

# **Translation and Interpretation Services On an As-Needed/On- Demand Basis for the City of Fresno**

Request for Proposal Response

## TABLE OF CONTENTS

Table of Contents	2
Introduction	3
Primary Vendor Information	4
Subcontractor Information	5
Accreditation	5
Minimum Interpreter Qualifications	5
Voyce University	6
Ongoing Quality Assurance	6
Examples of Work	7
Courtrooms	7
Healthcare Settings	7
Representative Resumes	8
Andrew Royce	8
Timothy J. Kudzma	8
Cost Proposal	9
References	10
Technology and Security	11
Encryption	11
Cyber Data Security	11
Appendix A - Full Language Lists	12
Full Language List (Audio)	12
Full Language List (Video)	13
Appendix B - Full Resumes	14
Andrew Royce	14
Timothy J. Kudzma	17

January 21, 2022

Aldi Ramirez, PARCS Assistant Director  
 PARCS Administration  
 1515 E. Divisadero  
 Fresno, CA 93721

To Whom It May Concern,

On behalf of the team at Voyce, I am pleased to submit this RFP response to provide translation and interpretation services to the City of Fresno and am confident your team will love our services, support and partnership. Voyce's mission is to support every single member of our community regardless of their preferred language of communication.

Voyce was borne out of the belief that being understood is a core part of our shared human experience. Yet, some of us face immense barriers when communicating with one another.

There are many barriers to accessing an interpreter: finding qualified interpreters (especially for languages of lesser diffusion), the logistics of scheduling, and travel and lodging expenses make the process time-consuming and costly. Despite the acceleration of globalization leading to an increased demand for interpretation services and technological innovation, very little has changed in this space. Many traditional interpretation firms were forced to begin a transition onto digital platforms by the COVID-19 pandemic, but many have not optimized their services with the tools at their disposal.

Since its inception in 2014, Voyce has been perfecting the service that many traditional firms are still struggling to deliver: on-demand interpretation services across the United States and around the world in seconds—not weeks, days, or hours. At a moment's notice, users can request and receive an interpreter in one of over 240 languages and dialects including ASL, a number that only continues to grow.

Voyce is already the language interpretation provider for major institutions in the area such as Valley Children's Hospital, located just outside of Fresno. Voyce does thousands of sessions per month with the hospital with a wait time of around 20 seconds for interpretation services. Across California, Voyce also services numerous hospitals including MarinHealth, USC Keck, Emanate Health, and Alhambra Hospital, as well as court systems like the Lassen County Court System. Across the nation and around the world, Voyce is already providing industry leading interpretation services to countless people who need to communicate with hospitals, courts, and governments.

The leadership team at Voyce has spent years developing this infrastructure to serve the voices that are often left unheard. Voyce firmly believes that doing so requires a simple and elegant way to connect clients to interpreters—a formula Voyce has perfected. Thank you for the opportunity to submit this proposal. I look forward to speaking with you about how we can work together to make the city of Fresno accessible for all.

Sincerely,



Andrew Royce  
 CEO

## PRIMARY VENDOR INFORMATION

Primary Contact:  
Andrew Royce, CEO  
1580 Sawgrass Corporate Pkwy  
Sunrise, FL 33323  
andrew.royce@voyceglobal.com  
+1 (954) 860 9159

Voyce brings together the convenience of modern technology and the quality of a trusted, certified interpreter, often in 20 seconds or less.

Since 2014, Voyce has been providing on-demand interpretation services across the United States and around the world in seconds—not weeks, days, or hours. At a moment's notice, users can request an interpreter in one of over 240 languages and dialects including ASL, a number that only continues to grow. Voyce's users can simply log in and request an interpreter and, within seconds, one will appear on their digital device.

Voyce is the language interpretation provider for major institutions in the area such as Valley Children's Hospital, located just outside of Fresno. Voyce does thousands of sessions per month with the hospital with a wait time of around 20 seconds for interpretation services. Across California, Voyce also services numerous hospitals including MarinHealth, USC Keck, Emanate Health, and Alhambra Hospital, as well as court systems like the Lassen County Court System.

Because the majority of our services are provided on-demand, Voyce's users never worry about providing advanced notice, nor do they worry about last-minute cancellations or no-shows. If the need for an interpreter arises suddenly, one is always seconds away. Working with Voyce also means no cancellation fees because there are no appointments to cancel. If there are special circumstances where the city of Fresno team wants to pre-schedule a particular interpreter, the Voyce support team will be happy to accommodate through our pre-scheduling system.

Services may be delivered through an app on a smart device, video conferencing platforms like Zoom, Microsoft Teams, etc., the web on a computer, or dial-up telephone. Voyce helps institutions make efficient use of their own devices, computers, and equipment while offering the option of Voyce-provided carts, tablets, and dual handset telephones to facilitate translation. Voyce provides an extensive and tailored on-boarding process, as well as continued support throughout the duration of the contract, including toll-free 24 hour IT service and customer service phone numbers to all clients.

Services are delivered by Video Remote Interpretation (VRI) and Over the Phone Interpretation (OPI). While OPI services many languages of lesser diffusion, VRI excels at providing a personal, premium experience that remains accessible and convenient. Voyce is also able to supply on-site interpretation as requested. Voyce provides both VRI and OPI in Spanish, Punjabi and Hmong, and VRI for American Sign Language (ASL). A full list of languages can be found in Appendix A.

Voyce's interpreters are available 24/7, 365 days a year. To accomplish this feat, Voyce manages a network of over 1,000 qualified interpreters, each of which meets our strict standards. All of our interpreters are also mandated to complete Voyce University, a 60 hour curriculum that raises our interpreters beyond industry standards. For Voyce's clients, geography is no longer a barrier to accessing the best interpreters in the country.

From courtrooms to hospitals, our licensed interpreters have experience working in a multitude of environments. Because of the high volume of medical interpretation provided by Voyce, our interpreters are provided additional training in medical terminology, patient confidentiality, and customer service to excel in medical settings, making them overqualified for most non-medical settings.

## **SUBCONTRACTOR INFORMATION**

Voyce manages a network of over 1,000 independently contracted interpreters from around the world, each of which meets the company's rigorous requirements. Voyce prioritizes ease of use and does not guarantee that any user will be consistently connected to a particular interpreter without prior consultation.

### **Accreditation**

Voyce prioritizes working with professional interpreters who hold nationally or internationally recognized interpreting certifications through organizations that include:

- NIC (National Interpreter Certification) by RID
- NIC Advanced (National Interpreter Certification) by RID
- NIC Master (National Interpreter Certification) by RID
- CDI (Certified Deaf Interpreter) by RID
- CI (Certificate of Interpretation) by RID
- CT (Certificate of Transliteration) by RID
- NAD III (Generalist) - Average Performance
- NAD IV (Advanced) - Above Average Performance
- Certification Commission for Healthcare Interpreters (CCHI)
- National Board of Certification for Medical Interpreters (NBCMI)
- Department of Human Services (DHS)
- Administrative Office of the U.S. Courts' court interpreter certification program/examination

Voyce also maintains strict minimum hiring requirements and delivers rigorous training to all interpreters. This process is detailed below.

### **Minimum Interpreter Qualifications**

Voyce interpreter candidates are required to meet the company's minimum requirement for consideration: two years of confirmed professional interpretation experience and 60 hours of professional interpretation training. Voyce interpreters hold an average of over 4 years of interpreting experience prior to joining our team, and 90% of Voyce interpreters are native speakers of the target language.

After meeting the minimum standards for consideration, interpreter-candidates must pass spoken language fluency, professional interpretation, and medical terminology assessments before moving onto the required Voyce University course work. The process includes:

- Review and confirmation of resume, cover letter, and interpreting experience
- Telephone interview conducted by a dedicated interpreter recruiter
- Training/certification documentation
- Oral and written language fluency assessment

- Follow-up interview
- Reference verification
- Criminal background check
- Formal signed contract including confidentiality agreement

### **Voyce University**

The Voyce University curriculum is comprised of 60 hours of coursework that qualifies our translators to our industry leading standards while setting them up to succeed for any one of the many independent certification exams available. It includes a standard curriculum and modules created in accordance with feedback received from clients and the interpreters themselves; this training content continues to be modified and improved.

Tests and quizzes are scattered throughout the coursework, and interpreters must complete a live, monitored assessment exam for fluency and professional interpretation skills with a score of 90% or higher to service Voyce clients. This comprehensive testing covers not only language fluency in both English and the target language, but also requires interpreters to display proficiency in:

- Industry-specific terminology (lexicons)
- Common colloquialisms
- Customer service
- Message accuracy
- Interpreting in the first person
- Maintaining neutrality
- Cultural competency
- Adherence to the National Code of Ethics for Interpreters and the National Standards of Practice and Cultural Competence.

### **Ongoing Quality Assurance**

Interpreters are monitored through the Voyce management system during live interpretation sessions and through recordings if a client has chosen to record sessions. The default setting is not to record, so live monitoring is the QA default. Interpreters are monitored routinely for three sessions every month unless circumstances, like client feedback or underperformance, call for more frequent monitoring. Voyce welcomes clients to monitor Voyce interpreters and provides the tools for the client to do so.

Voyce certifies all professional interpreters bi-annually for knowledge of and compliance with information privacy and confidentiality standards as well.

## EXAMPLES OF WORK

Voyce has provided its services to a variety of clients.

### Courtrooms

Voyce has been providing its Video Remote Interpretation and Over the Phone Interpretation services to courtrooms to remarkable success.

Through Voyce, courts can schedule interpreters using a simple online calendar tool. Voyce then assigns a qualified interpreter to the case that meets state or federal requirements. The service runs on large screen monitors, desktop computers, laptops, tablets, or smartphones depending on the technology available in each courtroom, making the interpretation experience more convenient and efficient.

The courtroom and administrators no longer scramble to find interpreters or have to reschedule cases around interpreter availability, so the courts' calendars flow more smoothly.

### Healthcare Settings

Clear, careful communication is critical in health care. Quick and convenient access to medical interpreters can save lives. With one in five Americans speaking a language other than English at home, the need for reliable, accessible interpretation is growing. Casual use of family members or bilingual staff could risk HIPAA violations, create unnecessary exposure to liability, and threaten certification.

Voyce provides convenient access to on-demand Video Remote Interpreters on a variety of devices. Light, unintrusive, and cost-efficient mobile equipment options from Voyce mean that live interpreters can be requested when and where they are needed most. Hospitals can put their own interpreters on the platform and rely on Voyce interpreters to back them up. Installation is easy. No special equipment is required, and Voyce will send a site assessment team to optimize deployment.

HIPAA compliant communication across a variety of languages and cultures can improve outcomes, lessen liability, and increase patient satisfaction. Clear communication of diagnosis, prognosis, care instructions, and patient feedback are ensured. Voyce fits into any healthcare workflow so better communication leads to better outcomes.

## REPRESENTATIVE RESUMES

Please see Appendix B for full resumes.

### Andrew Royce

Andrew Royce is an experienced executive in the realm of social purpose innovation and technology. Through Voyce, Andrew has championed equity in healthcare by offering access to communication tools that support a better patient experience for those who do not speak English as their primary language. This mission, backed by Andrew's leadership, has led to Voyce servicing some of the largest healthcare systems in North America today. Featured for his leadership, strategy, and innovation by The New York Times, The Wall Street Journal, and Forbes, Andrew brings experience as an executive of multiple companies operating both within the United States and around the world.

### Timothy J. Kudzma

Since joining his first tech start-up in 1999 Mr. Kudzma has been building and managing the infrastructure of fast-growing organizations. He worked with Voyce CTO Dr. Li to help build a medical equipment company from the start-up to the third largest Medicare Part B medical equipment supplier in the US, and to launch a telemedicine company that connected 2 million members to physicians for video and voice consultations over the internet from computers and mobile devices.

Mr. Kudzma was Director of Operations, Physician Services, and Compliance at AmeriDoc telemedicine. AmeriDoc was acquired by the publicly traded TeleDoc (NYSE:TDOC) in 2013. Mr. Kudzma led the roll-out of the consumer-directed healthcare service, providing unprecedented access to a company owned network of board-certified physicians for web-based video, telephone, and email consultations.

Previously, Mr. Kudzma was Director of Operations and Director of Medicare Part D for NationsHealth, Inc. Mr. Kudzma formalized business plans and implemented those plans with a tactical focus on day-to-day operations.



**COST PROPOSAL**

Our prices are as follows:

Video Remote Interpretation (VRI) is provided for \$45 per hour (billed at \$0.75 per minute) for all spoken languages. American Sign Language is provided for \$71.40 per hour (billed at \$1.19 per minute).

Over the Phone Interpretation (OPI) is provided for \$45 per hour (billed at \$0.75 per minute) for all spoken languages.

In-person interpretation is billed at \$75.00 per hour with a 2 hour minimum for all spoken languages. American Sign Language is billed at \$150.00 per hour with a 2 hour minimum.

Document translation is provided for and billed at \$0.25 per word for all languages

1. The language translation shall be from English into the following languages:	Spanish (per hour): \$45 Hmong (per hour): \$45 Punjabi (per hour): \$45
<hr/>	
2. Please include fees for translation from the following languages to English:	Spanish (per hour): \$45 Hmong (per hour): \$45 Punjabi (per hour): \$45
<hr/>	
3. Please include pricing for ASL Services (per hour)	As noted above, American Sign Language is billed at \$150.00 per hour with a 2 hour minimum for in person interpretation and \$71.40 per hour (billed at \$1.19 per minute) for VRI.
<hr/>	
4. Number of anticipated meetings over a 6-month period:	QTY: 50 Voyce has more than sufficient capacity for this task. Pricing is as noted above and will not change after the first 50 meetings.
<hr/>	
5. Number of anticipated documents over a 6-month period:	QTY: 60 Voyce has more than sufficient capacity for this task. Pricing as noted above, is \$0.29 per word for all languages. There are no additional costs associated with document translation.
<hr/>	
6. Please include any miscellaneous fees such as urgent need, last minute meetings, hybrid meetings, etc.	There are no miscellaneous fees associated with Voyce’s VRI and OPI services. Since these services are provided on-demand, users need not provide advanced notice to access an interpreter. This also means that there are no cancellation fees associated with these services.

## REFERENCES

All contracts are costed in the same manner as the Cost Proposal section of this RFP Response.

### Care Point Health – Hoboken University Medical Center

Lorraine Deludicibus, Director, Risk Management  
(201) 418-133, lorraine.deludicibus@carepointhealth.org

CarePoint consists of three full-service hospitals. At all locations Voyce VRI and OPI are primarily accessed on Voyce-provided carts, tablets and equipment. Voyce on-site teams provided the initial installation and training. Regular on-site support and maintenance is provided, as part of the Voyce service.

CarePoint also makes Voyce interpretation services available to off-site clinics in their network.

CarPoint has a “Resident Interpretation Program” that allows residents at the University Medical Center to use the Voyce app on smart phones to access VRI and OPI interpretation services. These residents rotate through the hospital, and account access is managed through the Voyce management platform to grant and withdraw access depending on the individual resident’s status.

Voyce signed a three year contract with the option to renew and is currently in the third year of engagement with CarePoint.

### Vidant Health

Julie Oehlert, DNP, RN, Chief Experience Officer  
(252) 847-6757, Julie.Oehlert@vidanthealth.com

Vidant Health is a multi-site health care provider with 9 hospitals and numerous off-site clinics and doctors’ offices that use Voyce VRI and OPI remote interpretation services. They use a combination of Voyce-provided and self-owned equipment, including hospital owned tablets, computers, and carts. Voyce provided installation and training across all hospital sites and continues to provide maintenance and support as part of Voyce service. Contract was signed Oct. 2018 with options to auto-renew.

### Brookdale University Medical Center

Hans Kerremans, Manager Patient Experience, Language Services Access  
(718) 240-7332, kerremans@bhmcny.org

Brookdale University Medical Center is a large university hospital in Brooklyn, New York, US. Voyce iPads are deployed on mobile carts throughout the facility and used as needed to provide on-demand interpretation services. Voyce provided initial installation and training and provides ongoing maintenance and support as part of Voyce service. Contract effective Apr. 2018 with automatic annual renewal.

## TECHNOLOGY & SECURITY

To protect the confidentiality and security of client/user information, no confidential information resides on the end devices (smartphones, tablets, or computers) of either the client or the interpreter. Any information captured or recorded is saved in encrypted files that reside behind a firewall on a remote, secure server in a hardened facility. This technology is backed by redundant server mirroring to guarantee service availability and security.

### Encryption

All communications are encrypted and secure when using the Voyce Platform. Our system uses end-to-end data encryption between peers ensuring safe, private, and secure real-time communications. For audio and video streams, the data is first encrypted using the DTLS (Datagram Transport Layer Security) method. On a DTLS encrypted connection, eavesdropping and information tampering cannot take place. The system also encrypts video and audio data via the SRTP (Secure Real-Time Protocol) method ensuring that IP communications – the voice and video traffic – cannot be heard or seen by unauthorized parties. Any information captured or recorded is saved in encrypted files that reside behind a firewall on a secure server in a hardened facility.

We also use HTTPS (also called HTTP over TLS, HTTP over SSL and HTTP Secure) as a layer of protection for secure communication over computer networks. HTTPS is mainly used for authentication of our websites and protection of the privacy and integrity of the exchanged data. HTTPS provides authentication of the website and associated web server with which we are communicating. Additionally, it provides bidirectional encryption of communications between a client and server, which protects against eavesdropping and tampering with or forging the contents of the communication. This provides a guarantee that clients are communicating with precisely the website intended to communicate with (as opposed to an impostor), as well as ensuring that the contents of communications between the user and site cannot be read or forged by any third party.

### Cyber Data Security

Voyce uses Google Cloud Platform's Global HTTPS Load Balancer and Google Cloud Armor to mitigate DDoS attacks of all forms and sizes including those that target the UDP and ICMP protocols, as well as SYN/ACK, DNS amplification and Layer 7 attacks. Google Cloud Armor works with Global HTTP(S) Load Balancer to provide built-in defenses against infrastructure DDoS attacks. Google Cloud Armor benefits from more than a decade of experience protecting the world's largest Internet properties like Google Search, Gmail and YouTube.

Voyce services are supported by a redundant, cloud-based server architecture that takes advantage of geographic diversity to significantly reduce the risk of system outages caused by localized events be they natural disaster, weather, electrical, or internet related.

## APPENDIX A

### Full Language List (Audio)

Acehnese	Chinese Mandarin	Italian
Acholi	Choujo	Japanese
Afghani	Chuukese	Jarai
Afrikaans	Cotocoli (Tem)	Javanese
Akan	Croatian	Jiangsu
Akateco	Czech	Kannada
Albanian	Danish	Karen
Amharic	Dari	Karen (Pwo)
Anuak	Dinka	Karenni (Kayah)
Arabic	Dioula/Jula	Kazakh
Arabic (Egyptian)	Dutch	Kibajuni
Arabic (Iraqi)	Edo	K'iche' (Quiche)
Arabic (Moroccan)	Estonian	Kikongo
Arabic (Sudanese)	Ewe	Kikuyu
Arabic (Yemeni)	Farsi	Kinyamulenge
Armenian	Fataluku	Kinyarwanda
Ashanti	Filipino/Tagalog	Kirundi
Assyrian	Finnish	Kituba
Azerbaijani/Azeri	Flemish	Kizigua (Kizigula)
Bahasa (Malaysian)	Foochow (Fuzhou)	Korean
Bambara	French	Kosraean
Bashkir	French Canadian	Krahn
Basque	French Creole	Krio
Bassa	Fukienese	Kunama
Belarusian	Fula/Fulani/Fulde	Kurdish
Bengali	Fur	Kurdish (Bahdini)
Berber	Ga	Kurdish (Kurmanji)
Bilen	Garre	Kurdish (Sorani)
Bosnian	Georgian	Kyrgyz
Bravanese	German	Lao
Bulgarian	Greek	Latvian
Burmese	Guarani	Lingala
Cambodian (Khmer)	Gujarati	Lithuanian
Cape Verde Creole	Hainanese	Lorma
Carolinian	Haitian Creole	Low German
Catalan	Hakka (Chinese)	LSQ
Cebuano	Harar	Luganda
Chaldean	Hassaniya	Luo
Chamorro	Hausa	Maay-Maay
Chao-Chow	Hebrew	Macedonian
Cherokee	Hindi	Malay
Chin	Hindko	Malayalam
Chin (Falam)	Hmong	Maltese
Chin (Lai, Hakha)	Hokkien	Mam
Chin (Lautu)	Hungarian	Mandinka
Chin (Tedim)	Icelandic	Mara
Chin (Zo, Zomi)	Igbo	Marathi
Chin (Zophei)	Ilocano	Marshallese
Chinese Cantonese	Indonesian	Masalit

Matu  
 Mbay  
 Mende  
 Mien  
 Mina  
 Mirpuri  
 Mixteco  
 Mizo  
 Moldovan  
 Mongolian  
 Montenegrin  
 Mushunguli  
 Navajo  
 Nepali  
 Norwegian  
 Nuer  
 Oromo  
 Oromo/Oromifa  
 Pahari - Kullu  
 Pahari - Mashu  
 Palauan  
 Pashto  
 Patois (Jamaican)  
 Persian  
 Pidgin (Cameroonian)  
 Pidgin (Nigerian)  
 Polish  
 Ponapean/Pohnpeian  
 Portuguese  
 Portuguese (Brazilian)  
 Portuguese (European)  
 Portuguese Creole  
 Pulaar  
 Punjabi  
 Q'anjob'al  
 Rohingya  
 Romanian  
 Russian  
 Samoan  
 Sango  
 Senthang  
 Serbian  
 Shanghainese  
 Shona  
 Sichuan Yi  
 Sicilian  
 Sinhala/Sinhalese  
 Siyin  
 Slovak

Slovenian/Slovene  
 Somali  
 Somali Bantu  
 Soninke  
 Soninke (Sarahuli)  
 Soninke (Sarakhole)  
 South Africa Zulu  
 Spanish  
 Susu/Sousou  
 Swahili  
 Swedish  
 Sylheti  
 Taiwanese  
 Tajik  
 Tamil  
 Telugu  
 Temne  
 Teochew  
 Tetum  
 Thai  
 Tibetan  
 Tigre  
 Tigrinya  
 Toisanese  
 Tongan  
 Tosk  
 Trukese/Chuukese  
 Turkish  
 Twi  
 Ukrainian  
 Urdu  
 Uzbek  
 Vietnamese  
 Visayan  
 Welsh  
 Wolof  
 Xhosa  
 Yiddish  
 Yoruba  
 Yup'ik

**Full Language List (Video)**

Albanian  
 American Sign Language  
 Amharic  
 Arabic  
 Arabic (Egyptian)  
 Arabic (Iraqi)

Arabic (Moroccan)  
 Arabic (Sudanese)  
 Arabic (Yemeni)  
 Armenian  
 Bengali  
 Bosnian  
 Bulgarian  
 Cape Verde Creole  
 Chinese Cantonese  
 Chinese Mandarin  
 Croatian  
 Dari  
 Farsi  
 French  
 French Canadian  
 French Creole  
 German  
 Greek  
 Gujarati  
 Haitian Creole  
 Hindi  
 Italian  
 Japanese  
 K'iche' (Quiche)  
 Kinyarwanda  
 Korean  
 Kurdish  
 Lithuanian  
 Mexican Sign Language  
 Patois (Jamaican)  
 Persian  
 Polish  
 Portuguese  
 Portuguese (Brazilian)  
 Portuguese (European)  
 Portuguese Creole  
 Punjabi  
 Romanian  
 Russian  
 Shanghainese  
 Spanish  
 Swahili  
 Tigrinya  
 Turkish  
 Ukrainian  
 Urdu  
 Vietnamese

## **APPENDIX B - FULL RESUMES**

### **Andrew Royce**

#### **Summary**

---

Andrew Royce is an innovative, highly-connected and results-driven entrepreneur and CEO.

