforce.com/en/soc-2), is HIPPA compliant and BAAs are in place with our business associates to confirm and enforce HIPAA compliance. Our solution is cloud-based, with backup hosting services in case the primary service is taken offline. All data is stored within the United States. Our solution requires a different login type than the public has access to for administrative roles and those login types are for staff members only (IP restricted from the public). Multi-factor authentication is required during login for those with administrative roles.

Our scheduling platform is highly customizable and built with the ability to scale in mind. UniversalLanguage is committed to working with DSHS to make necessary and/or recommended customizations to meet DSHS' evolving needs throughout the life of the contract. Over recent years, we have been processing up to approximately 60,000 assignments via our scheduling platform on a monthly basis and have the capacity to increase that number well beyond that volume without compromising user experience or putting our system at risk.

Scheduling System Information

Although we are able to accept requests from Requesters via phone, email, and fax – our state-of-the-art web-based platform allows Requesters to login securely and request, edit, cancel and verify assignments for IPI, OPI and VRI services 24/7/365. We | |

also offer a mass upload, where Requesters can upload hundreds of interpreter requests at a time via the scheduling system. Any planned maintenance requiring downtime of the scheduling system will be administered on days/times which will result in the least amount of disruption for users as possible. Our highly customized, intuitive and user-friendly interface is currently used by thousands of Washington State Requesters who login to input, view, reschedule and/or cancel assignments, including over 1,600 DSHS staff members.

Scheduling Portal Access / Logging in: Per HIPAA privacy laws and OCIO 141.10 Standards, UniversalLanguage has security protocols around user logins. Each User must have their own unique user ID and password. Requesters and LAPs must not share their user ID or password. For security purposes, users are required to change their password every 90 days. UniversalLanguage offers the following profile types, based on their role, authority and level of access needed:

- **Requesters**
    - Single Standard access: Provides the authorized Requester the ability to request, edit, and cancel jobs as well as chick-in/out LAPs for appointments on a single account.
    - Hierarchy Standard access: Provides the authorized Requester the ability to request, edit and cancel jobs as well as check-in/out LAPs for appointments on multiple accounts.
    - Single Limited access: Limits the Portal user's ability to check-in/out LAPs for appointments for jobs under a single account. They will not have the ability to submit, edit, or cancel requests on the online portal.
    - Hierarchy Limited access: Limits the Portal user's ability to check-in/out LAPs for appointments for jobs under multiple accounts. They will not have the ability to submit, edit, or cancel requests on the online portal.
- **LAPs**
    - Captcha incorporated in LAP login page
- **UniversalLanguage Staff**
    - Staff are issued role-based profiles to minimize access to information that is irrelevant to their position, particularly PHI and other confidential information.
    - Multi-factor authentication required for all Staff users when logging into the scheduling system

Requester Portal Overview

Tabs Overview

Jobs Tab

The *Jobs*[1] tab allows users to view all appointment requests entered for all locations and/or departments. Information on any given column can be organized by clicking on the column headers, allowing users to display jobs in ascending/descending order.

- Five (5) views are available on the *Jobs* tab:

    o   My Upcoming Jobs

    o   My Upcoming Cancelled Jobs

    o   My Past Jobs

    o   My Disputed Jobs

    o   My Linked Jobs

Accounts Tab

The *Accounts*[2] tab shows a list of all locations and/or departments that appointments may be requested for within the user's organization. Each account can be clicked on to view full account

information including Confirmation & Update Preferences and default settings for the services applied to the account.

Contacts Tab

The *Contacts[3]* tab contains a list of all users from an organization that are added to the accountbeing accessed.

Job Search Tab

The *Job Search[4]* tab give users the ability to access requests based on multiple search criteria.Searched results can be exported into an Excel file by clicking the Export Results button.

Jobs Upload Tab

The *Jobs Upload*[5] tab gives Standard Access users the ability to enter multiple appointment requests via one CSV file. Please refer to this page for a current template and instructions onuploading jobs.

Submitting Requests (Jobs)

To create a new interpreter request, the Requester will first be directed to select the correct account for the department / location from the list of accounts they have been authorized to request for (Figure 1), and then click the Create New Job button to get a New Job screen which will allow the Requester to input all necessary appointment details (Figure 2).