Currently CEO of Voyce, a fast-growing company improving doctor-patient communication and care in the healthcare industry. Recognized in 2018 as “30 Under 30”, one of the top entrepreneurs under the age of 30 years old.

Featured in The New York Times, Forbes Magazine, Fast Company, BBC, Wall Street Journal, Inc. Magazine, among a plethora of others for entrepreneurial acumen and leadership. Proactive, tactical, and strategic entrepreneur with the ability to initiate, secure, and build key partnerships and relationships in a cross-section of business fields. Recognized for extremely strong work ethic, ability to build consensus and capacity to solve time-sensitive problems with viable market solutions.

#### **Experience**

---

**CEO, Voyce Inc.** 2016-Present

---

For over four years, Andrew has led Voyce with the vision of improving doctor’s communication to healthcare patients who do not speak English. Voyce currently operates with about 20 employees, hundreds of contractors, and thousands of language interpreters available 24/7/365. Investor backed by the Carolina Angel Network. Voyce is cash-flow positive and has produced millions of dollars of revenue servicing some of the largest healthcare systems in America including Cook County Health System, Rush University Medical Center, Maimonides Medical Center, St. Barnabas Health system, and a plethora of others.

**CEO, Royce Inc.** 2012-2016

---

High-level position of significant responsibility in which sales grew to \$6 million dollars in less than three years by developing new partnerships with major retail and e-commerce companies including Macy’s, Neiman Marcus, and Saks Fifth Avenue. Company operated profitably and cash-flow positive.

- Managed 23 full-time employees through a massive financial growth period
- Designed the world’s first wallet, the Royce® Freedom Wallet, which coalesced RFID Blocking and Bluetooth Tracking Technology sewn into Saffiano Leather amidst the rapidly growing marketplace of Accessory Technologies. Distributed in Macy’s, Best Buy, Kohl’s, and a number of other retailers.
- Featured in The New York Times, Wall Street Journal, Forbes, CNBC, Fast Company, Inc. Magazine, Glamour Magazine, The New York Daily News, The Los Angeles Times, The Howard Stern Show, TheStreet.com, Business Insider, Fox News, CBS News, China Central Television, BBC, The Guardian, among a plethora of other national and regional publications, radio stations, and television networks for my business expertise.

**Writer, The Huffington Post** 2015-2017

---

Writer for The Huffington Post as an advocate for the rights, empowerment and respect of all human beings. The focus of my editorials are on women’s rights.

- My articles receive hundreds of thousands of views, shares, likes, tweets including promotion on The Huffington Post social media outlets as well as retweets by Arianna Huffington.

**Founder FireBigBird.com** 2012

---

Innovated a social entrepreneurship venture selling politically-based merchandise, following public “Fire Big Bird” comments by Governor Mitt Romney in one of the 2012 Presidential Debates. Generated over \$20,000 dollars in revenue which was donated to a non-profit urban development project based out of inner-city Durham, North Carolina.

- Designed and operated website managing inventory and examining website analytics for the purpose of sustaining the venture.
- Promoted the website through social media and publications nationally and internationally including The Associated Press, National Public Radio, The Huffington Post, the front page of The Asbury Park Press, NBC, MSNBC, reaching a world-wide audience within a short period.
- Utilized the over \$20,000 in revenue to donate 400 refurbished computers to low-income, inner-city students.

**Education**

---

Master’s of Science in Strategic Marketing 2016-2018  
 Imperial College London, London, United Kingdom  
*Graduated with Merit*

Bachelor of Arts in African, Afro-American, and Diaspora Studies 2012-2016  
 University of North Carolina, Chapel Hill, North Carolina  
*Graduated with Honors*

Visiting Student, *Killam Fellow by Fulbright Canada* 2016  
 McGill University, Montreal, Canada

Visiting Student, *Cumulative GPA: 4.000/4.000* 2011-2012  
 Brookdale Community College, Lincroft, NJ

Visiting Student, *Cumulative GPA: 4.000/4.000* 2011-2012  
 Burlington County College, Pemberton, NJ

**Skills**

---

Computer Skills: Adobe InDesign, Illustrator, Dreamweaver & Photoshop; Microsoft Office; Elliot Accounting & Inventory Management System; Social Media Metric & Website Analytic Software

Language Skills: Fluent in English; Conversational Farsi

## Honours and Awards

---

Recipient, Fulbright Canada Killam Fellowship	2015
Recipient, Class of 1938 \$5,000 Fellowship for Travel Abroad	2015
Recipient, NC Ahead \$500 Scholarship	2015
Recipient, Inc. 500/5000 Fastest Growing Companies in America	2014, 2015
Recipient, Mackenzie Family Foundation Innovation Scholarship	2014
Recipient, First Place in UNC Entrepreneurship Start-Up Competition	2012
Recipient, \$10,000 Nordstrom Scholarship	2012
Recipient, \$2,000 Asbury Park Rotary Club	2012
Recipient, AXA Foundation Community Service Scholar	2012
Recipient, Scholastic Arts and Writing Award National Winner	2012

## References

---

Professor Jim Kitchen  
Entrepreneur-In-Residence, UNC Kenan-Flagler Business School  
919-801-5230  
jim@jimkitchen.org

Russ Rudish  
Principal, Rudish Health (561) 212-5025  
russ@rudishhealth.com



## Timothy J. Kudzma

### Summary

---

20 plus years of experience managing cross functional teams, implementing operational efficiencies, driving sales and customer service, planning and managing growth and improvement

### Core Strengths

---

Strategic business planning  
 Organizational/ departmental leadership  
 Enrollment and retention management  
 Vendor and outsource management  
 Process improvement  
 Personnel management and training  
 Regulatory compliance  
 Presentation and reporting

### Experience

---

**Chief Compliance and Quality Officer, Voyce, Inc.** 2014-Present

---

Responsible for corporate compliance with all rules and regulations pertaining to the industry, especially HIPAA and information (cyber) security. Responsible for maintaining the quality of service delivery through the monitoring and continuing education of all personell.

**Vice President of Operations, Voyce, Inc.** 2014-Present

---

Responsible for running daily operations for video remote interpretation. This includes interpreter management, client management, field operations, new client implementation, training, quality assurance, and support.

**Director of Operations, Director of Physician Services, Ameridoc, Inc.** 2007-2012

---

Supervised planning, development, and management of telemedicine company. This included recruitment and management of the physician panel, day-to-day operations, and strategic planning and growth.

**Director of Medicare Part D, Director of Operations, NationsHealth, Inc.** 2001-2006

---

- Supervised planning, development and management of Medicare Part D enrollment and customer service division in partnership with CIGNA Healthcare. Composed/ compiled successful application for participation in Medicare Part D prescription drug insurance program.
- Communicated and coordinated with CMS representatives and BearingPoint (CMS contracted compliance consultant) to develop and implement an integrated marketing plan including the development of marketing collateral, direct mail campaign, and

beneficiary outreach program.

- Worked across departments to develop and improve enrollment, customer relationship management, complaint resolution, documentation and billing systems in compliance with CMS guidelines. Opened 600 employee enrollment and member services center in Sunrise, FL and 250 + employee office in New York, NY.
- Created and implemented business plans for the growth of a Medicare Part B durable medical equipment business division. Responsibilities included beneficiary enrollment and retention, personnel hiring, training and management, ensuring compliance with government guidelines and regulations, managing vendor relationships, creating and documenting policies and procedures, and establishing and monitoring performance metrics.

**Director of Provider Services, Director of Implementation,  
ParkStone Medical Information Systems, Inc.**

1999-2001

- Created training program for launch of national sales team of 120 field sales representatives. Coordinated, designed, and led national launch meeting. Formulated incentive compensation plans, coordinated targeting strategies, created field sales time management models, created or edited all field communications, and formatted reports to reflect territory activity.
- Helped build start-up company specializing in handheld prescription writing computers (palm pilots) from the ground level. Hired and trained in-house field sales and service team of 50 people. Created all field sales marketing and training materials, formalized training programs, and managed national field sales and service teams. Coordinated feedback to software development and managed implementation of software updates.

**Territory Manager, Parke-Davis & Co.**

1996-1999

Managed marketing and sales of pharmaceutical products treating hypertension, cardiovascular conditions, cholesterol, and diabetes in the Miami, Florida area. Consistently performed above target in market share and market share growth. Rising Star Award 1997, number two in southeast sales force for market share growth 1998. Managed marketing strategy and event coordination. Instituted numerous marketing campaigns, including the launch of new products.

**Beverage Operations Manager, Miami Airport Marriott**

1993-1996

In charge of driving sales and control of beverage operations. Consistently met budget and exceeded sales objectives. Supervised a staff of thirty-five. Studied full time and obtained graduate degree during this period.

**Education and Training**

M.B.A., Florida International University, Miami, FL

1995

- Outstanding Academic Achievement Award winner
- Maintained 3.85 GPA while working full-time

Bachelor's Degree, Loyola University, New Orleans, LA

1990

- Dean's List, spring 1987

Additional Training

- Microsoft Project Management

∴ VOYCE

# TRANSLATION & INTERPRETING SERVICES

City of Fresno  
Translation and Interpretation Services



## Primary Vendor Information

Translating Services, Inc.  
DBA Lazar Translating & Interpreting  
22141 Ventura Blvd., Suite 210  
Woodland Hills, CA 91364

DUNS #: 18 528 2001  
Federal Tax I.D. #: 95-472-7210

Contact Person: Frank Gallegos, Proposal Manager  
Email: frank@lazar.com  
Phone: (310) 453-3302  
FAX: (310) 453-6002

Certified as a Small Business Enterprise (**SBE**), a Woman-owned Business Enterprise (**WBE**) and a Disadvantaged Business Enterprise (**DBE**).

## Overview

Lazar Translating & Interpreting is a full-service language agency specializing in providing top notch language services to public and private agencies around the country. We offer a strong commitment to customer service, accuracy and reliability. Lazar was founded in 1994 and we have provided written translation and oral interpreting services in Fresno for almost 28 years.

## Why Lazar?

What sets us apart is our understanding that cultural sensitivity and cultural connectivity are the keys to providing excellent and useful translation and interpreting services. While accuracy is literally the most basic thing a language agency should offer, it only scratches the surface of what a truly professional language service provider can accomplish.

Lazar puts immense value in the cultural competency of our linguists and management staff to facilitate communication and increase understanding. Our staff is

evaluated and trained in cultural awareness, educated in positive attitudes to increase cross cultural understanding, equipped with the knowledge to combine information with behavior and continually encouraged to refine communication skills in the real world. Lazar understands that translation is not only about exchanging one word for another, but rather a part of the larger goal of ensuring that the lines of communication between individuals and agencies are always open, regardless of cultural or linguistic differences.

Even translations and interpretations which are “accurate” may not have the intended effect if the linguists involved are not culturally competent. Cultural competency signifies an understanding of the differences between cultures as well as the set of skills required to bridge this cultural and linguistic divide. What sounds humorous in one language, may come off as trite in another. What sounds like plain spoken wisdom to one linguistic group may sound patronizing to another. Our linguists are not only well familiar with the nuances of their native language and culture, but are also highly skilled in American culture and English writing styles. Their understanding of BOTH cultures and languages leaves them well equipped to create a translated document that not only communicates the facts of the original but that also strikes the correct cultural tone. Our linguists will help the client avoid misunderstandings and cultural missteps by taking into consideration the cultural context of the target audience and translating the material appropriately.

## Services Offered

### Written Translation

- Lazar will provide translations which are accurate and appropriate by ensuring:
  - All information is conveyed accurately.
  - Syntax (grammar, sentence structure, language rules, text flow) is appropriate

- and grammatically correct.
- All material is culturally appropriate and targeted to Fresno residents.
- Standard Turnaround on most documents is 2-3 working days depending on length.
  - 24-hour turnaround is available for most documents. Please talk to your Project Manager at the time of order.
- Lazar can provide interpreting equipment such as wireless headsets, isolation booths, transmitters and on-site technicians, if necessary.

## Subcontractors

Almost all translators and interpreters used by Lazar are independent contractors.

For some on-site and remote interpreting assignments, we often augment our own resources by working with a trusted subcontractor:

Orozco and Associates  
 3359 Pacific Avenue  
 Long Beach, CA 92807  
 Contact: Ms. Diana Orozco  
 Email: interpreting\_dianaorozco@yahoo.com  
 Phone: (562) 755-0889

Diana Orozco was one of the original employees of Lazar, starting with us at our founding in 1994. She was then and remains our finest Spanish interpreter. Diana left Lazar to start her own interpreting agency and we have gladly continued to work with her and her excellent hand-picked roster of amazing interpreters located throughout the State of California.

Lazar will work with Diana to provide interpreters on certain interpreting assignments in Fresno.

## Insurance

Lazar attests that we have currently in place General Liability Insurance, Errors and Omissions Insurance and Worker's Compensation Insurance that are in compliance with the insurance requirements detailed in the solicitation.

## Past Performance

Lazar provides on-site interpreting and written translation services to the **State of California Department of Fish and Wildlife**. Lazar provides on-site interpreting services at meetings and conferences

## Formatting, Desktop Publishing and Layout

- Formatting and Desktop Publishing in MS Word, Power Point, Adobe InDesign CS5 and higher, including CS6, and other commonly used layout programs.
- Complete **Section 508 Compliance** services to ensure that your document is accessible to all Californians including those with disabilities.
- Lazar works with MS Office.
- Lazar works with BOTH MS Windows and Mac platforms.

## Interpreting Services

- Lazar offers simultaneous and consecutive interpreting services on-site at locations throughout the City of Fresno.
- Lazar can also provide Interpreting Services remotely using Zoom, TEAMS and similar platforms.
- Interpreters can provide Sight Translation of documents into spoken form. Interpreters can take a document in English and provide instant translation into spoken Spanish, Hmong or Punjabi (or vice versa).

## 4 PROJECT PROPOSAL

---

throughout the State. We provide simultaneous and consecutive interpreters as well as equipment and on-site technicians when requested.

Lazar provides Spanish Translation services to the State of **California Employment Development Department**. Lazar is currently translating the entire EDD website from English into Spanish. Lazar is working with a team of Spanish translators and has created a glossary with the Spanish Language coordinators of EDD.

Lazar provides on-site interpreting services with equipment at focus groups, community meetings and other meetings throughout the State of California to the **California Department of Transportation (CALTRANS)**.

Lazar provides written translation and in-person interpreting for the **Orange County Transportation Authority**. Lazar translates public information material, web postings and other official announcements into Spanish and Vietnamese.

Lazar provides written translation and on-site interpreting services to the **Santa Clara Valley Transportation Authority (VTA)** throughout San Jose and surrounding areas. Lazar translates a great deal of material intended for the general public.

Lazar provides written translation services to the **California Department of Public Health**.

Lazar Translating & Interpreting works extensively with the **Los Angeles County Metropolitan Transportation Authority (MTA)** translating a great number of documents, advertisements, web postings, flyers, brochures and other material intended for public information from English into Spanish, Chinese, Armenian, Russian, Vietnamese, Korean and various other languages.

Lazar Translating & Interpreting is the premier language provider to the **Los Angeles County Office of Education**, providing professional translation of written text from English to any one of over 60 languages and dialects. Materials routinely translated consist of brochures, newsletters, and/or other documents. The translations, upon completion of final copy and thorough proofread,

typesetting is also provided for any of the languages when requested by this office's Communication Department.

Lazar provides translation of technical material for the **National Institute of Standards and Technology (NIST)**. Lazar provides both written translation and oral interpreting services between English and Spanish for technical presentations involving engineering documents including specialized and highly technical material.

Lazar works extensively for the **State of Oregon Department of Education**, translating brochures, flyers, correspondence, notices, reports and other documents. Lazar has also transcribed and translated interviews as well as provided desktop publishing services and phone interpreting services to DOE staff.

Lazar provides full-service written translation to the **Commonwealth of Pennsylvania, Department of Labor & Industry** from English into Spanish. Lazar translates a wide variety of material including forms, web postings, brochures and correspondence.

Lazar provided written translation and telephone interpreting services to the **Department of Agriculture Natural Resources Conservation Services**. Lazar provided comprehensive translation into Spanish, Hmong and Vietnamese as well as telephone interpreting services available 24 hours per day, 7 days per week.

Lazar provides written translation and Spanish Voice Over Services to the **Office of the Superintendent for Public Instruction for the State of Washington**. Lazar has provided translation of web postings, brochures and manuals as well as Spanish audio for a series of online videos and webinars.

## Key Personnel

### The Lazar Team

#### Ms. Sara Johnson, Project Manager

Ms. Johnson is an experienced project manager with almost 10 years of experience leading teams in research

& development, marketing, vendor management, quality control and client relations. Ms. Johnson received an A.A. Degree from the renowned Fashion Institute for Design & Marketing (FIDM) in Los Angeles. She worked extensively in product development, marketing and lower-tier vendor management for a variety of leading companies. At Lazar, Sara is the Project Manager for many top-tier clients in healthcare, education, transportation and government. She is very experienced at recruiting and training new linguists, providing excellent customer service to clients and managing written translation, on-site interpreting, telephone interpreting, multi-lingual desktop publishing and audio transcription projects.

Ms. Johnson currently manages translation and interpreting projects for the California Department of Education, California Department of Managed Care, Santa Clara Valley Transportation Authority and the California Victims Fund among others.

### Our Linguists

First and foremost, we have to identify and hire excellent professional linguists to do the job. Rather than being a training ground for the aspiring polyglot fresh out of school, Lazar Translating & Interpreting **only** works with linguists with at least 5 years of experience as professional linguists.

We maintain a proprietary database with detailed profiles of literally thousands of approved translators and proofreaders. When a prospective associate submits a resume to our agency, it is reviewed to consider the following factors:

- Linguistic skills and proficiency level of his/her native language & language pairs
- Accreditations and /or certifications.
- Educational background – Minimum of a Bachelor's degree or equivalent is required and over 5 years of experience
- Specialization – Particular industries where the interpreter possesses special training, insight,

extensive experience, or other specialized skill sets

- Software & Desktop Publishing capabilities and aptitude levels

Once we determine that an interpreter or translator meets our initial criteria as defined above, we contact them for two references and administer a test interpretation or translation. If the potential associate is successful and his/her references are approved, then the application is forwarded to the President/CEO for approval. If the President/CEO approves the resume, the applicant's profile is entered into the company database with detailed information about his/her language pairs, accreditation status, educational background, platform and software capabilities, years of experience, specialization and the person's performance history with Lazar Translating & Interpreting.

American Sign Language interpreters will be certified by the Registry of Interpreters for the Deaf (RID) or the National Association of the Deaf (NAD).

### Key Resumes are attached



## References

### Los Angeles Metropolitan Transportation Authority (METRO)

Lazar Translating & Interpreting translates and typesets advertisements and public notices for this transportation agency into multiple languages. Lazar provides both translation and interpreting services in **Spanish**, Chinese (all dialects), Korean, Armenian and other commonly used languages in Southern California.

Los Angeles County Metropolitan Transportation Authority (METRO)  
1 Gateway Plaza  
Los Angeles, CA 90012  
Contact: Olga Arroyo, Manager, Program Management Community Relations  
Phone: 213.893.7115  
Email: [ARROYOO@metro.net](mailto:ARROYOO@metro.net)  
Length of Service: July 2002 - Ongoing  
Total Cost: \$545,500.00 (To Date for all METRO departments)

### State of Oregon – Department of Education

Lazar Translating & Interpreting provides as-needed translation services to the Oregon Department of Education and has translated a wide variety of pamphlets, brochures, web copy, transcriptions, documents, etc. for various agencies. Lazar provides services in **Spanish**, Chinese, Korean, Vietnamese and others.

Oregon Department of Education  
255 Capitol St. NE  
Salem, OR 97310-0203  
Phone: (503) 947-5848  
Contact: Lisa Kennedy  
Email: [lisa.kennedy@state.or.us](mailto:lisa.kennedy@state.or.us)  
Length of Service: February 2006 - Ongoing  
Total Cost: \$489,400.00 (To Date)

### State of California - Employment Development Department

Lazar is currently translating the entire EDD website into **Standard Spanish**. Lazar is working closely with EDD bi-lingual staff to create a Spanish-language version of the current EDD website including related documents, maintaining all tags and ensuring Section 508 compliance. Lazar has created a digital glossary of approved translation of terms in order to maintain language consistency across the many web pages being translated.

State of California - Employment Development Department  
PO Box 826880  
Sacramento, CA 94280  
Phone: (916) 653-3160  
Contact: Ms. Juliana Batista-Delgado  
Email: [juliana.batistadelgado@edd.ca.gov](mailto:juliana.batistadelgado@edd.ca.gov)  
Length of Service: August 17th, 2020 - December 31st, 2022  
Total Cost: \$60,000.00

### State of California - Department of Fish and Wildlife

Lazar provides written translation services and on-site interpreting in a wide variety of languages in all regions of the State of California. Lazar works in **Spanish**, Chinese, Korean, ASL and other languages.

Clementine (Tina) Cole, EEO Officer  
Manager, Office of Equal Employment Opportunity  
1416 9th Street, 12th Floor, Ste. 1248  
Sacramento, CA 95814  
Phone: (916) 653-9089  
Email: [Clementine.Cole@wildlife.ca.gov](mailto:Clementine.Cole@wildlife.ca.gov)  
Length of Service: November 2015 - June 23, 2023  
Total Cost: \$50,000.00

## Written Translation

### Our Linguists

First and foremost, we have to identify and hire excellent professional linguists to do the job. Rather than being a training ground for the aspiring polyglot fresh out of school, Lazar Translating & Interpreting **only** works with linguists with at least 5 years of experience as professional linguists.

We maintain a proprietary database with detailed profiles of literally thousands of approved translators and proofreaders. When a prospective associate submits a resume to our agency, it is reviewed to consider the following factors:

- Linguistic skills and proficiency level of his/her native language & language pairs
- Accreditations and /or certifications.
- Educational background – Minimum of a Bachelor's degree or equivalent is required and over 5 years of experience
- Specialization – Particular industries where the interpreter possesses special training, insight, extensive experience, or other specialized skill sets
- Software & Desktop Publishing capabilities and aptitude levels

Once we determine that an interpreter or translator meets our initial criteria as defined above, we contact them for two references and administer a test interpretation or translation. If the potential associate is successful and his/her references are approved, then the application is forwarded to the President/CEO for approval. If the President/CEO approves the resume, the applicant's profile is entered into the company database with detailed information about his/her language pairs, accreditation status, educational background, platform and software capabilities, years of experience, specialization and the person's performance history with Lazar Translating & Interpreting.

## Quality Control Process

### Translation

Once the PM has a firm understanding of the scope of the project, he or she will send it on to the most qualified translator available. Many long-term projects have dedicated linguists who only work for that client.

These language professionals take into account the intended audience and create appropriate translations that go far beyond substituting one word for another. The professional linguist understands that they must never sacrifice the accuracy of the translations (i.e. the "meat" of the document), but they should also take care to translate nuances of tone to achieve a document that feels as if it were written in the target language

When the translator has completed the file, he or she will tag the file as "Translated".

### Proofreading

Our quality control process is based on a thorough proofreading of every translated document to ensure accuracy, readability, cultural connectivity and adherence to client goals and requests. Once the initial translation is complete, the linguist goes over the translated document to ensure that every part of it has been translated and that the resulting document is free of errors. Secondary proofreading by a different linguist is also available. Please discuss your proofreading options with your Project Manager at the time of order.

When the proofreader is satisfied that the document is free of errors and in concordance with client specifications, he or she will tag the file as "Proofread".

### Typesetting and Formatting

If the client has requested formatting, the PM instructs our in-house designer to analyze the original document and determine what they will need to create optically identical versions in the languages requested. Lazar can format in MS Office, In Design,

Illustrator, XML, HTML, Flash and any other popularly used format.

### SECTION 508 COMPLIANCE

Our in-house formatter is fully trained in Section 508 guidelines and can ensure that your document is fully compliant with Section 508. Your web documents will be safe and accessible to all persons with disabilities.

#### Delivery

When the PM is satisfied that the project is completed, the PM will deliver the completed project in the format that was previously specified by the client. Delivery can occur via email or direct FTP connection.

#### Feedback and Revisions

Client feedback is always welcome and the PM will always be available to answer any questions, assist with issues or clarify procedure. In the unlikely event that a client finds an error in our translation, we will quickly fix the mistake at no charge in a timely fashion.

#### Turnaround

Lazar can complete most document within 2-3 working days. The exact turnaround and delivery terms will be determined by the Lazar Project Manager and the client ordering official.

Lazar can also turnaround almost any size material within 24 hours as a RUSH order. As stated above, all final deadlines will be mutually agreed upon by the Lazar PM and the client at the time of order.

## Confidentiality

Lazar complies with federal laws and regulations of Health Insurance Portability and Accountability Act of 1996(HIPPA) governing the use and/or disclosure of individually identifiable information. We also comply with client-initiated non-disclosure contracts and privacy

agreements. We regularly work with highly confidential material and are well versed in the protocols for handling it.

Each and every person who works with Lazar, either as a direct employee in the central offices or as a contract interpreter, receives training in compliance with the confidentiality and non-disclosure laws. This training takes place prior to the employee or contractor ever working with the client in any form.

## Interpreting

### The Interpreting Process

Unlike translation, there is no safety net for the verbal interpreter. Editors, dictionaries and proofreaders are of little help when you only have a second or two to translate a complicated thought or expression. Our interpreting process begins with selecting only interpreters who have the experience and the “chops” to get the job done right the first time. The professional interpreter is a joy to watch as they skillfully maneuver through the intricacies of language and seamlessly blend themselves into the business at hand.

### Technical Prowess

Lazar Translating & Interpreting understands that superlative customer service doesn't mean much without the education, training and experience of a professional interpreter with a strong command of necessary vocabulary, cultural sensitivity and strong organizational skills. Our interpreters will bring a proven ability and a long list of experience, training and education to the client.

Our interpreters are experienced professionals with advanced degrees from leading universities around the world. Each has proven abilities as an interpreter and possesses the necessary vocabulary. They are all seasoned professionals and possess the public speaking ability to be confident yet neutral in tone and demeanor. They understand that their job is to minimize language

and cultural barriers as much as possible and allow users to concentrate on the subject at hand.

### **Sight Translations**

Our interpreters can provide sight translations of documents on-site at meetings, conferences, etc. Our interpreters will read through documents in either English or in their native language and verbally interpret the written text into the other language.

### **Remote Interpreting**

Lazar can provide live interpreting services remotely using video platforms such as Zoom, Teams, etc. The Project Manager will make sure that the interpreter gets the link well before the meeting and that they login before the meeting begins, according to client instructions. Our interpreter will login promptly, will be dressed professionally and be in a quiet professional environment where they can provide high-quality interpreting without interruption or issue.

## Cost Page

### EXHIBIT B SCHEDULE OF FEES AND EXPENSES

Please include the following when considering a proposal:

1. The language translation shall be from English into the following languages:

**Written Translation**

Spanish: \$0.10 per word

Hmong: \$0.16 per word

Punjabi: \$0.18 per word

- \$65.00 Minimum Charge per order per language
- Proofreading: \$55.00/hour
- Desktop Publishing: \$45.00/ hour.
- RUSH Fee: 50%

**Live Interpreting (Remote and On-Site)**

Spanish: \$100.00/hour per interpreter

Hmong: \$140.00/hour per interpreter

Punjabi: \$140.00/hour per interpreter

- 2-hour minimum charge
- 50% of fee is due if the appointment is canceled 24 hours before the start.
- Full price is due if the appointment is canceled on the same day.
- More than one interpreter may be required if the assignment is longer than 2 hours. Your

Project Manager will discuss optimal staffing with you at the time of order.

- Plus parking and mileage, if required.
  - We will always endeavor to find the closest interpreter possible to your event.

2. Please include fees for translation from the following languages to English:

**Written Translation**

Spanish: \$0.10 per word

Hmong: \$0.16 per word

Punjabi: \$0.18 per word

- \$65.00 Minimum Charge per order per language
- Proofreading: \$55.00/hour
- Desktop Publishing: \$45.00/ hour.
- RUSH Fee: 50%

**Live Interpreting (Remote and On-Site)**

Spanish: \$100.00/hour per interpreter

Hmong: \$140.00/hour per interpreter

Punjabi: \$140.00/hour per interpreter

- 2-hour minimum charge
- 50% of fee is due if the appointment is canceled 24 hours before the start.
- Full price is due if the appointment is canceled on the same day.
- More than one interpreter may be required if the assignment is longer than 2 hours. Your

Project Manager will discuss optimal staffing with you at the time of order.

- Plus parking and mileage, if required.
  - We will always endeavor to find the closest interpreter possible to your event.

**3. Please include pricing for ASL Services (per hour)**

\$120.00/hour per interpreter

- 2-hour minimum charge
- 50% of fee is due if the appointment is canceled 24 hours before the start.
- Full price is due if the appointment is canceled on the same day.
- More than one interpreter may be required if the assignment is longer than 2 hours. Your Project Manager will discuss optimal staffing with you at the time of order.
- Plus parking and mileage, if required.
  - We will always endeavor to find the closest interpreter possible to your event.

**4. Number of anticipated meetings over a 6-month period:**

QTY: 50

**Assumptions: 2-hour length of each meeting  
No equipment required  
All languages required at each meeting**

**Costs per language**

Spanish: \$200.00 X 50 = \$10,000.00  
 Punjabi: \$280.00 X 50 = \$14,000.00  
 Hmong: \$280.00 X 50 = \$14,000.00  
 ASL: \$240.00 X 50 = \$12,000.00

Total Estimated Cost: \$50,000.00

- If all languages are required at each meeting.

a. Please also include a price per-meeting after the first 50.

**Same Assumptions as above**

Spanish: \$200.00 per meeting  
 Punjabi: \$280.00 per meeting  
 Hmong: \$280.00 per meeting  
 ASL: \$240.00 per meeting  
 Total Estimated Cost per meeting: \$1,000.00

- If all languages are required at each meeting.

**5. Number of anticipated documents over a 6-month period:**

QTY: 60

**Written Translation**

Spanish: \$0.10 per word

Hmong: \$0.16 per word

Punjabi: \$0.18 per word

- \$65.00 Minimum Charge per order per language
- Proofreading: \$55.00/hour
- Desktop Publishing: \$45.00/ hour.
- RUSH Fee: 50%

Please include associated costs: (*i.e. per-word, per-page, minimum amount, etc.*)

Please include any miscellaneous fees such as urgent need, last minute meetings, etc.

Desktop Publishing: \$45.00/hour

Proofreading: \$55.00/hour

Minimum Charge: \$65.00 per language per order for written translation

Minimum: 2 hours for interpreting

**Audio Equipment**

If audio equipment is needed for simultaneous interpreting services, it will be billed as follows. Wireless Headsets: \$12.00 per headset

Transmitters: \$150.00/each

Technician (If necessary): \$250.00 per day

Isolation Booth: \$175.00 per day

## Attachments

Resumes of Key Staff

Samples of Past Translations

Exhibit D

Signed Addenda



# Sara Johnson

Woodland Hills, CA  
sara@lazar.com

## Project Manager

### SUMMARY

- A highly organized, creative and detail-oriented individual with experience in partnering directly with clients to ensure their projects are executed to their specific needs and delivered on time.
- Knowledge of terms and language associated with different segments of the industry
- Excellent written and oral communication skills
- Implementing Competitive Analysis

### WORK EXPERIENCE

Lazar Translating & Interpreting  
Chief Operations Officer

Los Angeles, CA  
February 2020 – Present

- Working together with key participants to compile the budget.
- Spearheading strategies to steer the company's future in a positive direction
- Driving the company's operating capabilities to surpass customer satisfaction and retention, and company goals.
- Monitoring invoices from translators and vendors
- Overseeing marketing initiatives and implementing better business practices.
- Delegating responsibilities to ensure staff members grow as capable participants
- Employing various initiatives to coach employees to optimize their capabilities.
- Assessing and implementing improved processes and new technologies, and collaborating with management regarding the implementation of these improvements.

Project Manager

January 2018 – February 2020

- Coordinate internal resources and third parties/ vendors for the flawless execution of projects
- Ensure that all projects are delivered on-time, within scope and within budget
- Developing project scopes/ briefs and objectives, involving all relevant stakeholders and ensuring technical feasibility
- Ensure resource availability and allocation
- Develop a detailed project plan to track progress and ensure on-time delivery
- Use appropriate verification techniques to manage changes in project scope, schedule and COGS
- Measure project performance using appropriate systems, tools and techniques
- Manage the relationship with the client and all stakeholders
- Perform risk management to minimize project risks
- Establish and maintain relationships with third parties/ vendors
- Create and maintain comprehensive project documentation

beautyblender/ Rea.Deeming Beauty, Inc.  
Product Development Manager

Encino, CA/ Bethlehem, PA  
October 2014 – January 2018

- Creating innovative new product pipeline launches for this dynamic brand under the direction of the Brand Founder and Executive Director of Product Development.
- Researching market trends, competitive products, new ingredients, and new technologies within the beauty industry
- Create & manage PD timelines and deadlines, from creation to ship.
- Creation and management of new Product Briefs to potential manufacturers for new products
- Source primary packaging and secondary packaging for new launches
- Liaison between internal team(s) and manufacturers to coordinate all formula feedback, samples, packaging, formula testing & product details
- Finalize product specifications, quotes and conduct pricing and COGS analysis to ensure product profitability
- Collect final ingredient decks and fill weights on final formula
- Partner with the marketing and creative teams to manage the artwork development process including design development, copy and translations
- Develop ingredient claims and marketing story for new products to share with the marketing team
- Assist in development of product knowledge materials including one-sheets and educational training materials with the sales team.
- Manage products through stability/compatibility testing with contract manufacturer or using a 3rd party testing facility
- Work as the liaison between the fill manufacturer and an independent regulatory specialist to expedite general & quantitative ingredient decks. All other regulatory documents needed for a dossier (allergens, MSDS, COO etc.)
- Partner with regulatory team to ensure global compliance for packaging and formulas
- Manage communication with fill manufacturer to coordinate package deliveries and ensure fill & delivery timelines are being met
- Coordinate with corporate facility regarding production requirements, test assembly, lead times for receipt of new items to ensure on time shipping requirements of customer are met.

Per-Fekt Beauty  
Product Development, Sales & Marketing Assistant

Hollywood, CA  
August 2013 – September 2014

- Oversee internal and external communications regarding products in development including time lines, costs, MOQ, formula attributes and ingredient listings.

- Evaluate submissions and review with manager for unified supplier feedback.
- Oversee brand specific product development meetings
- Partner with marketing on product information sheets, product names and shade names
- Request, follow up and distribute samples to internal and external teams
- Oversee development timelines in order to hit launch dates
- Oversee artwork routing on a timely manner
- Create market research decks to support development direction
- Stay abreast of the competitive market; purchase and present compelling competitive and relevant products.
- Develop relationships with existing and new suppliers, internal cross functional teams and brand founders.
- Travel domestically and internationally for on-site approvals when necessary.
- Attend trade shows
- Assist team with administrative tasks
- Updates managers by consolidating, analyzing, and forwarding daily action summaries, & weekly sales reports from all retailers.
- Provides product, promotion, and pricing information by clarifying customer request; selecting appropriate information; forwarding information; answering questions.
- Assisting in the redesign of all display units for various retailer accounts
- Assisting in the script development for new brand focused training videos for name brand retailer.
- Assisting in-field sales team with in-store support for events and brand focus days
- Tracks sales expenses by tracking, consolidating, analyzing, and summarizing expenses; forwarding for reimbursement.
- Assisting with promotional events
- Supporting the Sales & Marketing Manager in all aspects of their work
- Supporting the President/ Owner in all aspects of their work

#### HATCHBEAUTY

Santa Monica, CA

Product Development Coordinator/ Project Management Coordinator

March 2012 – August 2013

- Assisting the Director of PD and Project Managers in areas of formula development, color, fragrance selection, ingredient callouts, etc.
- Choosing colors, ingredients, and packaging for new product concepts
- Communicate with vendors/ suppliers during product development process and follow up
- Test and evaluate product samples and provide feedback to managers and suppliers, follow up with formula testing including stability, compatibility, PET, RIPT, etc.
- Tracking project time lines, vendor meetings, maintain vendor files and time lines, solicit and logging vendor quotes and capture product profiles, tracking costing dashboard, cost profile development
- Develop marketing copy for primary and secondary packaging, proofing artwork & copy on primary and secondary packaging
- Researching and staying current with industry trends and competitors' products for pricing, packaging, and formulation comparison.
- Maintaining potential new items for future projects, sending products out to be matched, maintaining current on hand formula samples for meetings.
- Support Managing Partners, PD Team, Executive VP and Creative Team.
- Tracks project timelines and prepares material in support of various groups
- Interfaces with Fragrance House, Manufacturing Facilities, vendors and suppliers
- Maintains all product samples for color matching, presentations, and shipments
- Identifies benchmark products as well as key benefits and attributes for new Product Development needs
- Seeks out Potential New Clients (PNC)
- Drafts Creative Service proposals and agreements for PNCs
- Maintains and keeps all project timelines on Agency Master project calendar
- New product innovation research along with trend, forecasting and competitive analysis research
- Sets up new client meetings

#### EDUCATION

FIDM/The Fashion Institute of Design & Merchandising

March 2011

Associate of the Arts Degree: Merchandising & Marketing - Beauty Industry

Courses include:

Color and Design Theory	Beauty Marketing and Finance
Beauty Brand Imaging	Beauty Global Business
Principles of Beauty Technology	Promotion and Presentation
Fundamentals of Color Cosmetics, Body, Hair Care and Fragrance	

Murad University for Inclusive Health

March 2011

Certified Inclusive Health Practitioner

#### SKILLS

- Knowledge of current industry trends
- Computer skills (Proficient in Word, Excel, PowerPoint on both Mac and PC), Social Media Networking & Blogging
- Multi-tasker with organization, time management skills and highly skilled team project leader

REFERENCES AVAILABLE UPON REQUEST

# Shirley E. Muñoz

Lead Spanish Linguist

---

## Linguist

**Language pairs:** English <> Spanish (Native)

## Education

University of Guadalajara (Mexico),  
California State University Long Beach (USA)  
University of Münster (Germany).  
Bachelor of Arts (Honors Program), History  
Minor: Spanish Literature

Instituto Superior de Estudios Lingüísticos y Traducción  
Seville, Spain  
Master's in Philology: Translation and Localization (2022)

## Chief Spanish Linguist

Lazar Translating & Interpreting, Los Angeles, CA.  
August 2012 – Present

Shirley is the chief in-house Spanish translator and linguist for LTI. Shirley is a native speaker of Spanish with a unique bilingual and bicultural perspective. She was born in Guadalajara, Mexico, raised in Los Angeles, CA and then returned to her native Mexico for university. Her unique background as a highly educated native Spanish speaker at the university level is fused with her upbringing in a Hispanic neighbourhood in the United States. Her unique talent is to translate material that is technically accurate without being overwhelming to the lay person. Her translations go far beyond being basic word-for-word robotic exchanges of data, but rather sound as if they were originally written in Spanish. As a gifted writer, Shirley creates translated material that flows smoothly and communicates effortlessly with Spanish-speaking communities of all types.

She has lived and studied in Mexico, Argentina and Spain. This gives her a truly international perspective on the Spanish language as it is used colloquially and officially in a variety of countries. She has the ability to adjust her translations to target particular groups as well as synthesize material into a Standard Spanish that avoids regionalisms and resonates with Spanish speakers of all backgrounds.

Shirley has translated material for a variety of clients in the transportation sector including:

- Los Angeles County Metropolitan Transportation Authority (METRO)
- Santa Monica Big Blue Bus
- Foothill Transit Authority
- Santa Clara Valley Transit Authority

## Spanish Linguist

University of Guadalajara, Mexico. Department of History  
September 2009- July 2012.

Shirley provided comprehensive translation, transcription and outreach services to a University-funded project dealing with migration from various regions of Mexico into the United States. Shirley translated written documents as well as transcribed recorded interviews of migrants and their American-born children detailing their experiences as both documented and undocumented

immigrants to the United States. Further, Shirley assisted the project leads in cataloguing data, creating a database and analysing source material.

**Software**

- **Microsoft Office**
- **Adobe Acrobat**
- **Memsources**
- **MemoQ**
- **SDL Trados**

# **MANMOHAN KAUR**

English to Punjabi Translator

## **Certification:**

Certified Punjabi Language Tester for American Council of Teaching Foreign Languages (ACTFL)

## **Membership:**

ITA (Indian Translators Association)

ATA (American Translators Association)

## **Education**

Master's Degree Language & Literature

Bachelor of Business Studies with Hindi & Punjabi languages (Delhi University)

Advance Diploma in Computer Applications (F-Tech)

## **Qualifications**

Localization Expert with extensive experience in utilizing localization and terminology management tools, managing multiple projects in Hindi & Punjabi languages with hard deadlines, linguist testing and training manuals, developing training manuals for linguists, monitoring Quality Assurance and compliance with ISO standards, reporting and updating information in TMs, maintaining project records, and delivering utmost quality of translation with minimum turnaround time. Over 14 years' experience in English to Hindi & Punjabi Translation & transcription projects.

Excellent knowledge of Windows, MS-Office (Word, PowerPoint, Excel), Outlook, Internet HTML, Photoshop, and Corel Draw

## **Translation Tools:**

Experience with multiple Localization Tools, such as SDL WorldServer, Trados, WordFast, Idiom WorldServer, SDL Phrase Finder

## **Expertise**

Government:

FEMA (Hurricane Sandy Survivors), Department of Justice, Department of Motor Vehicles (California), ITAR, Sandia Laboratory.