Figure 1

Figure 2

CREATE A NEW JOB

Fill out the form below to create a new job

Job Type

*Type of Job
Private Sector

*Type of Service
In-Person

Job Information

*Language
-- Select --

*Start (Arrival) Time

ASAP / Flexible Arrival ⓘ ☐

To Be Arranged ⓘ ☐

Call Before Send ⓘ ☐

Until Discharge ⓘ ☐

*Duration Hours
1

*Duration Minutes
0

Gender Preferred
-- Select --

*Client Last Name

Client First Name

Client Phone Number

Reference # ⓘ

Reference # Description

Notes To Interpreter (e.g. department, clinic, field of services; directions; contact info for social service appointments)

Location Information

*Job Street Address
12345 NE 67th St

*Customer
DEMO Customer Account - Location 1

Job Suite / Bldg

*Requester Name
Demo Requester 1

*Job City
Anytown

*Requester Phone Number
(425) 365-0071

*Job State
WA

*Job Zip Code
98055

Confirmation

*Confirmation Preference
Online

Confirmation Email ⓘ

Confirmation Phone ⓘ

Job Status Email Alerts ⓘ
Yes

Confirmation Fax ⓘ

Customer In-Person Job Notes

*Industry Type
Medical / Healthcare

Interpretation Setting
One-on-One

Mode of Communication
Consecutive

Requesters also have the ability to create duplicate interpreter requests with the use of the 'Repeat Job' function, which when clicked, displays a new job with all fields copied over to the new job. At this point, the Requester can adjust all copied field values as necessary for the new date and time, allowing for faster and easier interpreter request entry for clients and patients that have ongoing appointments.

Tracking Requests

When initially logging in, Requesters are welcomed by a convenient non-aggregate report view called 'My Upcoming Jobs' of their upcoming, pending and filled/scheduled jobs, listed in chronological order with today's jobs listed at the top – this report view identifies the jobs that have been met as requested, and the jobs still pending. This listing of upcoming jobs gives the Requester a quick glance at their requests with the most vital data points (date, time, duration, job #, language, interpreter name if available, client info, location/department, and status).

Figure 3

The Customer Status field will clearly identify the stage of the request for easy tracking:

- Pending
- Scheduled
- Cancelled

An alternate and similarly formatted report view called 'My Upcoming Cancelled Jobs' will include a list of jobs that have been either cancelled/rescheduled by the Requester, or jobs that UniversalLanguage was unable to fill (specific reason for cancellation will be provided). Other views are also available from the dropdown menu, such as complete lists of past jobs (both filled and unfilled) for review and reference.

Additionally, each column heading (e.g. language, interpreter, location) can be clicked to reorganize this view to organize the jobs and find the ones the Requester is seeking more easily on our report views.

To edit or cancel a request, the Requester can locate the job and click on the Job # link to open full details of the job. From there, they will be able to make adjustments, including cancelling the request.

Upon clicking on the job number of the desired interpreter request/appointment, the Requester will have access to full information about the interpreter request. On the Job detail screen, Requesters will have access to all information about the appointment, including but not limited to:

- Job #
- Status
- Cancellation Details
    - Cancelled By
    - Date & Time
    - Reason
- Reason Job Not Filled
- Language
- Start Date & Time
- Duration
- Client Name
- Client ID (if required)
- Provider

- Requester Details
  - Name
  - Email
  - Phone
  - Notification preferences
- Interpreter Name
- Special Request Information
  - Gender
  - Specific Interpreter Requested
  - Notes to Interpreter
- Returned (if LAP gives back an accepted job)
- Feedback on Interpreter Performance

Online Check-in/Check-out

When the LAP arrives on site for the appointment, the staff member responsible for checking the LAP in logs into the scheduling system, locates the job, and clicks on the "Check In/Out" button, where they will be prompted to enter the service start time. Pop-up messages are displayed when the system detects potential errors, such as attempting to check in on the incorrect day or attempting to check in extremely early. Requesters also have access to a Job Invoice button, which will generate a pre-filled interpretation work statement they may print out and use instead of electronic check in/out, if needed.

When service is completed, the staff member responsible for checking the LAP follows the same procedure used to check the LAP in. Additional pop-up messages may be displayed should the system detect potential errors, such as indicating services ran drastically longer than originally scheduled. They will also have to option of indicating that services did not take place and leaving a brief explanation as to why (e.g. client no show).

Reports

Clients/Requesters have the ability to pull reports using a couple of different methods on demand. Our advanced search bar will allow the user to pull up ad hoc searches for any fields found on the appointment, this includes very commonly searched fields such as language, city, county, LEP client name, LAP, provider, branch, department, job number and more. Pulled search reports can be further sorted by column headings and even limited again by selecting the letter of the alphabet that corresponds to the data the user wishes to pull up.