Medical:

Medical questionnaires, patient information and informed consent forms, Amendments to Protocols, Drug information sheet, Questionnaire, Analysis reports.

Marketing:

Market Surveys, market analysis, Proposals, Press releases, brochures, posters, background materials.

Technical:

Technical documents, machine manuals, aeronautical glossary, safety manuals, Product

description & process.

**Business & Economics:**

Memorandum of Association, Articles of Association, Minutes of Meeting, Annual Reports, Company Product Presentations, Company Letters, Phone manuals, operator manuals.

**Legal:**

Criminal: Statements, Legal Correspondence, Transcripts of Police Interviews & Interrogations, Court rulings Civil: Sales Contracts, Contracts, Birth Certificates, Degree Certificates, Transcripts, Tenders, appeals, news coverage etc.

**Past Clients**

Reader's Digest, DMV, MCOC, GAC, Nokia, Sony, Bausch and Lomb (Posters), Smith & Nephew (Ethical policy), Phytonics USA (Brochure), PMW Inc. in Software and hardware documentation, MCP Gov (Marketing documents), Alzheimer's Association (Playbook for Alzheimer Disease), Creative India & Indian Routes (Travel & Tourism in India) and phytonicsindia.com (Website Localization), IDS Infotech (for Aviation documents translation in Hindi), Aviation Professional Dictionary (India), Clinical Trial (USA), Census Documents Translation (USA for Indian region) & Betty Brosmer (website localization), IEP Reports for Children under Special Education & worked on translations of many consumer, medical and marketing surveys.

I have been providing assistance in translation for IDS Infotech, India for their Aviation project in Europe.

## CURRICULUM VITAE

### *Diana Orozco*

*Court-Certified Spanish/English Interpreter*

---

***Duties and Responsibilities:***

Consecutive/simultaneous interpreter with almost 30 years of experience.

**LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (METRO)**

Consecutive and simultaneous interpreting for community meetings, conferences, etc.

**CALIFORNIA HIGH SPEED RAIL AUTHORITY**

Consecutive and simultaneous interpreting for meetings, conferences, etc.

**SOCIAL SECURITY ADMINISTRATION OFFICE OF ADJUCATION AND REVIEW**

**Duties and Responsibilities**

Consecutive and simultaneous interpreting for hearings, conferences and meeting. Worked with the Administrative Law Judge, Attorney, claimant Medical Expert and Vocational Expert. Translated medical records provided by the claimant.

**DEPARTMENT OF HOMELAND SECURITY**

**Duties and Responsibilities**

US Government Clearance to work at different sites when requested.

- Translate official transcripts and documents.
- Monitor live intercepted telephonic calls.
- QC transcripts.
- Certified by the Department of Justice of California

**DEPARTMENT OF MOTOR VEHICLES (DMV)**

**Duties and Responsibilities**

Consecutive interpreting for Hearing Officer and Attorney at DUI, Negligent Operator, Priority Examination, Medical Condition and other hearings.

**DIVISION OF LABOR STANDARDS ENFORCEMENT**

**Duties and Responsibilities:**

Consecutive and simultaneous interpreting for Hearing Officer, Attorney, Plaintiff and Witness.

---

**DEPARTMENT OF SOCIAL SERVICES**

Interpret consecutive and simultaneous for ALJ, plaintiff, Attorney and Social Worker.

**DEPARTMENT OF CORRECTIONS AND REHABILITATION**

Interpret for consecutive and simultaneous for Probation officer, Attorney and inmate at the different jails.

**ARBITRATIONS**

**Duties and Responsibilities:**

Interpret consecutive and simultaneous for the Judge, Defense Attorney and Plaintiff.

**Interpreting Services Provided for:**

- Town Hall meetings
- Depositions
- Statements
- Qualified Medical Evaluations for the State of California
- Focus Groups and market research
- Professional Conferences

---

**Conferences:**

- BEST- ICE- DHS- (Department of Homeland Security) Houston, TX
- US Department of Transportation, Apple Valley, CA
- A.A. PRASA, Waikiki, HI
- Housing Authority of Los Angeles
- Air Quality Management District, San Dimas, CA

---

**EDUCATION:**

**SOUTHERN CALIFORNIA SCHOOL OF INTERPRETING**

Court Certificate Program  
Interpretation/Translation English/Spanish/English  
Norwalk, Ca.  
2001-2003

**U.C.L.A./EXTENSION**

Court Certificate Program  
Interpretation/Translation English/Spanish/English  
Los Angeles, CA  
1994-1995

**UNIVERSIDAD DEL VALLE DE MEXICO**

B.A. Clinical and Industrial Psychology



Mexico City DF  
1984-1989

ETAC (ESCUELA TECNICA ADMINISTRATIVA COMMERCIAL)  
High School diploma  
Mexico City DF  
1982-1984

THE PAN AMERICAN SCHOOL (Mexico City, Mexico)  
Conference Interpreter-Certificate Program  
Mexico City DF  
1980-1983

# SANDRA HEFLIN, MA, EIPA, RID

---

## American Sign Language Interpreter

### DEGREES

MA, Special Education, Deaf /Hard of Hearing, California State University, Northridge, CA 1982

BA, Education, California Baptist University, Riverside, CA 1965

### CREDENTIALS AND CERTIFICATES

#### Teaching Credentials:

Standard Life Teaching Credential, Specialization in Elementary Education

Specialist Instruction Credential in Special Education: Communication

Handicapped, California State University, Northridge, CA 1982

#### Interpreting Certificates:

Educational Interpreters Proficiency Assessment (EIPA) 2010 Level 4

National Association of Sign Language Interpreters Assessment Program- American Consortium of Certified Interpreters (ACCI) Generalist Certificate May 2005-2006

Comprehensive Skills Certificate (CSC), from National Registry of Interpreters for the Deaf (RID)

Awarded 1980 – Expired 1992/

Member Conference of Interpreter Trainers (CIT) (1981-82)

### EMPLOYMENT – EDUCATION FIELD

2001- Present PRESIDENT, FOUNDER of *Color of Language*, non-profit Sign Language educational materials development corp. [www.coloroflanguage.com](http://www.coloroflanguage.com)

1995-2002 CO-FOUNDER, DIRECTOR/TEACHER, Deaf Education Program, Pre-School-12<sup>th</sup> grade, Stockdale Christian School, Bakersfield Christian High School, Bakersfield, California

1994-95 TEACHER, 4th Grade Stockdale Christian School, Bakersfield, CA

1986-93 TEACHER, Communication Handicapped Pres-School, Itinerant Teacher, Deaf/Hard of Hearing, Calaveras Co. Office of Education

1988-89 TEACHER, Lodi Unified School District, Infant Program

1985-86 TEACHER, Infant Program, Riverside County Schools

1980-86 TEACHER, California School for the Deaf, Riverside, CA, Elem. Jr. High, HS and Special Needs

1969-70 TEACHER, 3rd Grade, Riverside Christian Day School, Riverside, CA

1968-69 TEACHER, Deaf and Hard of Hearing Class, Corona Elem., Ontario, CA – San Bern. Co. Schools

### EMPLOYMENT – AMERICAN SIGN LANGUAGE INSTRUCTOR

2000-2002 Sign Language Instructor, ASL I and II -Bakersfield Christian High School, Bakersfield, CA

1986-1989 San Joaquin Delta College, Stockton, CA

1981-1982 Sign Language Instructor/Interpreter Trainer, University of Riverside, CA

1973-1974 Sign Language Instructor, California Baptist University, Riverside, CA

1971-1973 Sign Language Instructor, Golden Gate Seminary, Mill Valley, CA

1967-1968 Assistant Sign Language Instructor, CSUN (Lead teacher, Faye Wilke)

### EMPLOYMENT –AMERICAN SIGN LANGUAGE INTERPRETING FIELD

2010-2013 California State University, Bakersfield, Staff Interpreter

1976-2010 Self-Employed Free Lance Interpreter, Courts, Prisons, Community, Voc. Rehab. (all the above)

1974-1976 Interpreter and Job Developer, CA Department of Dept of Rehabilitation, Riverside, CA

1967-1968 Staff and classroom Interpreter, California State University, Northridge, CA

1965-1967 Lead Interpreter, Riverside Community College, Riverside, CA

1961-1968 Lead Interpreter, White Ave. Baptist Church, Pomona, CA

1961-2012 Free Lance Interpreter: Dept. of Rehab.(DOR); Court/ Legal; CDC, Walden House, Religious; Medical; Mental Health; Educa. (Elem.-College Level); PerformingArts, Platform.

# Sonja M. Lor

Hmong Translator

## PROFESSIONAL HIGHLIGHTS

\* Currently on the MN State Court Interpreter Roster. \*20 years of translation and interpretation experiences in the legal, social services, marketing, economic, and medical fields. \*Thirteen (13) years of experiences in program development, implementation and management. \*Thirteen (13) years of experiences in grant writing, financial management, budgeting and administration for non-profit business. \*Thirteen (13) years of experiences in program and staff management and training. \*Thirteen (13) years of evaluation development, implementations and monitoring project results.

## EDUCATION

Bachelor of Arts in Communications and Drama from Concordia College, St. Paul, MN, 1995.

## PROFESSIONAL CAREER HISTORY

- Translation & Interpretation Services, *Translator/Interpreter*** 1990-Present  
**Responsibilities:** Provide translation, interpretation and voice talent services to various language agencies throughout US. Some major translation and voice talent accomplishments are the MN Metro Transit (Ticket Machine), Minnesota Basic Standards Exams and The Federal Mediation Agreement.
- Hmong National Development, *Project Coordinator*** July 2006-June 2007  
1112 16th Street, NW, Suite 110, Washington, DC 20036 (202) 463-2118  
**Responsibilities:** Develop fundraising plans for multiple program locations nationally. Provide technical support to local agencies nationally. Maintain communications with grantors and potential grantors. Provide support in program and agency development for contracted organizations nationally. Develop and implement advocacy and leadership trainings and evaluation plans for local projects nationally.
- Betmar Languages, Inc., *Project Manager*** 2004-2006  
6260 Hwy 65 NE, Minneapolis, MN 55432 (763) 572-9711  
**Responsibilities:** Managed translation project(s) and ensure that they meet and exceed client expectations, are completed according to customer specifications, and delivered on time. Managed on-going client relationships and complicated accounts. Developed a clear and comprehensive understanding of the nature of the translation project and its requirements. Built an understanding of the client's ongoing translation needs in anticipation of repeat business.
- Lauj Youth Society of MN, Inc., *Executive Director*** 1993- 2004  
995 University Ave., Suite 213, St. Paul, MN 55104, (651) 644-2446  
**Responsibilities:** Developed grant proposals to potential funders and seek to build relationships with prospect grantors nationally and locally as well as individual base donors. Programs/agency capacity development and implementation, financial management for programs/agency and developing and implementation of evaluation plans for both agency and programs.

## VOLUNTEER EXPERIENCES

- Words Work** of St. Paul Foundation, Steering Committee Member 1999-2005  
**RAP HeadStart**, Policy Council Member 2003-2005  
**Center For Hmong Arts and Talents**, Board Member 2001  
**Hmong Children Initiative**, Co-founder 2002-Present

### External FAQs

#### **What is nitrate and why is it unsafe?**

Nitrate naturally exists in soils and is commonly found in materials such as fertilizers. Nitrate can enter groundwater drinking supplies through a variety sources, including:

- Run-off carrying chemicals found in most fertilizers
- Water discharged from industrial facilities
- Run-off from agricultural and farming operations
- Discharge from wastewater treatment facilities

However, nitrate in drinking water above the Drinking Water Maximum Contaminant Level (MCL) is a known health risk, especially to infants and pregnant women. The California Code of Regulations (CCR) Title 22 established 10 milligrams per liter (mg/L) of nitrate in water as the MCL. Drinking water with levels of nitrate above 10 mg/L may cause methemoglobinemia, which decreases blood cells' ability to carry oxygen through the body.

#### **Why does the City need to test my domestic well?**

The City is studying the potential influence of the Fresno-Clovis Regional Wastewater Reclamation Facility (RWRF) on nitrate levels in local domestic wells to develop an action plan should nitrate above the MCL be detected.

The RWRF treats approximately 59 million gallons per day (mgd) of wastewater from the cities of Fresno and Clovis, the Pinedale County Water District, the Pinedale Public Utilities District, and some unincorporated areas of Fresno County. Approximately 10 percent of the wastewater that is treated at the reclamation facility goes for direct reuse to farmers leasing land within the RWRF boundaries or to neighboring farmers. The rest is sent to 1,700 acres of ponds to percolate into the ground. A network of reclamation wells extracts water from the "mound" underneath the percolation pond area and discharges that water into Fresno Irrigation District canals that will be used for irrigation of farmland downstream from the treatment plant.

Whether or not the RWRF is negatively impacting wells within an area known as the Area of Nitrate Contribution is not clear, so a next step is to work closely with private property owners to conduct nitrate testing.

#### **What is the Area of Nitrate Contribution?**

The Area of Nitrate Contribution is the portion of the aquifer surrounding the RWRF where treated effluent from the RWRF mixes with local groundwater. The Area of Nitrate Contribution has been determined using groundwater quality data collected from City monitoring wells and domestic and agricultural wells that the City has sampled. Although wells may be within the "Area of Nitrate Contribution" that does not indicate drinking water exceeds the CCR Title 22 limit for nitrate in water. The City will work with property owners to monitor well water levels and take action if needed.

#### **How did the City determine my domestic well is within the Area of Nitrate Contribution?**

Based on analysis of water quality data collected from City groundwater monitoring wells along with domestic and agricultural wells near the RWRF, the City has identified the Area of Nitrate Contribution from the RWRF's percolation ponds, with approximately 23 private domestic wells identified in that area. If your domestic well is one of the 23 domestic wells identified, it is within the Area of Nitrate Contribution based on initial analysis and you should have been contacted by the City of Fresno. Although wells may be within the "Area of Nitrate Contribution" that does not indicate drinking water exceeds the CCR Title 22 limit for nitrate in water. The City will work with property owners to monitor well water levels and take action if needed.

**What if I'm near the RWRF but have not been contacted by the City?**

If your residence is located within the Area of Nitrate Contribution, you should have been contacted by the City of Fresno. If outside the Area of Nitrate Contribution, then you should contact the Kings Water Alliance to sample your well. The Kings Water Alliance is the governing body that addresses nitrates for the Kings Management Zone, which encompasses the Kings and Tulare Lake groundwater subbasins. You can reach the Kings Water Alliance at (559) 549-6747 or [info@kingswateralliance.org](mailto:info@kingswateralliance.org).

**What is the testing process and how long will it take?**

Once the City receives your consent to test your domestic well, the City will coordinate with you to set up testing to measure if the nitrate concentration is greater than 10 mg/L. Testing results will take a few business days to be complete.

**What are the next steps if nitrate levels above the MCL are detected in my domestic well?**

If nitrate levels are above the MCL and the well is within the RWRF "Area of Nitrate Contribution, the City will coordinate bottled water deliveries as quickly as possible and then possibly another alternative water supply based on property owner input. The City will follow up with you within one month of initiation of service, for whichever water supply alternative you chose, then approximately six months after service initiation and then annually. You will also have the option to have your domestic well re-tested annually.

**How can I access an alternative water supply if nitrate levels above the MCL are measured in my groundwater?**

The City will be responsible for providing safe drinking water alternatives to residents within the Area of Nitrate Contribution should nitrate levels above the MCL be detected in their domestic well.

**Cov Nqe Lus Sab Nrauv Uas Nquag Nug Txog**

**Kuab nitrate yog dab tsi thiab vim li cas nws thiaj li tsis nyab xeeb?**

Kuab nitrate mas ib txwm tshwm sim muaj nyob rau hauv av thiab pom muaj nyob xyaws nrog tej kuab ub no xws li tej chiv. Kuab nitrate tuaj yeem nkag mus tau rau hauv tej qhov dej hauv av los ntawm ntau yam xws li:

- Tej dej ntws kuav tau tej tshuaj khes mis uas muaj nyob rau ntawm tej chiv
- Cov dej tso tawm los ntawm tej chaw tsim khoom lag luam
- Tej dej ntws los ntawm kev ua qoob loo thiab kev ua liaj ua teb
- Tej dej ntws los ntawm cov chaw lim dej qias vuab tsuab

Txawm li cas los xij, yog muaj kuab nitrate xyaws hauv cov dej tshaj Theem Pub Muaj Hauv Dej Haus Ntau Tshaj Plaws (Drinking Water Maximum Contaminant Level, MCL) lawm ces yeej muaj feem tsis zoo rau kev noj qab haus huv, tshwj xeeb mas yog cov me nyuam mos liab thiab cov poj niam cev xeeb me nyuam. California Txoj Cai ntawm Cov Kev Cai (California Code of Regulations, CCR) Title 22 tau teeb tseg tias yog muaj kuab nitrate ntau txog 10 milligrams toj ib liv dej lawm (mg/L) lawm ces xam tias poob rau theem MCL lawm. Cov dej haus uas muaj theem kuab nitrate tshaj 10 mg/L lawm ces yuav ua rau cov methemoglobinemia muaj teeb meem, uas txo rab peev xwm ntawm cov keeb cell ntshav nqa cov cua oxygen mus los rau hauv lub cev tsis tau zoo.

**Vim li cas Lub Nroog thiaj li yuav tsum tau siv kuv lub qhov dej hauv tsev?**

Lub Nroog tab tom tshawb fawb seb lub chaws Fresno-Clovis Regional Wastewater Reclamation Facility (RWRF) puas muaj eem ua rau muaj theem kuab nitrate tshwm sim los rau hauv tej qhov dej siv hauv tsev thiaj li paub npaj tsim kho theem kuab nitrate uas muaj siab tshaj theem raug nrhiav pom ntawm MCL.

Lub chaw RWRF muaj peev xwm lim dej qhais tau txog li ntawm 59 million gallons rau hauv ib hnub twg (mgd) los ntawm lub nroog Fresno thiab Clovis, lub chaw Pinedale County Water District, lub chaw Pinedale Public Utilities District, thiab qee thaj chaw uas tsis sib koom tes ntawm Lub Nroog Fresno. Thaj tsam li 10 feem pua ntawm cov dej qias vuab tsuab uas raug lim nyob rau ntawm lub chaw lim dej kom zoo rov qab koj los siv dua rau cov neeg ua liaj ua teb uas xauj av ua rau hauv ib cheeb tsam RWRF los sis raug xa mus rau cov neeg ua liaj ua teb uas nyob ib puag ncig ze ntawm. Cov dej seem no yuav raug xa mus rau cov pas dej uas ntim tau dej ntau txog 1,700 acres kom cov dej no rov qab xau mus rau hauv av. Kev sib koom tes tsim kho cov qhov dej kom rov qab zoo los siv tau los ntawm "cov qhov dej txub" lawm rau hauv ib cheeb tsam tsim kho cov pas dej thiab tso dej mus raws cov kwj hoob dej rau hauv Ib Cheeb Tsam Siv Dej Hauv Fresno uas yuav raug siv ywg tej qoob loo nyob rau sab qis dua los ntawm lub chaw lim dej qias.

Txawm tias yuav muaj los sis tsis muaj los xij lub chaw RWRF yeej cuam tshuam tsis zoo rau cov qhov dej rau hauv ib cheeb tsam uas yog Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate tsuas tsis huv rau, yog li kauj ruam tom tej ces yuav tsum tau mob siab ua hauj lwm nrog cov tswv qhov dej los kuaj ntsuas cov kuab nitrate.

**Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate yog dab tsi?**

Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate yog cov dej uas nyob ib puag ncig ze rau ntawm lub chaw RWRF uas raug kuaj ntsuas tias cov dej qias neeg uas los ntawm lub chaw RWRF tau mus txuam nrog rau tej dej hauv qhov av rau hauv ib cheeb tsam ntawm lawm. Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate raug xam los ntawm qhov siv cov dej zoo uas tau muab los ntawm kev soj qab xyuas cov qhov dej hauv Lub Nroog thiab tej qhov dej hauv vaj hauv tsev thiab tej qhov dej tom chaw ua qoob loo los yog tu tsiaj uas Lub Nroog tau mus kuaj ntsuas. Txawm tias tej zaum cov qhov dej nyob hauv "Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate" uas tsis pom muaj tshaj rau hauv cov dej haus los xij txoj cai CCR Title 22 yeej txwv tsis pub muaj cov kuab nitrate rau hauv cov dej. Lub Nroog yuav ua hauj lwm nrog cov tswv qhov dej los soj qab xyuas theem kuab tshuaj uas muaj nyob rau hauv cov qhov dej thiab npaj daws yog yuav tsum tau daws.

### **Lub Nroog yuav txiav txim li cas rau kuv lub qhov dej hauv vaj hauv tsev tias nyob rau hauv Ib Cheeb Tam Ua Rau Muaj Kuab?**

Raws li tej ntaub ntawv ntawm cov dej zoo uas tau muab los ntawm Lub Nroog qhov soj qab xyuas cov qhov dej siv hauv vaj hauv tsev thiab cov qhov dej siv ua qoob loo los yog tu tsiaj ze rau ntawm RWRF, Lub Nroog tau txheeb xyuas Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate los ntawm cov pas tso dej tawm ntawm RWRF, thaj tsam li 23 pub qhov dej hauv vaj hauv tsev raug txheeb xyuas rau hauv thaj chaw ntawd. Yog koj lub qhov dej hauv vaj hauv tsev yog ib ntawm 23 lub qhov dej hauv vaj hauv tsev uas raug txheeb xyuas no ces, nws nyob rau hauv Ib Cheeb Tsam Ua Rau Muaj Kuab raws li tej ntaub ntawv tshawb xyuas thaum xub thawj thiab Lub Nroog Fresno yuav tsum tau hu tuaj rau koj. Txawm tias tej zaum cov qhov dej nyob hauv "Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate" uas tsis pom muaj tshaj rau hauv cov dej haus los xij txoj cai CCR Title 22 yeej txwv tsis pub muaj cov kuab nitrate rau hauv cov dej. Lub Nroog yuav ua hauj lwm nrog cov tswv qhov dej los soj qab xyuas theem kuab tshuaj uas muaj nyob rau hauv cov qhov dej thiab npaj daws yog yuav tsum tau daws.

### **Yog kuv nyob ze rau ntawm RWRF tab sis Lub Nroog tsis tau hu xov tooj tuaj rau kuv ne ho yuav zoo li cas?**

Yog koj lub tsev nyob rau hauv Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate, Lub Nroog Fresno yuav tsum hu rau koj xwb xwb. Yog nyo rau sab nraum Ib Cheeb Ua Rau Muaj Kuab Nitrate lawm, ces lub chaw Kings Water Alliance yuav tsum hu xov tooj tuaj muab cov dej hauv qhov lub qhov dej coj mus sim xwb. Lub chaw Kings Water Alliance yog ib lub tsev hauj lwm uas saib xyuas thiab daws tej kuab nitrates rau hauv Ib Cheeb Tsam Tswj Xyuas ntawm Kings, uas yog nyob ib puag ncig tag nrho rau ntawm tej qhov dej hauv qhov av ntawm Kings thiab Tulare Lake. Koj tuaj yeem tiv toj rau lub chaw Kings Water Alliance rau ntawm (559) 549-6747 los sis [info@kingswateralliance.org](mailto:info@kingswateralliance.org).

### **Txheej txheem kuaj ntsuas yog dab tsi thiab nws yuav siv sij hawm ntsuas ntev npaum li cas?**

Kiag thaum Lub Nroog tau txais kev tso cai cia kuaj ntsuas koj lub qhov dej hauv vaj hauv tsev lawm, Lub Nroog yuav khiav hauj lwm nrog koj los npaj qhov kev kuaj ntsuas yog muaj kuab nitrate tshaj 10 mg/L. Qhov ua tau los ntawm kev kuaj ntsuas no yuav siv sij hawm li ob peb hnuv ua hauj lwm thiaj li yuav tiav.

### **Kuaj ruam txuas mus ntxiv yog dab tsi yog theem kuab nitrate tshaj theem MCL uas raug tshawb fawb nrhiav pom rau hauv kuv lub qhov dej hauv vaj hauv tsev lawm?**

Yog theem kuab nitrate muaj tshaj theem MCL lawm thiab lub qhov dej nyob rau hauv RWRF "Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate, Lub Nroog yuav hais kom xa cov dej ntim hauv fwj tuaj rau koj kom sai



sai thiab dhau ntawd ces mam li nrhiav lwm hom dej tuaj raws li tus tswv tsev xav tau. Lub Nroog yuav soj qab xyuas nrog koj li hauv lub sij hawm ib lub hlis tom qab tshuaj ntsuam xyaus xub thawj tag lawm, xyuas seb koj xaiv hom kev dej siv dab tsi, khwv yees tias yuav npaj kuaj ntsuas cov dej rau tom qab qhov kuaj xub thawj lawm rau hauv rau lub hlis mus txog ib lub xyoos. Koj kuj muaj kev xaiv kom rov kuaj ntsuas koj lub qhov dej hauv ib lub xyoos puag ncig.

**Kuv puas tuaj yeem nrhiav siv tau lwm hom dej siv tau li cas yog tias theem kuab nitrate muaj tshaj theem MCL raws li raug ntsuas rau hauv kuv lub qhov dej hauv qhov av lawm?**

Lub Nroog yuav nrhiav dej haus nyab xeeb rau cov neeg nyob hauv Ib Cheeb Tsam Ua Rau Muaj Kuab Nitrate yuav uas muaj theem kuab nitrate tshaj theem MCL raws li raug kuaj ntsuas pom muaj nyob rau hauv lub qhov dej hauv vaj hauv tsev.



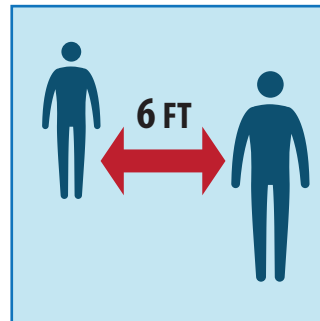
# STOP DISEASE:

Sample Two: English Original

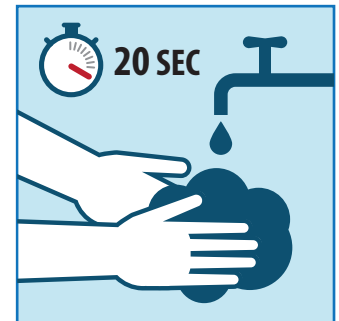
**Stay at home when sick.**



**Protect yourself and others.**



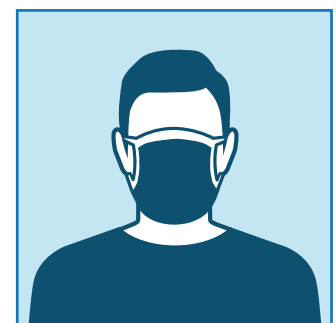
Keep at least 6 feet apart.



Wash hands often for 20 seconds.



Cover nose and mouth with tissue or elbow when coughing/sneezing.



Wear a cloth mask in public.

**We're all in this together!**

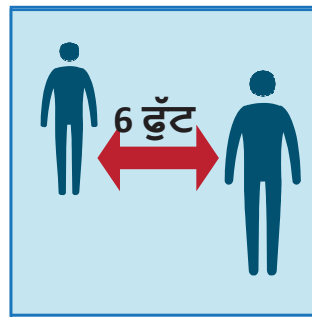


# ਰੋਗ ਨੂੰ ਰੋਕੋ:

## ਬਿਮਾਰ ਹੋਣ 'ਤੇ ਘਰ ਰਹੋ।



### ਆਪਣੀ ਅਤੇ ਦੂਜਿਆਂ ਦੀ ਰੱਖਿਆ ਕਰੋ।



ਘੱਟੋ-ਘੱਟ 6 ਫੁੱਟ  
ਦੀ ਦੂਰੀ ਰੱਖੋ।



ਵਾਰ-ਵਾਰ 20 ਸਕਿੰਟ  
ਲਈ ਹੱਥ ਧੋਵੋ।



ਖੰਘਣ/ਛਿੱਕਣ ਵੇਲੇ ਨੱਕ  
ਅਤੇ ਮੂੰਹ ਨੂੰ ਟਿਸੂ ਜਾਂ  
ਕੂਹਣੀ ਨਾਲ ਢੱਕੋ।



ਲੋਕਾਂ ਵਿੱਚ ਕੱਪੜੇ ਦਾ  
ਮਾਸਕ ਪਹਿਨੋ।

ਇਸ ਵਿੱਚ ਅਸੀਂ  
ਸਾਰੇ ਇਕੱਠੇ ਹਾਂ!



### **Hurricane Maria in Puerto Rico: NIST Researchers Study What Happened, Will Recommend Improvements**

#### **Background and Goals:**

On September 20, 2017, Hurricane Maria caused devastating damage in Puerto Rico, severely affecting buildings that its communities relied upon for medical care, safety, communications, education, business, and more. To better understand failures in buildings and infrastructure as well as emergency communications – and how we can prevent such extensive failures in the future – the U.S. National Institute of Standards and Technology (NIST) launched a multi-year effort. The NIST program is studying how critical buildings performed during the storm, as well as how emergency communications systems worked. NIST is a science and engineering agency of the U.S. Department of Commerce.

The goal of this effort is to recommend improved building codes, standards and practices that would make communities in Puerto Rico and across the U.S. more resilient to hurricanes and other disasters. The results should help to mitigate future disasters and assist in recovery efforts to build back better, leading to more resilient communities.

NIST has a long history of studying disasters so that we can learn from them and improve our buildings or practices. For example, after the World Trade Center disaster, NIST's recommendations led to changes in how we build buildings and respond to emergencies. NIST's work studying the effects of tornadoes, building codes, and communications practices have led to changes to keep people safer. NIST has statutory authority to study these disasters and to make recommendations but it has no regulatory authority to require its recommendations to be followed. Rather, NIST works cooperatively with government agencies at all levels as well as with the private sector and academia.

In Puerto Rico, NIST specifically seeks to understand:

- Hurricane Maria's wind environment and the conditions that led to injuries and deaths;
- how critical buildings (especially hospitals and schools) and designated shelters performed – including their dependence on electricity, water, transportation and other infrastructure;
- how emergency communications systems performed and the public's response to those communications; and the
- impacts to, and recovery of, selected businesses, hospitals and schools, as well as the critical social functions they provide.

To get the most accurate information, the NIST team plans to involve local and regional emergency management officials; building departments, transportation and other public utilities; education and healthcare officials and staff; and local, regional, and Commonwealth elected officials and civil servants as well as individuals. NIST also will coordinate with other federal agencies, private sector organizations, and academic institutions. Several contractors will assist the NIST team's engineers, sociologists, economists, meteorologists, and other researchers who are carrying out the studies. NIST will work with all relevant public and private partners to encourage voluntary implementation of the recommendations in its final report.

**Key Points:**

- NIST is a science and engineering agency with a long track record of impartiality. It is not a regulatory agency.
- NIST has many decades of experience studying structures after disasters – including, but not limited to, hurricanes.
- These studies have led to better understanding of how those structures perform and have helped to improve standards, codes, and practices.
- The recommendations NIST makes will be valuable to Puerto Rico and to the U.S. more broadly and result in improved standards, codes, and practices that will strengthen resilience, save lives, and make better use of resources.
- NIST studies are focused on fact finding, not fault finding, and are conducted separately from decisions by others about funding repair, recovery, or assistance efforts. NIST does not provide funding as part of, or as a result of, its studies of disasters.
- NIST’s work also includes pathbreaking research and the development of planning guides to help communities to become more resilient.
- NIST makes all of its findings and recommendations public and gives full credit to those who contribute to its research.

**Timeframe and for Further Information:**

NIST conducted a preliminary reconnaissance of the hurricane’s damage in Puerto Rico in December 2017. This is a multi-year effort, with updates to be issued periodically. NIST will add details on a dedicated website: <https://www.nist.gov/topics/disaster-failure-studies/hurricane-maria>

For further information or to receive occasional updates, email: [HurricaneMaria@nist.gov](mailto:HurricaneMaria@nist.gov)

**May 2019**

## **El Huracán María en Puerto Rico:**

### **Los investigadores del NIST estudian lo que sucedió y recomendarán mejoras**

#### **Antecedentes y metas:**

El 20 de septiembre de 2017, el Huracán María causó daños devastadores en Puerto Rico, afectando gravemente a los edificios en los que sus comunidades dependían para atención médica, seguridad, comunicaciones, educación, negocios y más. Para comprender mejor las fallas en edificios e infraestructura, así como en las comunicaciones de emergencia, y cómo podemos prevenir tales fallas en el futuro, el Instituto Nacional de Normas y Tecnología (NIST) de Estados Unidos lanzó un esfuerzo de varios años. El programa NIST está estudiando cómo se desempeñaron los edificios críticos durante la tormenta, y también cómo funcionaron los sistemas de comunicaciones de emergencia. El NIST es una agencia de ciencia e ingeniería del Departamento de Comercio de los Estados Unidos.

El objetivo de este esfuerzo es recomendar mejores códigos, normas y prácticas de construcción que harían que las comunidades en Puerto Rico y en los Estados Unidos fueran más resistentes a los huracanes y otros

desastres. Los resultados deberían ayudar a mitigar futuros desastres y ayudar en los esfuerzos de recuperación para reconstruir mejor, lo que conduciría a comunidades más resistentes.

El NIST tiene una larga historia de estudio de desastres para que podamos aprender de ellos y mejorar nuestros edificios o prácticas. Por ejemplo, después del desastre del World Trade Center, las recomendaciones del NIST llevaron a cambios en cuanto a cómo construimos los edificios y respondemos a las emergencias. El trabajo del NIST al estudiar los efectos de los tornados, los códigos de construcción y las prácticas de comunicación ha llevado a cambios para aumentar la seguridad de las personas. El NIST tiene autoridad legal para estudiar estos desastres y para hacer recomendaciones, pero no tiene autoridad legal para pedir que se sigan sus recomendaciones. Mejor dicho, el NIST trabaja en cooperación con agencias gubernamentales a todos los niveles, así como con el sector privado y el ámbito académico.

En Puerto Rico, el NIST busca específicamente entender:

- el entorno de viento del Huracán María y las condiciones que causaron lesiones y muertes,
- cómo se desempeñaron los edificios críticos (especialmente los hospitales y las escuelas) y los refugios designados, incluyendo su dependencia de la electricidad, el agua, el transporte y otras infraestructuras,
- cómo se desempeñaron los sistemas de comunicaciones de emergencia y la respuesta del público a dichas comunicaciones, y el
- impacto y la recuperación de ciertos negocios, hospitales y escuelas, así como de las principales funciones sociales que proveen.

Para obtener la información más precisa, el equipo del NIST planea involucrar a funcionarios locales y regionales de manejo de emergencias, departamentos de construcción, transporte y otros servicios públicos, funcionarios y personal de educación y salud, y funcionarios electos y funcionarios públicos locales, regionales y del Estado Libre Asociado, así como individuos. El NIST también se coordinará con otras agencias federales, organizaciones del sector privado e instituciones académicas. Diversos contratistas apoyarán a los ingenieros, sociólogos, economistas, meteorólogos y otros investigadores del equipo del NIST que están llevando a cabo los estudios. El NIST trabajará con todos los asociados públicos y privados pertinentes para fomentar la implementación voluntaria de las recomendaciones de su informe final.

**Puntos clave:**

- El NIST es una agencia de ciencia e ingeniería con un largo historial de imparcialidad. No es una agencia reguladora.
- El NIST tiene muchas décadas de experiencia en el estudio de estructuras después de desastres, incluyendo, pero sin limitarse a, huracanes.
- Estos estudios han permitido comprender mejor el funcionamiento de estas estructuras y han contribuido a mejorar las normas, los códigos y las prácticas.
- Las recomendaciones que haga el NIST serán valiosas para Puerto Rico y para los Estados Unidos en general y resultarán en mejores normas, códigos y prácticas que fortalecerán la resiliencia, salvarán vidas y harán un mejor uso de los recursos.
- Los estudios del NIST se enfocan en la búsqueda de hechos, no en la búsqueda de fallas, y se llevan a cabo de forma independiente a las decisiones de otros acerca de la financiación de la reparación, la recuperación o los esfuerzos de asistencia. El NIST no proporciona financiación como parte de, o como resultado de, sus estudios de desastres.
- El trabajo del NIST también incluye investigación innovadora y el desarrollo de guías de planificación para ayudar a las comunidades a ser más resistentes.
- El NIST hace públicos todos sus hallazgos y recomendaciones y da todo el crédito a quienes contribuyen a su investigación.

**Cronograma y para más información:**

El NIST llevó a cabo un reconocimiento preliminar de los daños causados por el huracán en Puerto Rico en diciembre de 2017. Este es un esfuerzo de varios años, con actualizaciones que se publicarán periódicamente. El NIST agregará detalles en un sitio web específico:

<https://www.nist.gov/topics/disaster-failure-studies/hurricane-maria>

Para más información o para recibir actualizaciones ocasionales, escriba a: [HurricaneMaria@nist.gov](mailto:HurricaneMaria@nist.gov)

**Mayo de 2019**



**INTERPRETATION & TRANSLATION MADE SIMPLE**

*A streamlined platform that lets you book high-quality language services fast*

**Prepared For:**

*10092 Translation Services*

Aldi Ramirez, PARCS Assistant Director  
City of Fresno  
1515 E Divisadero St,  
Fresno, CA 93721  
E: Aldi.Ramirez@fresno.gov

**Prepared By:**

Tom Elias, Esq. President  
Hanna Interpreting Services LLC  
10783 Jamacha Blvd., Ste. 8,  
Spring Valley, CA 91978  
P: (619) 930-9490  
E: tom@hannais.com  
W: www.hannais.com



## Executive Summary

Thank you for the opportunity to submit a proposal to the City of Fresno for RFP 10092, Translation Services.

As a woman and minority-owned California Certified Small Business, Hanna Interpreting Services has been committed to bridging the communications gap for limited English speakers since 2010.

For more than a decade, Hanna has provided in-person, telephonic, and video-remote interpretation, as well as translation and transcription services. We have more than 9,000 interpreters and translators available who can provide services in well over 200 languages and dialects, including American Sign Language, throughout California. Our staff of 55 full-time employees administer the project management, recruitment, acquisition, background checking, on-boarding, certification and scheduling of independent linguists to meet the many requirements of our diverse client base.

With over 40 years of combined experience in the language industry, Hanna has risen to the top of California's language industry with an impressive client list consisting of federal, state and local government agencies, social service programs, health plans, healthcare facilities, amongst others. We successfully serviced over 100,000 interpreting jobs and 15,000 document translations in 2021 alone.

**In addition to being highly active in Fresno and throughout the Central Valley, Hanna holds similar contracts with nine California counties**, including Alameda County, Imperial County, Merced County, Placer County, San Bernardino County, San Diego County, Santa Cruz County, San Mateo County, and Sacramento County. Furthermore, Hanna also holds many high-profile contracts with major entities such as the **California Department of Social Services (CDSS)** and the **California Department of Public Health (CDPH)**.

As our clients will attest, our ability to fulfill almost any language request is unmatched. Our innovative technology and streamlined workflow allow us to provide premium value services at a competitive cost. Our company growth is a testament to our service ability, as more and more clients are leaving their current providers and choosing Hanna for their language needs. With Hanna, your interpreting and translation services are worry free – turn over your service requirements to us – we manage the rest.

Thank you,

A blue ink handwritten signature, appearing to read "Tom Elias", written in a cursive style.

Tom Elias, Esq., President





### Primary Vendor Information

**Company:** Hanna Interpreting Services LLC

**Address:** 10783 Jamacha Blvd., Ste.8, Spring Valley, CA 91978

**Established:** August 25, 2010

**Primary Contact Person for Your Proposal:**

Tom Elias, Esq. President

P: (619) 930-9490

F: (619) 741-0017

E: tom@hannais.com

**Background/History**

99.9%  
FULFILLMENT  
RATE

At Hanna, we help people understand one another no matter how uncommon the language or how complex the situation. Since 2010, Hanna has had an unprecedented 99.9% fulfillment rate in all service categories, including document translations, in-person interpreting, telephonic interpreting, and video-remote interpreting. Virtually all language service requests have not only been accepted, but Hanna has successfully provided a linguist nearly 100% of the time one has been confirmed.

Where our competitors regularly decline requests, accept and then cancel requests, or fail to provide a linguist after confirmation, Hanna takes pride in never allowing our clients’ customers to go without the help they need. Our top priority is to fulfill every job request that our clients make.

Our commitment to this philosophy is so great that Hanna would rather take a monetary loss on a request rather than cancel it. Hanna stands alone in its quest for fulfillment perfection.

HANNA =  
PEACE OF MIND

Hanna’s scheduling platform utilizes artificial intelligence to significantly reduce expenses, overhead, and waste – resulting in accuracy and savings for our clients. We are regularly surveyed as one of the most consistent and high-value providers of interpreting and translation services in California.

Our automated scheduling system intelligently selects the most cost-effective linguist for every job – considering the linguist’s experience, expertise, distance, and pricing before assigning them to a job.

In addition to our competitive interpreting and translation rates, we do not charge any non-disclosed or extra fees. Our clients are never surprised by any hidden charges that suddenly appear on an invoice. Instead, our simple and transparent pricing structure allows our clients to know and forecast exactly how much language services will cost.



## RARE LANGUAGES

The fastest growing sector of the language economy is that of rare languages, or “languages of limited diffusion.” We have professional linguists skilled in a wide array of rare languages that our competitors are often unable to offer. We pride ourselves on our ability to service most any language—taking great measures to source and contract with a dynamic range of highly vetted, professional linguists in rare languages.

## DOMESTIC LINGUISTICS

Hanna has a systematic method of separating bilingual speakers from qualified linguists to ensure we are not a training ground for bilinguals. Instead, we are the standard for professional linguist excellence. On average, our linguists possess 7.68 years of experience prior to joining our team.

Hanna predominately utilizes U.S.-based interpreters; the only exception is a small number of interpreters working out of Canada to provide interpreting services primarily in French Canadian. U.S.-based interpreters truly understand the American culture for which they’re interpreting, adeptly interpreting idioms, local vernacular, and colloquialisms. Using U.S.-based interpreters also provides for easier enforcement of HIPAA, information privacy laws, and regulations; and ensures dual-culture immersion and reduction of accent barriers.

Our model of using professional, U.S.-based interpreters advantageously equips us with a virtual network of thousands of interpreters across the country. This enables us to provide rapid connect times, seamlessly handle unexpected spikes in call volume, offer services in rare languages that are nearly impossible to staff in brick-and-mortar call centers, and offer the greatest redundancy. Further, the U.S. telephone infrastructure is vastly more reliable, hence reducing the propensity for dropped calls and allowing for consistent, clear connections.

## LEVERAGING TECHNOLOGY

Hanna is not just a language services company; we are a technology company. With a team of dedicated software partners at our fingertips, we leverage our technology to enhance service delivery. We can customize and fine-tune our delivery system, thus ensuring the best and most cost-effective solutions possible for your needs.

### **Award Winning Customer Service**

With more than 40 years of combined language industry experience, our staff has proudly earned:



We are rated so highly because our customer service team considers itself to be an extension of each client's organization. **Our job is to make your staff's job easier.** Plain and simple.