Aggregate reports are available to Requesters from the Jobs tab, and allows them to view their jobs by different statuses, further sort by languages, department, patient/client information, and various other data points.

Requesters are also able to enter specific filter criteria on the Job Search page to pull up all requests with matching search criteria, and those results can be exported into .csv files allowing Requesters the ability to create their own reports in real-time (see Figure 4).

Figure 4

Custom new reports can be created for DSHS at any time, and will provided within timeframes designated in the Contract.

When the LAP arrives on site for the appointment, the staff member responsible for checking the LAP in logs into the scheduling system, locates the job, and clicks on the Check In/Out button, where they will be prompted to enter the service start time. Pop-up messages are displayed when the system detects potential errors, such as attempting to check in on the incorrect day or attempting to check in extremely early. Requesters also have access to a Job Invoice button, which will generate a pre-filled interpretation work statement they may print out and use instead of electronic check in/out, if needed.

When service is completed, the staff member responsible for checking the LAP follows the same procedure used to check the LAP in. Additional pop-up messages may be displayed should the system detect potential errors, such as indicating services ran drastically longer than originally scheduled. They will also have to option of indicating that services did not take place and leaving a brief explanation as to why (e.g. client no show).

Once service start and end times have been entered by the Requester/Provider, the LAP may then Approve or Dispute the times. Any jobs waiting for LAP approval are found on the 'Approve Start/End Times' tab of their portal. If the LAP agrees with the start and end times, provided, they click Approve. If they would like to dispute the start and/or end time(s), or

they have not been provided, LAPs click 'Provide Alternate Time(s)' and provide the Start and/or End Time(s) that we can forward to the Requester.

Requesters may submit feedback on an LAP for a job they provided services at by opening the applicable job requiring feedback, selecting the appropriate boxes and adding additional comments if needed.

Matching qualified LAPs to requests

Our Web-based platform automatically filters interpreter requests and looks for the same values on the LAP's profile. Only LAPs that have all the same matching criteria are considered eligible, and therefore are able to accept (and be scheduled for) those jobs. The criteria being evaluated for exact match includes but is not limited to:

- Language Requested
- Language of Certification
- Type of Certification (Medical, Social, ASL, etc.)
- Requirement Documentation / Immunizations
- Proximity / Geographic Location of Appointment
- Special Requests for a Specific Interpreter and/or Gender
- Industry Type
- Setting of Appointment (One-on-One, Group, etc.)
- Type of Service (In-Person, OPI, VRI)
- Interpreter Availability (schedule conflicts)

Since our web-based platform automatically filters all interpreter requests, LAPs are able to login independently via their secure login and password and accept appointments, all in real-time. Simultaneously, our scheduling department monitors all

requests coming in and is able to reach out to eligible LAPs via text, email, and/or phone to offer them available appointments. Automatic updates are sent to the Requester to keep them apprised of the status of their interpreter requests while it is in the pending status, at the designated/requested time intervals.

After the eligible LAP accepts an assignment or the appointment is manually assigned by a Scheduler, an automatic email is sent to the Requester with HIPAA compliant information, informing the Requestor that an LAP has been assigned for their request. If the Requester prefers to receive the confirmation of scheduled LAP via phone or fax, these tasks are completed by our confirmations staff who diligently monitor all requests to ensure that all confirmations are done efficiently and that confirmation deadlines are met.

Email / Text Notifications
UniversalLanguage has developed notification alert plans for Requesters, LAPs, and internal staff for a wide variety of platform functions for optimal system and business management, allowing all involved parties to stay informed of any changes on the go. This allows end-users can stay current even they don't have an opportunity review the status of requests online. The following is a list of HIPAA-compliant notifications that our system sends out on a daily basis automatically regarding interpreter requests.

Requesters	LAPs	Internal Staff
• Status Update (numerous)	• Available Job	• Special Request Review
• Job Filled (Confirmation)	• Available Job (You're Requested)	• Pending Job Needs Attention
• Job Pending, Need More Time	• Your Job has been Updated	• Feedback Received
• Job Unfilled	• Your Job is Cancelled	• Response to Feedback Received
• Feedback Follow-Up	• Upcoming Jobs Reminder	• Start / End Time Disputed
	• Feedback Received	

All Jobs (interpreter requests) entered are viewable by applicable UniversalLanguage staff and Requesters immediately, and they are also instantly routed to LAPs who are eligible to provide services (i.e. meet all contractual requirements), who may then Accept or Reject the appointment. In the event a specific LAP is requested, the job will only be viewable online by that LAP.

Interpreter Portal Overview

Upon logging in to the Interpreter Portal, LAPs Home Screen contains Available Jobs, which shows them all available jobs for them to accept or reject.

Accepted jobs are added to the LAP's schedule. To access accepted jobs, LAPs click on the "Jobs" tab and then adjust the view to "My Upcoming Jobs".

Full job details are available for the LAP to review by clicking on the Job Number link for the job they wish to review on their upcoming appointments:

View of Job Detail page for individual job:

Job
J-3904266
« Back to List: Jobs

Attach Job Invoice [0]

Job Detail   Edit   HCA Job Invoice   Return Job

▼ Job Detail

Type of Service	In-Person	Parent Job	
Type of Job	HCA Medical	Interpreter Status	Scheduled

▼ Appointment Information

Language	Farsi	Customer	
Start (Arrival) Time	9/27/2024 10:00 AM	Job Street Address	
Duration Hours	1	Job Suite / Bldg	
Duration Minutes	0	Job City	
		Job State	
Client First Name		Job Zip Code	
Client Last Name		Job County	

Reference #	
Provider / Case Worker	
Interpreter Notes	
Requester Video Conference Link Info	

▼ Service Preferences

Modes	
Pro Choice Job?	No
Interpretation Setting	One-on-One
Mode of Communication	Consecutive
Type of Industry	Medical / Healthcare

▼ Status Updates & Confirmation

To Be Arranged	☐	Job Cancelled	☐
Until Discharge	☐	Cancellation Date/Time	
ASAP / Flexible Arrival	☐		

▼ Payment Information

Interpreter Pay Rate (Standard Hours)	$47.47		Payable Paid Standard Rate	
Interpreter Pay Rate (Premium Minutes)			Payable Paid Premium Rate	
Interpreter Pay Rate (Business Hours)			Payable Paid Business Hour Rate	
Interpreter Pay Rate (After Hours)			Payable Paid After Hour Rate	
			Payable Paid Total Amount Time	
Late Cancellations	30		Payable Paid Total Amount Expenses	
Cancellation Term (Business Hours)	9		Payable Paid Total Amount Mileage	
No Shows	30		Payable Paid Total Amount	
Pays Mileage	NO			
Mileage Options				
Maximum Mileage Amount				
Number Of Miles				
Pays Expenses	Yes			
Expenses Details	Parking; Toll Fees;			

▼ Historical Payment Information

		Time Payable	$0.00
		Mileage Payable	
		Travel Time Payable	
		Expenses Payable	
		Total Payable	$0.00
		Original Paid Amount	
		Adjusted Paid Amount	
		Reason for Adjustment	
		Final Paid Amount	$0.00
		Original Payment Date	
		Adjusted Payment Date	

▼ Service Verification

Actual Start (Arrival) Time		Start & End Time Approved
Actual End (Departure) Time		Start & End Time Disputed
Service Completed?		Start & End Time Dispute Explanation
Reason Service Not Completed		Start & End Time Dispute Outcome

As seen in the image above, LAPs may also return jobs, access a pre-filled Job Invoice or upload completed paper Job Invoices after completing services.
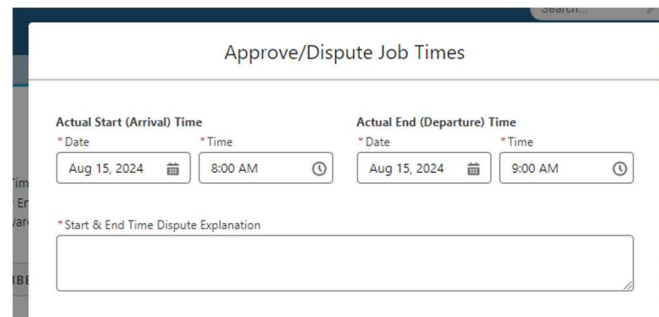
For online check in / check out – LAPs go to the "Approve Start/End Times" tab and locate the job they want to approve. If they agree with the times listed in the "Actual Start (Arrival) Time" and "Actual End (Departure) Time" fields, which are entered by clinic staff on the customer portal, the LAP clicks on the "Approve" Button.