- ✓ **Live representatives and linguists available 24/7/365**
- ✓ **Reduction of consumer 'no shows' through complimentary 24-hour reminder service**
- ✓ **Rapid confirmation of in-person interpreting requests – often within an hour**
- ✓ **Custom Invoicing & Reporting**
- ✓ **Client Satisfaction Guarantee** - If a linguist or project does not meet the standards our clients come to expect, the service is free of charge – no questions asked.
- ✓ **Smooth Transition** - Hanna currently is active nationwide, with linguists readily available to service any location, any time.



### **Quality Assurance Plan (QAP)**

Hanna continually monitors and evaluates its active interpreters and translators. Numerous measures are taken to ensure linguists are abiding by professional standards, code of ethics, protocols, etc.

Such measures include, but are not limited to, the following:

- **Annual Recertification** - Hanna requires its linguists to complete an annual certification course in order to stay on our active roster. Such training includes HIPAA Compliance, FWA, and Data Security.
- **Quarterly Client Meetings** - Hanna's executive staff is available to meet with clients at least once per quarter to address the quality of service our interpreters are providing.
- **Staff Review** - Hanna Interpreting Services conducts monthly and annual reviews of linguists.
- **Problem Solving** - Hanna takes any client complaint very seriously and takes appropriate steps to address or resolve the issue. We will investigate any such matter, and where appropriate, remove any linguist from our active roster.
- **Client and Consumer Surveys** - QA spot checking is currently performed on in-person interpreters.

### **Cultural Sensitivity Training**

Annual training and certification is provided on the following syllabus, which is based on the California Healthcare Interpreters Association (CHIA) Standard for Healthcare Interpreters and the National Council on Interpreting in Health Care (NCIHC) National Code of Ethics for Interpreters in Healthcare.

*Annual Language, Ethics, and Cultural Competency Certification Syllabus:*

- Introduction to Interpreting
- Ethical Principles
- Standards of Professional Conduct Interpreting Protocols
- Cultural Sensitivity and the Role of the Interpreter

## **Skill Assessment**

### **Linguist Testing**

Hanna offers comprehensive testing in languages comprising of 99.98% of our monthly request volume. Written and oral testing not only covers language fluency in both English and the target language, but also requires interpreters to display proficiency in the following areas:

- Industry-specific terminology
- Memory retention skills;
- Message accuracy;
- Interpreting in the first person;
- Maintaining neutrality;
- Cultural competency; and
- Adherence to HIPAA, the National Code of Ethics for Interpreters, and the National Standards of Practice and Cultural Competence.

Testing confirms the interpreter is able to grasp sociolinguistic and cultural references and possess the ability to accurately interpret almost all forms and styles of speech pertinent to professional needs as well as general topics and social conversation. Additionally, the interpreter must be able to manage the delivery, speed, and length of the statement (projection, pace, and pausing) of the speaker.

### **Linguist Qualifications**

Linguists provided by Hanna are required to have the following qualifications at minimum:

- Completion of Hanna Interpreting Services' Credentialing Program, which includes:
  - One-on-one interview conducted to verify language ability and experience.
  - Linguist résumés and translation work samples are vetted and kept on file.
  - Linguist references contacted to verify language ability and experience.
  - Written and verbal testing.
  - Vendor Service Agreement executed.
- 2 Years relevant interpreting or translating experience required.
- Native-like proficiency in all working languages.
- High-School Diploma or equivalent.
- Participation in annual training.
- Possession of valid certification or registration, if mandated by the assignment type.
- Criminal Background Check Procedure cleared upon onboarding and annually thereafter.
- Regulatory Exclusion Screening upon onboarding and monthly thereafter.
- Monthly and annual reviews of linguists conducted.

## Sample Language List

Afrikaans	Farsi (Persian)	Kanjobal	Moldavan	Slovak
Akan	Fijian Hindi	Karen	Mongolian	Slovenian
Albanian	Finnish	Kashmiri	Montenegrin	Somali
American Sign Language	Flemish	Kazakh	Moroccan	Soninke
Amharic	French	Khmer	Arabic	Sorani
Arabic	Canadian	(Cambodian)	Navajo	Spanish
Armenian	Fukienese	Kinyarwanda	Neapolitan	Sudanese Arabic
Ashante	Fula	Kirghiz	Nepali	Sundanese
Assyrian	Fulani	Kirundi	Nigerian	Susu
Azerbaijani	Fuzhou	Korean	Pidgin English	Swahili
Azeri	Ga	Kosovan	Norwegian	Swedish
Bajuni	Gaddang	Krio	Nuer	Sylhetti
Bambara	Gaelic	Kurdish	Oromo	Tagalog
Basque	Garre	Kurmanji	Pahari	Taiwanese
Behdini	Georgian	Laotian	Pampangan	Tajik
Belorussian	German	Latvian	Pangasinan	Tamil
Bengali	Greek	Lingala	Pashto	Telugu
Bosnian	Gujarati	Lithuanian	Patois	Thai
Bulgarian	Haitian Creole	Luganda	Pidgin English	Tibetan
Burmese	Hakka	Luo	Polish	Tigre
Cantonese	Hakka – China	Luxembourgeoi	Portuguese	Tigrinya
Catalan	Hassaniyya	Maay	Creole	Toishanese
Chaldean	Hebrew	Macedonian	Pothwari	Tongan
Chaochow	Hindi	Malagasy	Pulaar	Tshiluba
Chavacano	Hmong	Malay	Punjabi	Turkish
CherokeeChin	Hokkien	Malayalam	Putian	Twi
Chuukese	Hunanese	Maltese	Quichua	Ukrainian
Cree	Hungarian	Mam	Romani	Urdu
Croatian	Ibanag	Mandarin	Romanian	Uyghur
Czech	Ibo	Mandingo	Russian	Uzbek
Danish	Icelandic	Mandinka	Samoan	Vietnamese
Dari	Igbo	Maninka	Sango	Visayan
Dinka	Ilocano	Marathi	Serbian	Vlach
Diula	Indonesian	Marshallese	Shanghainese	Wenzhou
Dutch	Inuktitut	Mexican Sign Language	Sichuan	Wolof
Estonian	Italian	Mien	Sicilian	Yiddish
Ewe	Jakartanese	Mina	Sinhalese	Yoruba
	Japanese	Mirpuri	Sindhi	Yupik
	Javanese	Mixteco		Zapotec

**Certifications**



**Better Business Bureau**

A+ Rating



**DGS California Small Business Certified**

Supplier # 1769257



**Metro Disadvantaged**

**Business Enterprise Certified (DBE)**

Supplier # 6452



**Metro Minority**

**Business Enterprise Certified (MBE)**

Supplier # 6452



**Metro Woman-Owned**

**Business Enterprise Certified (WBE)**

Supplier # 6452

**Affiliations**



American Translators Association



California Healthcare Interpreting Association



Registry of Interpreters for the Deaf, Inc.

Registry of Interpreters for the Deaf



Certification Commission for Healthcare Interpreters



Northern California Translators Association



National Council on Interpreting in Health Care



Globalization and Localization Association



National Board of Certification for Medical Interpreters





### Subcontractor Information

Hanna will not be utilizing subcontractors in the fulfillment of this RFP.

### Examples of Work

Hanna regularly provides simultaneous interpretation for public facing, high-profile events. Most recently, Hanna has provided simultaneous interpretation for California Department of Public Health's Community Vaccine Advisory Committee broadcasted live on Youtube and Facebook each week. Additionally, Hanna provides regular interpretation for California's Office of the Surgeon General, the Department of Insurance, and the Health and Human Services Agency.

Due to an increase in demand, Hanna recently created a Special Events Division dedicated to serving public-facing events and meetings. Such a concentration ensures that all protocols are followed and the event runs smoothly, every time. This includes securing certified interpreters experienced with the event's subject matter, sharing educational event material with the interpreters in advance, and working hand-in-hand with the client's event coordinator each step of the way.



## Representative Resumés

**TOM ELIAS, ESQ.**

### EDUCATION

---

**California Western School of Law**, San Diego, CA

Juris Doctor, *magna cum laude*

**University of San Diego**, San Diego, CA

Bachelor of Arts, *magna cum laude*, Business Administration

### PUBLICATIONS

---

*California Western International Law Journal*

- Note Topic: “No Refuge for Iraqi Refugees: How the United States Can Improve Its Refugee Resettlement Policies”

### EXPERIENCE

---

**Hanna Interpreting Services LLC**, San Diego, CA

Aug. 2010 - Present

*President and Chief Operating Officer*

- Oversaw business growth from a startup company to a top service language service provider in California.
- Designed and implemented business operations.
- Established policies that promote company culture and vision.
- Oversaw operations of the company and the work of executives.
- Managed staff of over 9000 interpreters and translators throughout the United States.

**The Honorable Anthony J. Battaglia**, San Diego, CA

Aug. 2011 - Dec.2011

*Judicial Extern*

- Performed legal research and writing on federal civil and criminal matters for the United States District Court.
- Prepared memoranda under the supervision of the judge and law clerks.
- Developed an understanding of the judicial decision-making process through observations in court and through discussions with the judge and staff.

**Casa Cornelia Law Center**, San Diego, CA

Jan. 2011 - April 2011

*Law Clerk*

- Provided pro bono legal services to victims of human and civil rights violations, specifically asylum seekers.
- Drafted court pleadings such as motions, pre-hearing briefs and appellate briefs.
- Assisted attorneys in trial preparation, administrative filings and client interviews.
- Researched case law, statutes and country conditions.



**The Lawyer in Blue Jeans Group, San Diego, CA**

Sept. 2010 - Dec. 2010

*Law Clerk*

- Researched the California Probate Code and case law for estate planning purposes.
- Assisted with the public relations and marketing of client seminars, Lawyer in Blue Jeans with Jeff Isaac KFMB Radio Show and Jeff Isaac on KUSI News.
- Observed client consultations and assisted in estate, trust and probate administration.
- Assisted in the creation of Revocable Living Trusts, LLCs and S-Corporations.

**Social Security Administration, El Cajon, CA**

Mar. 2009 - Dec. 2009

*Social Insurance Specialist*

- Conducted interviews to obtain, clarify and verify information about eligibility for retirement, survivors, disability and health insurance benefits.
- Reviewed eligibility of claimants for supplemental security income including state supplements.
- Resolved discrepancies, clarified issues and made decisions for initial and continuing claims for benefits and payments.

**Linsco/Private Ledger Financial, La Jolla, CA**

Nov. 2007 - Mar. 2009

*Account Transfers Representative*

- Processed and tended new shareholder accounts.
- Interacted daily with financial representatives.
- Reviewed statements and legal documents such as Corporate Resolutions, Letters of Instruction, Power of Attorney letters, Letter of Testamentary, Trust Agreements and W9 forms.



**Cost Proposal**

DOCUMENT TRANSLATION				
Service Type	Language	Rate	Minimum	Minimum Total
-	Spanish	\$0.15/word	-	\$75.00
-	Other Than Spanish	\$0.25/word	-	\$100.00
-	Indigenous Languages*	\$1.00/word	-	\$300.00
-	Proofreading	50%/word**	-	\$100.00
-	Desktop Publishing	\$75.00/page	-	\$75.00
-	ADA/508 Remediation	\$20.00/page	-	\$20.00
-	Rush Fees (within 72 business hours)	Waived	Waived	Waived
* See Indigenous Language List is found on the Terms & Conditions page below.				
** Proofreading projects are charged at 50% of the per word translation rate.				
PRE-SCHEDULED CONSECUTIVE INTERPRETATION				
Service Type	Language	Rate	Minimum	Minimum Total
In-Person/VRI	Spanish	\$50.00/hr	2	\$100.00
In-Person/VRI	Other Than Spanish	\$60.00/hr	2	\$120.00
In-Person/VRI	American Sign Language (ASL)	\$100.00/hr	2	\$200.00
In-Person/VRI	Indigenous Languages	\$150.00/hr	2	\$200.00
PRE-SCHEDULED SIMULTANEOUS INTERPRETATION				
Service Type	Language	Rate	Half-Day Minimum Hours	Full-Day Minimum Hours
In-Person/VRI	Spanish	\$125.00/hr	3	6
In-Person/VRI	Other Than Spanish	\$250.00/hr	3	6
In-Person/VRI	American Sign Language (ASL)*	\$125.00/hr	2	2
In-Person/VRI	Indigenous Languages	\$300.00/hr	3	6
* Requires a team of two ASL interpreters per simultaneous interpretation event.				
CONFERENCE INTERPRETATION EQUIPMENT				
	Equipment	Cost Per Session	Minimum	Total
	Digital Medium Area Transmitter	\$100.00	1	\$100.00
	Multi-Channel Receivers & Headsets	\$7.00	1	\$7.00

**TERMS AND CONDITIONS**

**\*\*Indigenous Language List**

Nahuatl, Yucatec Maya, Zapotec, Mixtec, Mayo, Yaqui, Tzeltal, Tzotzil, Chol, Totonac, Purépecha, Otomi, Mazahua, Mazatec, Chinantec, Mixe, Zoque, Popoluca, Popoloca language, Me'phaa, Wixarika, Chontal, Huave, Pame, Teenek, Kickapoo, Kiliwa, Paipai, Cucapá, Amuzgo, Triqui, Lacandon Maya, Mam Maya, Jakaltek, Matlatzinca, Tepehua, Chichimeca Jonaz, Pima Bajo, Ngiwa, Ixcatec, Ayapanec etc.

**Document Translations:**

Cancellation Policy: Client may not cancel a document translation request once a quote has been approved by the client representative.

**Pre-Scheduled Consecutive Interpretation (In-Person, OPI, VRI)**

Cancellation Policy: All assignments must be canceled during normal business hours (8:00 a.m. – 5:00 p.m.) and no less than twenty-four (24) hours prior to the assignment date and time in order to avoid being charged the entire scheduled time. Cancelling services must be done through Hanna's Scheduling Department (not the interpreter).

Billing Increments: Additional time after the minimum shall be billed in fifteen (15) minute increments. Requests estimated to exceed the minimum hours shall be billed for the estimated duration.

**Pre-Scheduled Simultaneous Interpretation (In-Person, OPI, VRI)**

All assignments must be canceled during normal business hours (8:00 a.m. – 5:00 p.m.) and no less than forty-eight (48) hours prior to the assignment date and time in order to avoid being charged the entire scheduled time. Cancelling services must be done through Hanna's Scheduling Department (not the interpreter).

For Half-Day requests, if the hearing exceeds the three (3) hour minimum, the request shall convert into a Full Day request and a minimum of six (6) hours shall be billed. For Full-Day requests, additional time after the six (6) hour minimum shall be billed in fifteen (15) minute increments of the hourly rate.

Pre-event rehearsals shall be billed at a one (1) hour minimum. Interpreter availability for such rehearsals cannot be guaranteed.

**Conference Interpretation Equipment:**

All assignments must be canceled during normal business hours (8:00 a.m. – 5:00 p.m.) and no less than forty-eight (48) hours prior to the assignment date and time in order to avoid being charged the entire scheduled time. Cancelling services must be done through Hanna's Scheduling Department (not the interpreter).

## References

- **Client name:** County of Placer
  - **Contact name and title:** Jennifer Cook, Assistant Director
  - **Contact information:** jcook@placer.ca.gov, 530.889.6734
  - **Project description:** Interpretation and Translation Services
  - **Project dates (starting and ending):** 2020 - Present
  - **Cost of the project:** > \$100,000.00
- 
- **Client name:** County of Sacramento
  - **Contact name and title:** Tom Reddie, Senior Contract Services Officer
  - **Contact information:** reddiet@sacounty.net, 916-876-6369
  - **Project description:** Interpretation and Translation Services
  - **Project dates (starting and ending):** 2014 - Present
  - **Cost of the project:** > \$250,000.00
- 
- **Client name:** County of Riverside
  - **Contact name and title:** Dirk Buesing, Senior Procurement Contract Specialist
  - **Contact information:** dbuesing@rivco.org, (951) 955-4950
  - **Project description:** In-Person Interpretation and Document Translation
  - **Project dates (starting and ending):** 2015 - Present
  - **Cost of the project:** > \$250,000.00

**City of Fresno, Fresno Parks  
and Recreation  
Request for Proposal (RFP)  
#10092 Translation and  
Interpretation Services on an  
As-Needed/On Demand Basis**

**Submitted to: City of Fresno, Fresno Parks and Recreation  
1515 E. Divisadero St.  
Fresno, CA. 93721  
Attn: Aldi Ramirez, PARCS Assistant Director**

**Submitted By: Focus Language International Inc.  
14450 Park Ave. Suite 100  
Victorville, CA. 92392**

**CMAS # 4-18-03-0717A  
Small Business Certification # 1760600**

**COVER LETTER**

January 18th, 2021

Aldi Ramirez, PARCS Assistant Director  
City of Fresno, Fresno Parks and Recreation  
1515 E. Divisadero St.  
Fresno, CA. 93721

**Re: City of Fresno, Fresno Parks and Recreation  
Request for Proposal RFP #10092 Translation and Interpretation Services on An As-Needed/ On Demand Basis**

Dear Aldi,

This letter accompanies our submission to *City of Fresno, Fresno Parks and Recreation Request for Proposal RFP #10092 Translation and Interpretation Services on An As-Needed/ On Demand Basis* I am encompassing our response together with all requested attachments.

For over twelve years (12) Focus Language International Inc. has provided language services (written translation, on site interpreting, remote interpreting services, and document remediation) to local businesses and state agencies. The company was started from the ground up by a free-lance Spanish interpreter giving us a clear understanding of what is needed to provide the best language services. The company has grown to eight (8) key personnel that oversee over thirty (30) state contracts.

We believe in the importance of good contract administration, and we understand the importance of a properly and accurate communicated message at competitive rates. These practices have been improved upon over the course of holding multiple contracts and receiving guidance that has been implemented to improve our entire channel of operations. Focus Language International Inc. has demonstrated the ability to keep up with the demand, as a large percentage of language assignments are facilitated through our office, and we are confident in our ability to assist City of Fresno, Fresno Parks and Recreation with all the language service needs as stated in this RFP For this purpose, kindly note the following:

1. I will bear contractual responsibility with City of Fresno, Fresno Parks and Recreation on behalf of Focus Language International Inc. My contact information: Selin Cacao President, Focus Language International, Inc.  
E-mail: [selin@focusinterpreting.com](mailto:selin@focusinterpreting.com)  
Phone: 800-374-5444  
Fax: 866-245-8712
2. We acknowledge receipt and the review of Request for Proposal RFP #10092 Translation and Interpretation Services on An As-Needed/ On Demand Basis content and all addenda.



3. We further confirm that Focus Language International Inc.'s proposal shall remain valid for a period of no less than 120 days from the date of submittal.
4. Focus Language International Inc. has no technical exceptions and/or deviations from the requirements, terms, and conditions reviewed in this Request for Proposal RFP #10092 Translation and Interpretation Services on An As-Needed/ On Demand Basis.

### EXECUTIVE SUMMARY

Focus Language International, Inc. appreciates the opportunity to respond to this Request for Proposal RFP #10092 (Translation and Interpretation Services on An As-Needed/ On Demand Basis). Our organization has experience providing services similar in nature and scope to those required by *the City of Fresno, Fresno Parks and Recreation (PARCS)*. Focus Language International understands that the *PARCS* intends to establish a new language service contract in order to satisfy the requirements detailed in this RFP. Having carefully reviewed the information provided in this RFO, Focus Language International is pleased to present a proposal answer in capacity of prime vendor for **Translation and Interpretation Services on An As-Needed/ On Demand Basis** with the *PARCS* in response to RFP #10092 (Translation and Interpretation Services on An As-Needed/ On Demand Basis).

Furthermore, Focus Language International confirms its compliance with 100% Small Business and firm price requirements, and agrees to abide by the terms and conditions, in accordance with the requirements set forth in this RFP.

Focus Language International is a full-service language service provider, incorporated in the State of California with its main headquarters in Victorville, California (Corporation Number C3554042). Focus Language International is a **Minority and Veteran Owned Language Service Provider (MB, SB)**, recognized in the State of California as a Small Business. We are a well renowned foreign language supplier in Northern and Southern California. Focus Language International is verified and validated by **Dun & Bradstreet-D-U-N-S Number: 079244688**.

Our organization specializes in legal, medical, and educational translation and interpretation services. Focus Language International provides services to public and private clients in and around the State of California in **over 120 languages and dialects**. We were started by a free-lance interpreter and now is ran by a staff of eight (8) exceptionally talented full-time Contract Managers, Project Managers, coordinators, and billing clerks. Influenced by a collective passion for languages and culture, our mission is to facilitate client communication with diverse target audiences while upholding high customer-focused standards. Focus Language International has been fortunate to help fulfill the language service needs of many state agencies for twelve (12) plus years.

We are experts at facilitating communication with individuals who are Limited English Proficient (LEP) or individuals who find it challenging to communicate with others in a social, medical, educational, or legal setting. We will help uphold the client's rights to receive services in their preferred language.

Focus Language International Inc will provide *PARCS*:

- Translation and interpretation services in Spanish, Hmong, Punjabi, and ASL. If additional languages are requested, we will accommodate those as well.
- If requested, we will provide comprehensive and on demand consulting services for the next three (3) years.
- On demand services which may include late nights, early mornings, weekends, holidays, and any other dates or times as needed by various City departments.
- The ability to enter into a Master agreement with the City for the three (3) year period with the required level of insurance requirements.
- The ability to invoice individual City departments and organizations for services provided under the Master Agreement.
- ASL interpreters shall hold current national certification by the Registry of Interpreters for the Deaf (RID) or the National Association of the Deaf (NAD).

- Translate documents, files, e-mails, and other written media from and into English and the applicable non-English language; both from the City to the public, and where appropriate from the public to the City.
- Make sight translations of documents including but not limited to, public petitions, reports, waivers, commission statement forms, and other documents.
- Understand and have knowledge of terminology used in the City documents and functions of the City which may include but not limited to legal, technological, and scientific terminology.
- Provide services in both virtual and live settings

I certify that the offer is valid and binding and that I am authorized to sign on behalf of Focus Language International Inc.