If the LAP does not agree with the times entered by clinic staff, they can click on the "Provide Alternate Times(s)" button to dispute them:

LAPs who wish to review their contact information such as phone numbers, email address, physical address, etc. or update their service preference information may do so by navigating to the Contact tab. Info such as Job Notification Preferences, Availability, Availability Comments and Travel Area from Home can be updated by the LAP straight from this page. Other information such as Industry, Setting, Mode of Communication and Type must be updated by UniversalLanguage Interpreter Accounts staff.

Proprietary

Proprietary

Proprietary

| | those staff members from having needless access to the patient PHI that is housed in our scheduling system. Copies of all LAP documents will be provided to DSHS upon request. | |

Proprietary

Proprietary

p	This Contract requires that you have extensive knowledge and experience providing interpreting services in all three modes of communication. In-person, over the phone, video remote. Provide a detailed explanation and years experience in each mode of communication. This should include the ability to fill requests with a large population for Limited English Proficient (LEP) individuals.	70
	ANSWER: UniversalLanguage has administered spoken language interpretation contracts and provided interpreter referral services in Medical, Social and Legal Service settings since 1997, becoming the preferred vendor for thousands of organizations across many industries like Healthcare, Government, Legal, Education, Insurance and more. Our history of administrating and providing onsite interpreter referral services WA State started in January 1999 with DSHS Contract No. 15398, and statewide Contract No. 13000 thereafter. Beginning January 2003, UniversalLanguage managed onsite Interpreter referral services for DSHS Medical and Social appointments via brokerage contracts, statewide. Since entering our first DSHS contract in 2010, UniversalLanguage has been chosen by hundreds of WA State Purchasing Cooperative Members as their #1 preferred Interpreter referral services vendor statewide. Beginning July 1st, 2018, UniversalLanguage was contracted as the sole vendor by WA State, Health Care Authority to facilitate Onsite Spoken Language Interpreter Services in accordance with its authority under chapters 39.26 and 41.05 RCW. As of April 2020, our company began providing OPI and VRI services for HCA in addition to In-Person interpretation. Initially, the remote services were implemented on an emergency basis due to Covid-19. The program was widely accepted and utilized, and HCA later awarded UniversalLanguage an official OPI/VRI contract, which is still in place and heavily utilized today. During this time, we have worked closely with WFSE labor representatives and developed a deep knowledge of our local WA unionized LAPs and the Collective Bargaining Agreement (CBA). Our scheduling system has been customized to ensure services are provided in accordance with the terms of the CBA. We have been responsible for promptly providing requested information withing one business day (or nine business hours) during bargaining sessions, and updating LAP pay rates and various other terms when they change biannually.

UniversalLanguage partnered with Avtex Solutions to develop an in-house OPI application built on the Genesys telephony platform, which has been used for both pre-scheduled and on-demand OPI since 2013. We have been running the advanced Call Center suite since 2013 and have successfully integrated our OPI solution with our online scheduling platform. The OPI solution reads Requesters and LAPs account information from the scheduling platform to validate the calling party and the LAP at the time of the OPI conference call setup. | |

UniversalLanguage is very proud to provide our proprietary, HIPAA compliant, and user-friendly web-based scheduling platform to Requesters since it was launched in January of 2015. Although we accept requests from Requesters via phone, email, and fax – our state-of-the-art web-based platform allows Requesters to login securely and input, edit and cancel appointments. Our highly customized, intuitive, and user-friendly interface is currently used by thousands of Washington State Requesters who login to input, view, reschedule and/or cancel appointments. We receive regular feedback from our many satisfied Requesters that they greatly appreciate the convenience and flexibility of our web-based platform, having real-time status of all interpreter requests and our diligent and continued guidance, which are complemented by helpful user guides.

Our proprietary on-demand VRI "FaceTok" platform was developed by our in-house engineers in 2022. FaceTok improves staff performance by eliminating phone and email scheduling delays, reshaping critical job duties without needing to pre-schedule LAPs, and customizing priority languages to the top of the queue, improving access times, and reporting metrics. FaceTok replaces most current and all older processes and procedures with one device, providing immediate access exactly when needed. UniversalLanguage's FaceTok allows staff to use existing equipment, typically already on each staff member (tablet, cell phone), to its maximum benefit. FaceTok was developed to fully service audio calls in addition to video calls, thereby allowing us to route both pre-scheduled and on-demand OPI calls through that platform, and it is widely used by many Requesters for that purpose today.

Since being launched, our FaceTok platform has been utilized by thousands of users across hundreds of locations, often in head-to-head competition with the nation's current leading VRI provider. Having this experience with on-demand VRI has been insightful and helped in assisting our Washington based interpreters who provide pre-scheduled VRI, as once the video call is conferenced, the service is the same whether pre-scheduled or on-demand. We have resources and guidelines available to help LAPs new to providing video interpretation become successful:

- Step-by-step service overviews and process: accepting appointments, how to start and end VRI sessions, and best practices (speaking in first person, referring to themselves as "interpreter" if interjection is needed, etc.)
- Prerequisites: quiet, secure, HIPAA compliant home or office-based location, plain distraction-free background; device requirements (computer, internet connection speed, web camera, microphone, speakers)
- Reading and familiarizing themselves with scripts to be followed (pre-session, post-session scripts, ending session, questions)
- Demo of VRI session, participating in mock VRI sessions with UniversalLanguage staff

Aside from the launch of our FaceTok platform several years ago, UniversalLanguage has been providing pre-scheduled VRI services using a wide variety of video conferencing applications such as Zoom, WebEx, and Microsoft Teams, depending on each Requester's preference. For Pre-scheduled VRI where Requesters ask UniversalLanguage to provide the video conferencing link, we currently use off-the-shelf video conference capabilities provided by Zoom Video Communications. Pre-scheduled VRI works in a similar fashion to how most users are experienced in joining a video conference call. At the time of the appointment, the Requester and LAP will log into the scheduling platform, go to their calendar list of jobs, open the specific appointment, and find a URL link to join the video conference session. The video conference will be generated specifically for the job in question so that we can tie back the appointment duration to our scheduling platform to process payments and invoicing properly.

UniversalLanguage has become an industry leader and one of the biggest language referral vendors in WA State, operating a Contact Center that operates 24/7/365 for our Requesters and LAPs. Superior equipment, technological infrastructure, offices, data centers and a persistent commitment to great customer service has allowed our business and team to grow continuously throughout the nearly 3 decades that UniversalLanguage has been in business.

We would like to underscore our two decades' relationship with the State of Washington Administrations via providing Face-to-Face Interpreter Referral Services for the Medical Assistance Administration (MAA), Health and Recovery Services Administration (HRSA), Department of Social and Health Services (DSHS), Department of Enterprise Services (DSHS), Office of the Deaf and Hard of Hearing (ODHH) and Department of Corrections.

As a full-service language resource, we are a place where our customers can turn for help. In the workplace, we value honesty, diversity, integrity, and equal opportunity for everyone. Our team members have different ethnic, religious, and political backgrounds, and we are all united to serve our community and our customers.

We have demonstrated our ability to handle large-scale projects through the large state and private sector contracts we have implemented, and the development and launch of our online scheduling system and FaceTok platform. We have also gone on-site at various hospital systems in other parts of the country to complete FaceTok implementations, which include building hundreds of VRI stands, delivering them and training staff to use VRI. We have also recently implemented an Interpreter Call