Sincerely,



Selin Cacao

President

## VENDOR INFORMATION

### ORGANIZATIONAL PROFILE

Legal Name and Ownership of the Organization

Focus Language International, Inc.

*14450 Park Ave Suite 100*

*Victorville, CA 92392*

*Telephone: 800-374-5444*

Owners: Selin Cacao, Natalie Pena, VP.

Name and Title of Managers of the Organization

Kimberly Hawkes, Billing Manager, e. [khawkes@focusinterpreting.com](mailto:khawkes@focusinterpreting.com) p. 800-374-5444 ext. 705

Ana Canjura, Contract Manager, e. [acanjura@focusinterpreting.com](mailto:acanjura@focusinterpreting.com), p. 800-374-5444 ext. 704

Name and Title of the Individuals responsible for Project Coordination

Beatriz Resendiz, Senior Project Coordinator, e. [bresendiz@focusinterpreting.com](mailto:bresendiz@focusinterpreting.com) , p. 800-374-5444 ext. 706

Cecile Cox, Senior Project Manager/ Coordinator, e. [ccox@focusinterpreting.com](mailto:ccox@focusinterpreting.com) , p. 800-374-5444 ext. 703

Brandon Valdovinos, Project Manager/ Coordinator, e. [bvaldovinos@focusinterpreting.com](mailto:bvaldovinos@focusinterpreting.com) , p. 800-374-5444 ext. 710

Focus Language International was founded in California in 2005 by President Selin Cacao. He created a multi-service translation and interpretation company after years of working in the field as a freelance interpreter. Originally, he found himself as an interpreter translating between English and Spanish for worker compensation clients which led him to interpret in various medical settings. He soon realized that his skills in translation and interpretation could be used to assist with multi-language business activities. Choosing to open a business for interpreting and translation, Focus Language International was born. Under his leadership, the business has experienced almost twelve (12) years of strong growth and business success, being recognized, and well regarded as a leader in translating and interpreting in the business world.

Current Vice President, Natalie Pena, is presently working in executive and leadership positions within the organization, preserving and building upon, Owner and Founder, Selin Cacao's core values and vision while expanding with innovative and technological language-based solutions. Building upon past successes, the organization is always looking to better serve its customers consistent with its strong, values-led, family business culture. As a family business, we intuitively understand the importance of service values. We can listen to, understand, and respond to the evolving needs and constantly shifting expectations of government agencies in ways that ultimately best serve the end user agencies and the communities that these public agencies service.

The California Department of Rehabilitation (DOR) is a state department that administers vocational rehabilitation services to assist Californians with disabilities to obtain and retain employment and maximize their equality and ability to live independently in their communities. We are currently providing the DOR with on-site American Sign language interpretation for their Redwood Empire District. The events consist of conferences, meetings, trainings both in simultaneous and consecutive interpreting. We average about 35 scheduled interpreting requests per month some with more than one interpreter and many times with 2 or 3 assignments at the same time. We provide the DOR with stickily on-site ASL interpreting.

The California Air Resources Board (CARB) is the leading agency for climate change programs and oversees all air pollution control efforts in California to attain and maintain health-based air quality standards. We provide CARB with experienced simultaneous interpreters on-site and virtually for their monthly board meetings, workshops, conferences, administrative hearings, and interviews for Spanish and other requested languages. We have also provided CARB with written translations in various languages for their PowerPoint presentations, flyers, PDFs, word documents, and spreadsheets on an as-needed basis.

Southern California Edison is the primary electricity supply company for much of Southern California. They are responsible for providing 15 million people's electricity! Southern California Edison has many large departments, we currently provide language services for a couple of their departments primarily for over-the-phone interpretation for over 200 languages. We assist them with on-demand interpreting services for program applications, customer issues and questions, and any other language barrier issues that these departments encounter.

The California High-Speed Rail Authority is responsible for creating the nation's first high-speed rail system that will connect the mega-regions of the state. We have assisted with translating flyers, public notices, vital documents, and general correspondence, transcriptions, interpretations for on-site and video remote interpretation for their public meetings, and over the phone interpretation for public questions and comments.

Focus Language International Inc has had the privilege of assisting many government agencies, municipalities including Los Angeles County and private companies with Onsite qualified, certified medical and certified legal interpreting over the last 8 years. Our founder and CEO started as a certified Spanish medical interpreter in 2005 and worked on-site as a consecutive medical interpreter. Now he manages day to day operations of Focus Language International but from time to time still does consecutive and simultaneous interpreting for Hospitals, Urgent Care Clinics and recently for California Public Utilities Commission and the California Water Board using Zoom and other remote platforms including Google Hangouts.

This give Focus Language International a real understanding of obstacles and ways interpreting can be improved both for On-site and Remotely. For example, now due to Covid most companies like to use remote interpreting. When using Zoom it offers a couple of features that helps the interpreters. One is Close Caption, although it is not 100% accurate it does help to have it installed. This way if the presenter speaks too fast the simultaneous interpreter easily catch up if there is something missed. There is also a private chat where we encourage our team to inform the speaker if they can slow down if necessary. We understand that some of us are more passionate about our presentations however this will cause the presenter to speak at a fast pace. Our main goal is to provide the rendition as close to 100 % accuracy as possible. This means ensuring we have the most experienced interpreters for the situation and provide them with a glossary or as much information as possible prior to their assignment.

Focus Language International is committed to providing total customer satisfaction and hold ourselves accountable and to the highest standards.

**Interpretation onsite:** Our quality assurance processes measure the performance of our interpreters and linguists. We maintain a staff of interpreter managers whose chief responsibilities are to recruit, hire, mentor and supervise oversee interpreters. This level of oversight is unprecedented in our industry. Therefore, we fill every assignment with quality interpreters for an exceptional level of commitment, responsiveness, and dependability.

**Remote Interpretation (telephonic/ video) :** The monitoring standards used are based on accepted national interpretation standards, the interpreter code of ethics, and, most importantly, customer feedback. Our Senior Coordinators are responsible for carefully observing interpreters as they work, sharing knowledge and mentoring. They identify the interpreters' individual strengths and inspire them to perform at the highest levels. They are measured by :

- Customer service: did they open the call or video appropriately? We ensure every call or video is opened professionally.
- Follow client's instructions: The interpreter follows the client's instructions at all times and avoids providing any instructions on her or his own to any party on the line. The interpreter employs polite phrases in both languages. Some languages and cultures require a stricter use of polite forms of address.
- Quiet working environment: The interpreter answers the call from a quiet working environment and avoids

**Interpretation Skills and Role of the Interpreter:** Offer accurate and complete rendition: The interpreter must remain faithful to the source language. They will clarify situations, when needed. The interpreter must demonstrate linguistic ability in the language pair that she or he is qualified to interpret and adhere to syntax and grammar rules. They must maintain the pace of the call and provide a timely rendition, avoiding unnecessary pauses and do not initiate questions on his or her own, other than for clarification purposes. The interpreter understands the correct protocol for each industry, such as the use of first-person interpreting. Protocol varies by scenario, and the interpreter must be aware and adhere to our internal standards and national standards.

**Written Translation:** translation quality is dependent on two factors: (a) the skill of the linguists who perform the translation and (2) the number of quality assurance steps that are performed. All of our translators, and proofreaders are also native speakers. Many have advanced degrees in a relevant field, and all must have at least five years of translation experience. Wherever possible, ATA certified linguists will be used. To properly execute our multi-step workflows, we employ a large team of professionals. At least four (4) of our team members are likely to work on even the most basic projects. To identify and monitor performance issues, Focus Language International relies on a single-loop translation delivery system, Smartcat. This is after the project has gone through an internal review during the QA process. Because every task is checked by another team member, it is easy for us to identify our top performers.

The selection process for our interpreters is rigorous. Each candidate completes an interview with our recruiters to review their background and education. Interpreters then take a Language Proficiency Test and an Interpreter Skills Assessment test.

To fulfill coverage of more than 100 languages, our employment search cannot be limited to a single geographical area. Recruiters will conduct national and global searches to find the best interpreters for rarer languages and refugee dialects located in pockets throughout the country. This enables us to provide our customers with access to more languages and ensure that our interpreters are the most qualified to support the needs of our customers. Another way that we ensure the availability of interpreters for that are rare and have several variations is to encourage our clients to preschedule these calls. This not only puts at ease the client, but all parties involved.

- Our recruiting process includes:

-the interview: this is a structured interview with a hiring manager that focuses on the candidate's professional, previous experience, and interest in interpreting. As part of our retention strategy, the recruiter provides a realistic job preview to the candidate.

-Proficiency and Skills Testing: we verify the candidate's proficiency level in English and a target language. This is an integral part to selecting skillful interpreters, and ensure our clients receive the best possible service.

-Language Proficiency: we evaluate all candidates' language proficiency in both English and the target language. During the screening process, candidates must prove their ability to express themselves grammatically, display a wide range of vocabulary, enunciate words, listen attentively, and use courteous language.

- Interpreter Skills Assessment: This assessment is a rigorous, criterion-referenced integrative test. The test is "bidirectional," which means it tests from English into a target language (such as Spanish or Mandarin) and from the target language into English. The interpreter must prove their fluency and proficiency in two languages, as well as their ability to interpret typical scenarios our employees handle, such as calls from the banks or other financial institutions, insurance companies, and government agencies. Scores include both objective and subjective measures. If the interpreter meets our standards with this test, they can enter our new hire orientation in our interpreter training program.

- Interpreter Training: Interpreter Training is one of the cornerstones of our business and a requirement for all interpreters. It focuses on the role of the interpreter, the importance of retaining a neutral tone, and how to ensure truly excellent customer experience. Key topics covered include consecutive/ simultaneous interpretation, memorization techniques, call handling processes, and the role of the interpreter.

\*Our Interpreters and Translators have advanced degrees in a relevant field, and all must have at least five years of translation experience. Wherever possible, linguists certified by the American Translators Association (ATA) will be used.

**Subcontractor Information**

*\*Not applicable*

**Examples of Work**

*\*Have been attached in a separate zipped file*

**Representative Resumes**

*\*Resumes of our key staff will follow*

\*\*\*Intentionally Left Blank\*\*\*

Selin Cacao  
Oak Hills, CA 92344  
(714) 865-0741

**Experience:**

**Focus Language International Inc.  
Victorville, CA**

**2013-Present, Founder/CEO**

Owner of Focus Language International Inc. Beginning as an independent Spanish interpreter obtaining clients to provide Spanish language services. Currently we are one of a handful of companies who provide language interpreting and translation services for the State of California along with multiple counties in over 75 different Languages.

**Universal Auto Frames/Perrin Manufacturing  
City of Industry, CA**

**2007-2009, National Sales Manager**

Built and maintained relationships with 200 plus distributor accounts. Managed 40 outside sales representatives and call center employees. Acquired new national accounts including NFL, MLB, and NHL teams. Organized and traveled to trade shows 30% of the time (PPAI, ASI, NADA, SEMA)

**Federal City Mortgage Bank  
Irvine, CA**

**2003-2007, Broker Partner Manager**

Co-Owned a local Mortgage brokerage, recruited, and expanded sales force, managed 25 sales representatives. Responsible for expanding company into Orange County creating partnerships with local real-estate offices to become their in-house lender of preference.

**MCI/ WorldCom  
Los Angeles, CA**

**1996-2002, Engineer/ Project Manager**

Provide technical support for OC12, OC48, DSI, and Nortel DMS 250.300 Gateway Switch. Created and executed overseas data and circuitry projects and modifications as appropriate to meet changing needs and requirements.

**United States Air Force  
March AFB, CA**

**1992-1996, Communication Engineer**

**Education:**

**United States Air Force College 1993-1995**

# Natalie Peña

14211 Bonanza Rd. Victorville, CA 92392

Phone: (760) 881-8119

Email: [Nataliep88@yahoo.com](mailto:Nataliep88@yahoo.com)

## *Objective:*

Office Clerical Assistant/ Personal Assistant

## *Education:*

2/5/2008 Southern California School of Interpretation-Spanish Interpreting Certificate

5/24/2006 High School Diploma

7/27/2005 T.E.D.O.L. Certificate

## *Skills:*

Bilingual: Write and speak Spanish

Oral and written translations at an expert level

Computer Usage: Microsoft office/word, Excel

WPM: 45

## *Work Experience:*

2008-2009 Institute in Basic Life Principles Organization, IBLP-Health Department Office Assistant. Duties included basic clerical tasks such as: answering phone calls and emails, organize and set up medical conferences, assists registrants, etc.

2010-2012 Basic Life Principles, IBLP-Internal Department Personal Assistant, Office Administrator and Program Coordinator. Duties: worked as the personal assistant for the Executive Director of the Internal Department, answered emails, phone calls and set appointments. Administered the department finances, created invoices. Hosted International and National Government delegations attending IBLP conferences. Worked as an International Relations representative between the Peruvian government and the IBLP organization. Translated telephone conferences.

## *Volunteer Work:*

9/17/2006-9/5/2007 Victorville Supervisor Courthouse: One year (500 hours) of Clerical office work in the Civil and Criminal division. Some of the duties included, filling data entry customer file updates, invoices, assisted in customer service and translations as needed.

## *Letters of Recognition:*

Court Executive Officer S.B.CO Tressa S. Kentner on June 5<sup>th</sup>, 2007, for an outstanding performance in achieving 500 hours of volunteer service work with the Superior Court of California.

Legal Processing Supervisor Lori L. Schwab on September 5<sup>th</sup>, 2007, for the dedication, commitment, and determination in service the community

IBLP International Director George Mattix Letter of recommendation on August 2012.



# Kimberly Hawks

14057 Estate Way

Victorville, CA 92394

Phone: 909-578-4833

[Kimberlyhawkes27@aol.com](mailto:Kimberlyhawkes27@aol.com)

**Objective:** To obtain a position as a team player in a people-oriented organization where I can maximize my customer service experience in a challenging environment to achieve and utilize my work experience and skills to my advantage for future career advancements and growth in a solid and stable company.

## Skills & Abilities

- Highly productive and self-motivated team player, able to multitask and prioritize, requiring minimal supervision.
- Software systems: Acrendo, Daisybill, Tiger, Microsoft Word, Excel, and Outlook
- Experience working with all commercial carriers and Work Comp, Medicare, Medi-Cal, PPO, HMO, Independent Physicians, Organizations and Authorizations.
- Medical billing and coding, collections, and payment posting
- Accounts payable and receiving.

## Education:

1990-1992-Pasadena City College

Pasadena, CA

- Business Management
- Secretarial program completion

## Experience:

2016-Present-Focus Language International Inc.

Victorville, CA

### Accounts Receivable

- Open and distribute correspondence
- Post payments to patient accounts and verify information entry
- Organize daily and monthly financial operations
- Account for financial income
- Call and inquire of outstanding balances on accounts
- Manage billing for over 30 contract and agreements

2001-2016-Arrowback Medical Group

Colton, CA

### Accounts Receivable

- Review process insurance checks
- Process Doctor reports
- Post payments to patient accounts and verify information entry
- Organize daily and monthly financial operations

## Ana Canjura

Administrative Assistant

Victorville, CA 92392

[Acanjura25@gmail.com](mailto:Acanjura25@gmail.com)

760-490-9577

Organized office manager with over 8+ years' experience in a face-paced business operations setting.

### Summary of Skills

- Extensive experience with sales and managing inventory
- Critical Thinker
- Highly organized with superior attention to detail
- Spreadsheet creation, entry, and formulation
- Good at building and retaining large amounts of information
- Administrative operations
- Experienced in maintaining files of sales, prices, payments, warranties, service contracts, and other pertinent information related to the sale or transfer of a vehicle
- Good at managing multiple vendor relationships
- Frequently evaluates existing systems and procedures for improvement

Authorized to work in the US for any employer

### Education

#### **BA in Global Business Leadership and Management**

Arizona State University-Phoenix, AZ

2007

#### **High School Diploma**

Bourgade Catholic High School-Phoenix AZ

2001

### Work Experience

#### **Contract Manager**

Focus Language International Inc- Victorville, CA

April 2017- Present

Customer Service to all contracted State Agencies, Medical Facilities, Legal Offices etc.

Finding new contract opportunities statewide and outside the State of California.

Putting together successful, competitive proposals to all applicable solicitations.

#### **Administrative Assistant**

All Rock Supply Inc- Apache Junction, AZ

December 2015- February 2017

Receiving, understanding, and uploading insurance estimates to appropriate jobs.

Negotiating with in suppliers.

Maintained and developed new business partnerships

## **Beatriz Resendiz**

16405 Winona St  
Victorville, CA 92395

---

### **OBJECTIVE:**

To find an administrative position where my skills and knowledge can be applied while gaining new experience for the growth of my personal and professional self.

### **SKILLS:**

- Bilingual: Able to read, write, and speak fluently in Spanish (experience in translation and interpretation for many years)
- Proficient in Word, Excel, PowerPoint, Publisher
- Words per Minute: 42
- Strong conceptual, technical, and interpersonal Skills
- Solid time management skills

### **EDUCATION:**

California State University, Fullerton, CA  
Bachelor of Science in Biological Sciences with an emphasis in Molecular and Biotechnology  
2010-2015

Middle College High School, Santa Ana, CA  
High School Diploma  
2006-2010

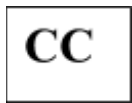
### **WORK EXPERIENCE:**

Project Coordinator and Assistant Contract Manager-Focus  
Language International Inc.  
2018-Present

As the head of the Over-the-Phone Interpretation Department, I am responsible of overseeing all the accounts from creating the portal to assisting client's on how to access interpreters. I am responsible for creating demonstrations and pitching our interpreting for on-demand, over-the-phone, and video-remote-interpreting platform. I am also responsible for contacting insurance Adjusters for our Clinic's department and obtaining authorization for On-site medical interpretation for various medical facilities in and around Orange County and San Bernardino County. Most recently I was promoted to Assistant Contract Manager, where I help the contract manager read and write solicitations that we can provide service for.

Office Administrator  
Bio Lab, Pomona, CA  
2014-2016

As the office administrator, I was responsible for checking the Client's insurance and paperwork before checking client in for the phlebotomist. I organized the files and ordered office supplies.



---

## Summary of Qualifications

Efficient and organized individual seeking to leverage proven track record of providing excellent administrative and customer service to a growing and driven organization.

---

## Job Objective

Customer service/Sales/Office Administration

---

## Experience

- |   |  |                        |
|---|--|------------------------|
| Focus Language International  | Project Manager                          | Oct 2015 – Present     |
| <ul style="list-style-type: none"><li>● Overall Schedule and budget Performance.</li><li>● Selection and Management of the translation team.</li><li>● Ensuring the quality of translation work.</li><li>● Primary Point of Contact for the client throughout the project.</li></ul>  |  |                        |
| ALASKA USA FCU  | Member Service Specialist                | Nov 2014 - Oct 2015    |
| <ul style="list-style-type: none"><li>● Assists member over the phone regarding inquiries, concerns, services relating to their accounts.</li><li>● Ensure that members are given accurate information and resolve issues in a timely manner.</li><li>● Process transactions and other financial services according to standard procedures and policies.</li></ul>  |  |                        |
| Desert Community Bank   | Customer Service Representative (Teller) | June 2013 - Nov 2014   |
| <ul style="list-style-type: none"><li>● Provide information or sell to customers regarding various financial products and services.</li><li>● Manage inquires and complaints.</li><li>● Receive and process all cash, check and negotiable instruments.</li><li>● Process customer's change of address, stop payments, deposit holds, loan and credit card payments, wire transfers and other bank-related transactions.</li><li>● Administer document scanning, filing, and answering calls.</li><li>● Ensure that end-of-day's work and cash on hand are balanced.</li><li>● Coordinate with other CSR's regarding related side jobs as assigned by supervisor.</li></ul> |  |                        |
| Kohl's  | POS/Customer Service Associate           | Nov 2012 - Jan 2013    |
| <ul style="list-style-type: none"><li>● Greet all customers in a friendly and courteous manner.</li><li>● Process customers' transactions accurately and efficiently.</li><li>● Effectively respond to customers' inquiries and requests.</li><li>● Resolve customer issues and concerns regarding merchandise purchase and returns.</li><li>● Provide information and sell to customers regarding Kohl's Charge.</li><li>● Solicit customer service survey and ensure daily credits are met.</li><li>● Assist with department recovery, customer service and stock room organization.</li></ul>  |  |                        |
| Desert Community Bank   | Customer Service Representative (Teller) | March 2011 – Sept 2012 |
| <ul style="list-style-type: none"><li>● Provide information or sell to customers regarding various financial products and services.</li></ul>   |  |                        |

- Manage inquires and complaints.
- Receive and process all cash, checks and negotiable instruments.
- Process customer change of address, stop payments, deposit holds, loan and credit card payments, wire transfers and other bank-related transactions.
- Administer document scanning, filing, and answering calls.
- Ensure that end of day's work and cash on hand are balanced.
- Coordinate with other CSR's regarding related side jobs as assigned by supervisor.

## **Education and Training**

---

Silverado High School, Victorville, CA	Financial Services Occupation	2011
University of San Jose-Recoletos, Philippines	Bachelor's Degree in Computer Science	1990

## **Skills**

---

Excellent communication	Strong organization	Customer-service driven
Mathematics	Detail-oriented	Determined
Open-minded	Self-motivated	Adaptable

## Cost Proposal

1. The language translation shall be from English into the following languages:

Spanish (per hour) \$85.00 (2- hour minimum for all in-person assignments)  
Hmong (per hour) \$120.00 (2-hour minimum for all in-person assignments)  
Punjabi (per hour) \$120.00 (2-hour minimum for all in-person assignments)

2. Please include fees for translation from the following languages to English:

Spanish (per hour) \$0.14 per word  
Hmong (per hour) \$0.16 per word  
Punjabi (per hour) \$0.16 per word

3. Please include pricing for ASL Services (per hour)  
\$95.00/ hr with a 2-hour minimum on all in-person assignments

4. Number of anticipated meetings over a 6-month period:

QTY: 50

a. Please also include a price per-meeting after the first 50.  
*\*pricing will be the same as listed above for any quantity over 50*

5. Number of anticipated documents over a 6-month period:

QTY: 60

*\*pricing will be the same as listed above for any quantity over 50*  
Please include associated costs: (i.e. per-word, per-page, minimum amount, etc.)