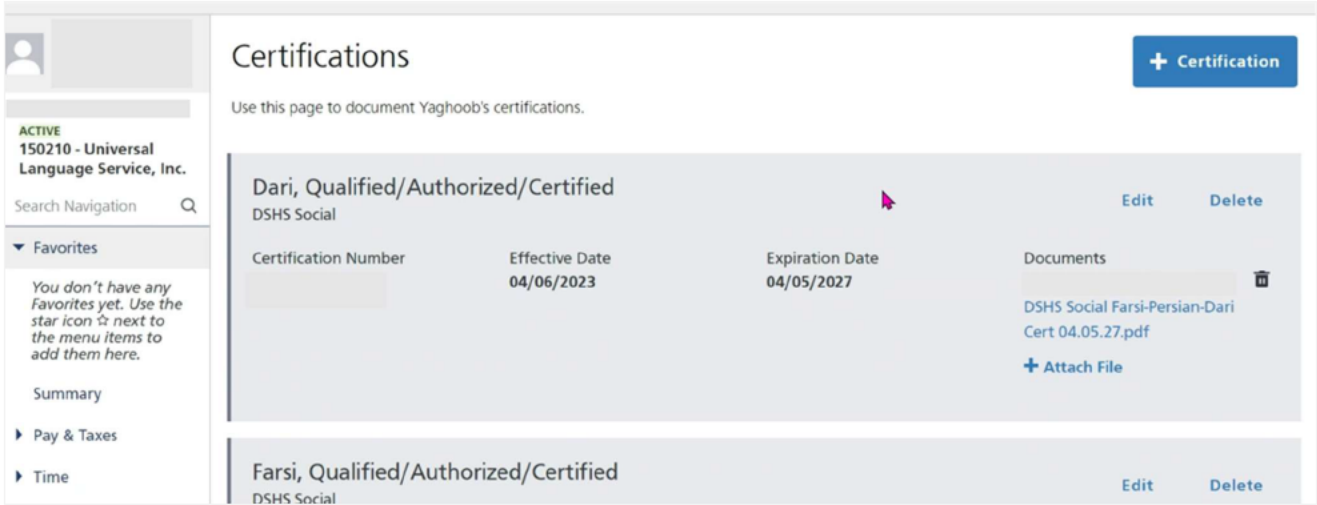|		
	Center setup, training a Hospital system's staff interpreters to use FaceTok as their in-house platform to provide interpretation for their LEP clients. UniversalLanguage currently averages approximately 60,000 pre-scheduled IPI, OPI and VRI encounters per month and 125,000 on-demand OPI VRI minutes per month. With several additional signed contracts slated for service roll out in the upcoming quarter for all 3 services, we are projecting these numbers to increase in upcoming months.	
Q	This Contract requires that the awarded Contractor sub-contract with certified/authorized/registered LAPs. Describe how you will provide outreach to ensure a large pool of qualified interpreters, and how you will verify their eligibility as a LAP. This Contract requires that the Contractor continue to do outreach and educational events throughout the life cycle of this Contract. Describe how you will do outreach events and maintain a pool of qualified interpreters. Provide an example of a timeline with events and how your outreach will be conducted.	40
	ANSWER: In our efforts to recruit LAPs, we leverage our connection with nationally recognized organizations like WA State DSHS, Certification Commission for Healthcare Interpreters, National Board of Certification for Medical Interpreters, and National Council on Interpretation in Health Care. UniversalLanguage constantly monitors language trends, the results of which allow us to set strategic plans for moving forward, ensuring we meet the needs of WA State Limited English Proficient clients for all languages. We use three main sources of information: 1) internal language needs, fill rates metrics; 2) reports from Requesters, and Interpreters surveys; 3) demographic statistics on the level of LEP populations, international business statistics in the Pacific NW. We conduct community outreach a minimum of 48 events per calendar year, or as often as deemed necessary, using varied approaches and multiple opportunities. Outreach includes but is not limited to a combination of the following telephonic, direct mail, web-based, and live event campaigns: • Online registries such as DSHS LTC, CCHI, NBCMI, ATA and WA State Courts • Local/regional job fairs, Stakeholder Meetings, Bridging the Gap Medical Interpreter Trainings, CCHI and NOTIS classes and workshops, WASCLA Summits and roundtable discussions • Outreach at universities/colleges with strong language programs • Conferences of language professionals such as: American Translators Association, National Association of Judiciary Interpreters and Translators, Association of Language Companies, Globalization & Localization Association	

- Local chapters and international organizations such as Refugee & Immigrant Service Centers, Lutheran Community Services NW, World Relief Centers, East African Community Services, Refugee Women's Alliance Centers, and others.
- Advertisements on social media such as LinkedIn, Twitter, Facebook, and Instagram so bilingual job seekers can learn about the company and our hiring initiatives.
- Job announcements on accessible web-based job boards specializing in the language industry and well-known classifieds like Indeed.com, Monster.com, ZipRecruiter.com, WorkForce.com, Craigslist and others.

UniversalLanguage shall conduct community outreach a minimum of forty-eight (48) events per calendar year, or as often as deemed necessary, using varied approaches and multiple opportunities. Outreach will include a combination of telephonic campaigns, direct mail campaigns, web-based campaigns, and live event campaigns. Goals for outreach will focus on recruiting newly certified/uncontracted interpreters as well as promoting awareness and encouragement to those who are not yet certified to begin the process of obtaining a certification accepted by DSHS.

Example Outreach Timeline:

Method of Outreach	Examples	Proposed Minimum Annual Frequency
Telephonic	Contacting newly certified / uncontracted LAPs from language databases, such as DSHS Language Testing and Certification program and Registry of Interpreters for the Deaf (RID).	12
Direct mail	Newsletters, quick reference cards, brochures	12
Web-based	Articles, blogs, social media posts, webinars	12
Live event	Job fairs, college presentations, meetings, roundtables, "think-tanks", monthly/annual language industry events	12

Note: Exhibit E, Section 5 (Interpreter Recruitment / Interpreter Pool Maintenance) of Attachment A Sample Contract contains UniversalLanguage's Interpreter Recruitment plan, presumably taken from another contract we have been awarded that publicly lists the information.