Please include any miscellaneous fees such as urgent need, last minute meetings, etc.

### **Virtual Services**

*\* Telephonic Interpretation:*

Spanish : \$0.80

Hmong : \$0.85

Punjabi: \$0.85

*\* Video Remote Interpretation: (1-hour minimum)*

Spanish : \$0.90

Hmong : \$1.15

Punjabi: \$1.15

*Minimum Translation Charge: \$65/ project (projects less than \$50.00)*

*Desktop Publishing Fee: \$35.00/ project. This applies to any headings, chart, graphics, images that are not editable and the words need to be extracted to be translated.*

*Cancellation Policy: Any assignment (in person or virtual) in less than 24 hours of the date of service the minimum will be charged (1-2 hours)*

**The fees listed above include the hourly rate of all staff levels to be assigned to each project/ assignment.**

**The number of hours it takes to complete a project or assignment will vary depending on the**

## REFERENCES

1. Organization: **California High-Speed Rail Authority**  
Contact Name: Moamen Ramadan  
Title: Contract Analyst  
Telephone: 916-330-5679  
Email: moamen.ramadan@hsr.ca.gov  
Address: 770 L. Street, Suite 600 Sacramento, CA. 95814  
Term: July 2018-April 2021  
Scope of Work: Interpretation (Telephonic and Video Remote) / Translation services are provided for over 13 languages with most assignments being in Spanish. We have provided clear, concise oral and written communications for Industry forums, Director's meetings, Board meeting, and other events on as-needed basis. Originally, we were contracted to do in person assignments throughout the State of California, but with the recent pandemic we have transitioned to provide video remote services using platforms like Zoom, Web-Ex, Microsoft Teams. Our services include multiple rehearsals prior to the date of service.  
Cost: \$100,000 / year
  
- 2 Organization: **California Public Utilities Commission**  
Contact Name: Claudia Sanchez  
Title: Regulatory Analyst  
Telephone: 661-236-1611  
Email: Claudia.Sanchez@cpuc.ca.gov  
Address: 505 Van Ness Ave. San Francisco, CA. 94102  
Term: September 2018-January 2025  
Scope of Work: Interpretation/ Translation services are provided for over 24 languages with most assignments being in Spanish. We have provided clear, concise oral and written communications for public events, meetings, participation hearings, and other events on as-needed basis. Originally, we were contracted to do in person assignments throughout the State of California, but with the recent pandemic we have transitioned to provide video remote services using platforms like Zoom, Web-Ex, Microsoft Teams. Our services include multiple rehearsals prior to the date of service.  
Cost: \$250,000
  
3. Organization: **Department of Fair Employment and Housing (DFEH)**  
Contact Name: Mimi de Valle  
Title: Communication Center Manager  
Telephone: 800-887-1664  
Email: Mimi.deVille@dfeh.ca.gov  
Address: 2218 Kausen Drive, Suite 100 Elk Grove, CA 95758  
Term: January 2020-January 2023  
Scope of Work: Interpretation ( in person and remote ) services in over 25 languages with most request for legal Spanish interpreters. We have assisted DFEH with public hearings, council meetings, depositions, and mediations that usually last six to eight hours. DFEH has also transitioned to mostly using our remote services through platforms such as ZOOM, WebEx, and Microsoft Teams.  
Cost: \$100,000

**EXHIBIT D**

**DISCLOSURE OF CONFLICT OF INTEREST**

as-needed/on-demand translation and interpretation services

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	Do you represent any firm, organization, or person who is in litigation with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Are you or any of your principals, managers, or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Are you or any of your principals, managers, or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
* If the answer to any question is yes, please explain in full below.			

Explanation: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

  
\_\_\_\_\_  
Signature

01/18/2022  
\_\_\_\_\_  
Date

Selin Cacao  
\_\_\_\_\_  
(Name)

Focus Language International Inc.  
\_\_\_\_\_  
(Company)

14450 Park Ave Suite 100 Victorville, CA. 92392  
\_\_\_\_\_  
(Address)

Additional Page(s)  
Attached.

\_\_\_\_\_  
(City State Zip)



**Executive Summary:**

See attached.

**Primary Vendor Information:**

Interpreting Services of Central California (ISCC), a division of the Deaf and Hard of Hearing Service Center (DHHSC)

5340 N. Fresno Street

Fresno, CA 93710

Point of Contact: Kimberly Glenn 559-225-3382

The agency has been providing Interpreting Services for approximately 38 years. We provide interpreting services for a wide variety of settings, which include platform setting, educational, medical, community, and meetings.

**Subcontractor Information:**

We currently work with ASL Interpreters who subcontract with ISCC. We have 17 RID (Registry of Interpreters for the Deaf) Certified interpreters we can contact for any requests relating to this RFP. They all have been nationally recognized by RID and maintain their certificates by completing the required amount of training they need.

**Examples of work:**

The agency works with a wide variety of settings to provide interpreting services. We currently provide interpreting services to school districts, community colleges, and universities; doctor's offices, medical clinics, and hospitals; small and large businesses; community benefit organizations; Child Protective Services; county social services; Social Security Administration; police and fire departments; funerals; and places of employment that need interpreters for job interviews, orientations, trainings, staff meetings. We have also provided interpreting services for the Governor when he is present in local surrounding areas. We do our best to fulfill any interpreting request for those needing to communicate with Deaf, Hard of Hearing, DeafBlind, and Late Deafened individuals, regardless of the setting. We also provide Certified Deaf Interpreters for clients needing additional language support.

**Representative Resumes:**

See attached for Resumes.

**Cost Proposal:**

See attached for our Pay Rate Policy Sheet.

Prices are the same for both in person and online interpreting requests. Prices will not change, even if more than the anticipated 50 meetings. We do not charge for travel time or mileage.

**References:**

- 1) Fresno Unified School District Special Education Department  
Chantel Cox Interpreter Coordinator  
559-250-3947  
Providing interpreting services for students and/or teachers during class, meetings and/or trainings.  
2021-2022 School Year (we renew our contact at the end of each school year to prepare for the following school year).  
Cost: Approximately Yearly: \$110,019.00, Hourly: \$80.00 per hour
  
- 2) California State University, Fresno  
Dianna Clayton Lead Interpreter and Communication Coordinator (ICC)  
559-278-2811      diclayton@csufresno.edu  
Providing interpreting services for students during the school year for classes, meetings and/or events.  
Our services are ongoing until either party terminates the contract in place.  
Cost: Approximately Yearly: \$10,462.50 Hourly: \$125.00 per hour
  
- 3) State Center Community College District  
Tabitha DuBois Sign Language Interpreter Coordinator  
559-442-4600 x 8781      tabitha.dubois@fresnocitycollege.edu  
Providing interpreting services for students during the school year for classes, meetings and/or events.  
Contract in place currently for the 2021-2022 school year. We sign a new contract at the end of each school year to prepare for the following year.  
Cost: Approximately Yearly: \$10,281.25 Hourly: \$80.00 per hour



January 19, 2022

Dear City of Fresno:

We are submitting our grant proposal in response to the REQUEST FOR PROPOSALS FOR TRANSLATION AND INTERPRETATION SERVICES ON AN AS-NEEDED/ON-DEMAND BASIS because we believe we are most qualified to provide the City of Fresno with quality American Sign Language (ASL) interpreting services. We work with 17 RID certified interpreters, and as the only Deaf-centered agency in the Central Valley, we are in a unique position to know our community's language and communication needs. It is because of this niche, we are best able to match each request with the most qualified and certified interpreter. In other words, we do not just merely send an interpreter when we get a request, we check with the requester to see what is needed for each situation so we can identify the best interpreter for the job so that all involved parties feel heard and understood.

Deaf and Hard of Hearing Service Center (DHHSC) was established in 1984 to serve Deaf, Hard of Hearing, DeafBlind, and Late Deafened individuals in the Central Valley, and Interpreting Services of Central California (ISCC) was formed to focus primarily on interpreting needs for this specific community. We recognize that our community members need to communicate with those who cannot sign, which can be a family member, employer, doctor, or case manager, and we contract with community agencies, medical clinics, businesses, and organizations that provide services to and/or employ Deaf, Hard of Hearing, DeafBlind, and Late Deafened individuals so they can fulfill access needs. While DHHSC's mission is "To advocate, seek equality, and promote self-determination through empowerment for those who seek our assistance; and to enhance the awareness and understanding of Deaf Culture and the unique communication needs of the Deaf and Hard of Hearing individuals," ISCC's goal is to assist DHHSC with meeting the communication needs.

With more than 51% of DHHSC's staff and board being Deaf, Hard of Hearing, DeafBlind, and Late Deafened, our agency is vested in providing excellent customer and interpreting services. American Sign Language (ASL) interpreters serve as cultural brokers and as a communication bridge between those who can hear and do not sign and those who are Deaf, Hard of Hearing, DeafBlind, and Late Deafened. Not only do these ASL interpreters translate the information conveyed by non-signers, they also work to ensure that the Deaf, Hard of Hearing, DeafBlind, and Late Deafened consumers receive the information in a linguistically and culturally correct format. So much is involved in translating the spoken language into American Sign Language, and our interpreters are

**Fresno Headquarters:**

5340 N. Fresno Street  
Fresno, CA 93710  
(559) 225-3323 V/VP

(559) 225-0116 FAX • info@dhhs.org

**Central Coast Outreach Office:**

36 Quail Run Circle, Suite 100-T  
Salinas, CA 93907  
(831) 753-6540 V/TTY

(831) 753-6542 FAX • ccinfo@dhhs.org

**South Valley Outreach Office:**

113 N. Church Street, Suite 222  
Visalia, CA 93291  
(559) 302-9820 V/VP

(559) 334-0138 FAX • svoinfo@dhhs.org

**Merced Outreach Office:**

855 W. 18th Street, Suite A  
Merced, CA 95340  
(209) 230-9910 V/VP

(209) 726-7717 FAX • minfo@dhhs.org


trained to serve our community and those who work with them. In addition to ensuring that we send qualified and certified interpreters, we also work to ensure that they are the right fit for each situation and the consumers involved. We know our community well because of years of service and we strive to match each interpreter to each request because we want the communication process to be effective and to go as smoothly as possible. It is important to us that each person feels heard or is seen by everyone present.

Moreover, not only do we identify the right ASL interpreter for each assignment, we also evaluate if the situation calls for a Certified Deaf Interpreter (CDI). Certified Deaf Interpreters work alongside Certified Hearing Interpreters (CHIs) to make the translated information fully accessible to the consumer needing additional language support. For example, a CHI just translates the information from English into ASL while the CDI also expands on and clarifies the information, which can include role-play, gestures, drawing pictures, using a calendar and/or props, and using the consumer's specific signs (can be home signs if have minimal language skills). In these settings, our interpreters work as a team to make sure that the Deaf, Hard of Hearing, DeafBlind, Late Deafened, or DeafPlus consumer is receiving effective communication. For the latter, it is common to provide CDIs for DeafPlus consumers because they often struggle with language deficiencies so our CDIs make the information more visually accessible to them, which requires specialized skills and training.

As our Certified Hearing Interpreters and Certified Deaf Interpreters are accustomed to working as a team, our staff are also experienced team players because it is important to us that we work with our community partners to provide our clients with accessible and quality resources and services. We do not want our community to lack in access or communication because we know all too well what it is like to not be able to tap into auditory information; we work to make information visually accessible through American Sign Language, and because this is our passion and our community, it is our mission to make communication possible for everyone.

It is for these reasons we believe ISCC is the most qualified agency to provide interpreting services for the City of Fresno. As an agency that operates in Fresno and with DHHSC serving the community, we know the unique communication and language needs of our clients. It would be an honor to partner with City of Fresno in fulfilling ASL interpreting requests because this would be an extension of who we are as an interpreting agency fully invested in our local Deaf and Hard of Hearing Community.

Sincerely,

  
Michelle L. Bronson  
Executive Director

**Kimberly Sadako Glenn**  
1305 N. Ferger Ave, Fresno, CA 93728  
(209) 373-5216 kglenn0611@gmail.com

**SUMMARY OF QUALIFICATIONS**

- 
- 80WPM
  - Interpersonal Skills
  - Microsoft Office
  - Microsoft Office Specialist (Word)
  - Fluent in ASL (26 Years)
  - Public Relations
  - Handling Difficult People
  - Workplace Violence
  - CPR – First Aid
  - First Responder Certification
  - Customer Service
  - Administrative Assistant
  - Vicarious Trauma
  - Harassment and Discrimination Prevention

**EDUCATION**

---

<b>Fresno City College</b> General Education	Fresno, CA	2014 - 2016
<b>Institute of Technology</b> AAS Degree Criminology and Emergency Response Management	Clovis, CA	2012 - 2013
<b>San Joaquin Delta College</b> Psychology	Stockton, CA	2010 - 2011
<b>California State University</b> Sociology	Northridge, CA	2008 - 2009
<b>Lincoln High School</b> High School Diploma	Stockton, CA	Graduated

**EXPERIENCE**

---

**Deaf and Hard of Hearing Service Center** Fresno, CA 2013 – Present  
Interpreter Coordinator: Answer telephone calls and take requests for appointments. Schedule Sign Language Interpreters on variety assignments

**COMMUNITY INVOLVEMENT**

---

**Stockton Police Department** Stockton, CA 2004 – 2005  
Junior Cadet: Would be present at city events and would help where needed; missing person's booth and patrol the area

**Harvey Bradley 2010- Present**

**Objective:**

To meet RFP requirements by December 2018

**Employment Summary:**

Provides consistent supervision

Ensures timely submission of statistics, reports, and files

Oversees case management

Follows disciplinary procedures as provided in Employee Handbook, works with Human

Resources as necessary to ensure compliance with all applicable laws, regulations, and policies in effect

Manages and instructs staff as needed to bring staff into compliance with all policies in effect

Makes routine visits to all outreach offices to provide supervision, assess office morale, take appropriate action, and facilitate interoffice communication

**EDUCATION**

1970 Riverside Community College, Riverside, California  
Associate of Arts

1998 National Technical Institute for the Deaf,  
Rochester Institute of Technology Rochester, New York  
Applied of Computer Technology

**EMPLOYMENT EXPERIENCE**

This job contributes to the success of the Deaf and Hard of Hearing Service Center by helping monitor employee performance, addressing and resolving staff misunderstandings, providing staff training as needed to aid professional growth, and making regular visits to each of the outreach offices to promote communication among all offices.

10/25/04 to 6/02/ 2010

**Communication Services for the Deaf- Lemoore- Team Leader**

- Ensure highest level of quality service is delivered to all consumers.
- Ensure Communication Assistant agents (CA) have the skills and knowledge necessary to provide excellent customer service.
- Ensure the Communication Center operates efficiently and within budget guidelines.
- Teach, train, and conducts performance surveys, performance reviews, and coaching sessions with CAs.
- Daily enter statistics into database.

04/02/2005 to 3/7/2010

**CSDVRS/ZVRS – Outreach Specialist/Installer – Central Valley**

- Videophone and/or webcam to assist d/Deaf and Hard of Hearing customers with the Video Relay Software. Handle troubleshooting and networking issues.
- Educate and train customer on usage.

08/10/02 to 8/4/04

**DovTech Communications**

- Educate community including Police and Fire departments, Medical Facilities, major hotels/motels, private and public entities regarding accessibility, assistive technology and strategies to comply with ADA regulations.

08/01/03 to 10/23/04

**Sorenson Media – Central Valley**

- Videophone Installer.
- Install the Sorenson VP-100 videophone and/or Sorenson EnVision SL to assist d/Deaf and Hard of Hearing customers with the Video Relay software.
- Handle troubleshooting and networking issues.
- Educate and train customers on usage.

03/03 to 05/03

**IRS- Fresno: Clerk**

- Sorted the checks in appropriate slots

02/23/00 to 05/17/02

**Director of Client Services- Deaf/Hard Hearing Service, Merced, CA.**

- Supervised employees. Monitored office to ensure compliance with contract goals.
- Participated in networking, public relations, fundraising and Community education.
- Liaison for the deaf and hard of hearing community. Worked collaboratively with other social service agencies. Provided advocate services to clients.

**Michelle Lynn Bronson**

64 Birch Avenue

Clovis, CA 93611

(559) 326-0042

[bronsonfam@sbcglobal.net](mailto:bronsonfam@sbcglobal.net)

- EDUCATION:** California State University, Fresno  
Master of Science in Marriage and Family Therapy, May 1999  
Pupil Personnel Services credential
- California State University, Fresno  
Bachelor of Arts in Psychology, Deaf Education (minor), May 1996
- BUSINESS AWARDS:** Olegario B. Cantos VII Award, 2012  
RICV Community Partner Award, 2013  
City of Fresno DAC Award, 2015  
CSUF 2017 Health and Human Services Hero Award
- ACTIVITIES:** Chair and member, City of Fresno Disability Advisory Committee, 2012-2014 and 2009-2015, respectively  
Member, Health Net Disability Advisory Committee, 2010-present  
Member, Silent Sleigh Committee, 2009-present  
Member, Deaf Education Personnel Preparation Advisory Board, 2008-2012
- EXPERIENCE:** **Executive Director**  
2/09 – Present  
**Deaf and Hard of Hearing Service Center, Fresno, CA**  
Oversees Deaf and Hard of Hearing Service Center and each of the departments. Assesses the program development to meet the needs of the community. Supervises all personnel and directing all staff in the performance of their duties. Prepares financial budgets and reports. Involvement with the community through attending events throughout the year. Formulates new policies for DHHSC.
- 4/08-2/09  
**Coordinator of Client Services**  
**Deaf and Hard of Hearing Service Center, Fresno, CA**  
Provided information and referral to Deaf and Hearing Communities. Worked with other social service agencies and individuals to maximize resources and services. Provided independent living skills instruction, employment assistance, peer counseling, information and referral, advocacy, community education, and communication assistance.
- 6/04-4/08  
**Case Manager**  
**Deaf and Hard of Hearing Service Center, Fresno, CA**  
Informed clients about communication access. Assisted clients through referral, advocacy, peer counseling, and job placement and development services. Educated the community about their rights and related issues. Provided Deaf Culture, Deaf-Sensitivity, and Deaf-related presentations to local agencies, schools, and businesses.

# DEAF & HARD OF HEARING SERVICE CENTER

## Interpreting Services of Central California

5340 N. Fresno Street

Fresno, CA 93710

Main Office: (559)-225-3323

Interpreting Services of Central California: (559)-225-3382 (V)

Fax: (559)-221-8224

Email: [interpreting@dhsc.org](mailto:interpreting@dhsc.org)

Emergency/Immediate Needs: (559)-375-0902

## POLICY FOR REQUESTING INTERPRETING SERVICES

### REQUESTING AN INTERPRETER:

Requests for interpreting services should be directed to Interpreting Services of Central California one to two weeks prior to the assignment, if possible. Please be prepared to provide the following information:

- Time, date, and location of the assignment
- Names of the persons involved both Deaf and Hearing
- Name and phone number of a contact person
- Nature of the assignment (legal, medical, interview, etc.)
- Name and address of the agency/person responsible for payment
- Authorization #

### REGULAR FEE SCHEDULE PER INTERPRETER

Interpreting Rate	All Day	\$125.00 per hour
Emergency	Less than 24 hour notice	\$175.00 per hour
Legal Rate	½ Day/Full Day	\$175.00/\$300.00

There is a standard one-hour minimum for interpreting services. After the first hour time is billed in half-hour increments.

The above rates are valid for services rendered in the following counties: Fresno, Kings, Madera, Mariposa, Merced and Tulare.

For assignments lasting two hours or more, two interpreters may be scheduled depending on the situation. Two interpreters will be assigned for depositions regardless of the projected length of the deposition.

“NO-SHOWS” (appointment changed or cancelled or consumer does not “show up”) are billed as completed assignments unless DHHSC is notified of cancellation/changes 24 hours in advance regardless of who is responsible for payment.

At times there may be the need for a Certified Deaf Interpreter (CDI) to work in conjunction with the hearing interpreter. A CDI is an individual who is Deaf or Hard of Hearing and has received specialized training to interpret for consumers that have communication styles that are so unique they cannot receive adequate communication access with the us of a hearing interpreter alone.

### PAYMENT FOR SERVICES:

Pursuant to the Americans with Disabilities Act (ADA) of 1990, all public and private agencies are responsible for the providing effective communication, which includes interpreting services, in order to ensure equal participation for their clients. It is the responsibility of the public or private agency and the consumer/s involved to arrange for payment of interpreting services prior to the assignment date. Billing information should be provided at the time request is made to the Interpreter Coordinator.

Billing and payment may be managed through mail, credit card, or electronic fund transfer. Invoices will be mailed out on a regular basis and are due and payable on the date received. If you would prefer to receive invoices via email or fax, please indicate that when making your interpreting request. Please include the invoice number with your payment.

### CONTACT PERSONS:

Harvey Bradley, Services Personnel Director

Kimberly Glenn, Interpreter Coordinator

Catherine Murphy, Accounting Assistant

Only NAD, RID, NIC certified or qualified pre-certified interpreters will be dispatched to assignments, unless otherwise requested. Our goal is to provide quality interpreting services to the community. DHHSC is an agency which supports the growth of new/intern interpreters. Interns may be present on assignments to observe or work directly with clients.