R	LAPs are required to have multiple requirements to provide services for this contract. This includes required immunizations for in-person facilities, background checks, HIPAA training and agreements, data security training and agreements, cultural training, having a business license in the state of Washington, complaint policy, among other requirements. Explain how you will obtain this information and ensure that ongoing updates are managed and documented. Explain how you will provide the data according to the Contract to the contract manager when directed or requested.	40
	ANSWER: Interpreter documents are managed in a separate dedicated HRS system, Paycor, which has been integrated into our scheduling system. Upon initial onboarding, LAPs first receive a profile in Paycor, where they can set up payment information (such as direct deposit) and submit their onboarding documents, including certifications, continuing education credentials, immunizations, independent contractor agreements, etc. Any orientations required for the services the LAP wishes to provide are also tracked via Paycor. *Example Certification Record in Paycor:* 	

Once an LAP has all requirements necessary to become eligible for specific types of interpreter requests (such as DSHS), a qualification is automatically created on the LAP's profile in the scheduling system (via API calls which occur every 15 seconds). Creating this separation between Paycor and our scheduling system allows us to easily isolate LAPs' personal information (including their private health information) to a small group of staff who have been specially trained to review and approve/deny the various interpreter documents submitted. It also prevents those staff members from having needless access to the patient PHI that is housed in our scheduling system.

LAPs documents management system

The Interpreter Accounts team processes documents received by LAPs, updates their accounts as their qualifications change, collects new and missing documents, tracks expiration dates on documents to make sure clearance doesn't lapse (including flu shots, TB immunizations or screenings, and background checks), performs internal audits to identify interpreters who are missing documents and/or qualifications for facility-specific requirements, provides orientations and generates reports as needed.

There are many tools available in our platform that enable the automation and streamlining of the above responsibilities, including reports, dashboards (see below for example), and behind-the-scenes workflows that integrate with other areas of the Platform for such purposes as filtering jobs viewable by each LAP in accordance with what they are eligible to see (based on certifications, qualifications, document compliance, and so on).

There are 2 major components to the Interpreter Documents system that are all essential to making sure that only qualified LAPs are able to accept jobs for a specific Requester:

1. **Customer Documents & Qualifications**

   a. Every customer's contract is reviewed closely to identify any and all required documentation that an LAP is expected to have before they accept jobs at that facility's locations.

   b. These required documents are then added to that customer's account in order to create a filter that interpreters have to get through in order to be eligible for those jobs.

   c. If a customer has proprietary documents, a Facility-Specific Qualification is added to their account which encompasses both common and proprietary document requirements, and then this Facility-Specific Qualification becomes the filter for job eligibility.

2. Interpreter (LAPs) Documents

a. LAPs become eligible for the above-mentioned jobs only after all required documents have been submitted and approved, and the Facility-Specific Qualification has been added to their account.

b. Reports track soon-to-expire documents as well as LAPs who need to be removed from jobs due to not getting renewed documents submitted/approved on time.

Below you can see an example of an interpreter who has two facility-specific Pre-Qualifications added to their account.

Maintenance / Management

UniversalLanguage's Interpreter Accounts Department is responsible for overseeing interpreter profiles to ensure information such as certifications, specialization, years of experience, gender, education, etc. are kept up to date. Interpreter Accounts processes documents received by LAPs, updates their accounts as their qualifications change, collects new and missing documents, tracks expiration dates on documents (via reports on our Platform) to make sure clearance doesn't lapse (including certifications and background checks), performs internal audits to identify LAPs who are missing documents and/or qualifications for facility-specific requirements, and generates reports as needed to support the oversight and management of the above as needed.

Providing Audit Documents

When LAPs' documents need to be reviewed by the DSHS Contract Manager, UniversalLanguage can provide them via a SharePoint site they are granted access to. This typically proves to be a secure and pain-free method of providing a large number of documents. If a small number of documents are requested, those can be provided via a secure email, if that is preferred. Alternately, if the Contract Manager has an internal sftp site they would prefer us to use to provide the files, we are happy to drop them there instead. UniversalLanguage can collaborate with the Contract Manager to find a secure method that works best if the abovementioned methods are not practical for them.