



**Columbus Public Health, Center for Public Health  
Innovation**



THE CITY OF  
**COLUMBUS**  
ANDREW J. GINTHER, MAYOR

**Response to:  
Request for Proposals for Telephone Interpretation  
Services - RFQ020994**

**Due Date:** 12:00 p.m., March 8th, 2022.

**Submitted to:**

City of Columbus Bonfire hub  
<https://columbus.bonfirehub.com/projects>

**Bidder Information:**

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## Cover letter

March 2<sup>nd</sup> , 2022

To whom it may concern,

Effectiff Group LLC (Effectiff) is pleased to submit a response to the Columbus Public Health, Center for Public Health Innovation (CPH) RFP for Telephone Interpretation Services - RFQ020994. We submit this proposal as the Prime Contractor with no subcontractors at this time.

Our goal is to make the CPH's evaluating members feel confident that Effectiff will be a reliable and proficient partner to meet the language services requirements of the CPH departments – **including over-the- phone interpreting (OPI)**. Effectiff certifies that we have not defaulted on any contracts since the inception of our company and we have never failed to meet our financial obligations.

We understand that, if selected to be part of your pool of vendors, the CPH will be selecting vendors based on the quickest response time for interpreting or translation services and the most economically convenient. As a client of Effectiff, you will have dedicated team members and contact information to quickly assign linguists to any language services project for any department within the boundaries of the CPH.

Effectiff has extensive experience in providing language interpretation and translation services in over 180 languages. This includes most of the CPH's solicited languages: Agri, Chinese, Hungarian, Oromo, Tamil, Yoruba, Akan, Creole, Italian, Pashto, Thai, Albanian, Dari, Japanese, Polish, Tigrinya, Amharic, Farsi, Korean, Portuguese, Turkish, Arabic, French, Kurdish, Punjabi, Twi, Bengali, Fulani, Laotian, Russian, Ukrainian, Brazilian Portuguese, Gujarati, Macedonia, Somali, Ukrainian, Burmese, Haitian, Mandarin, Spanish, Urdu, Cambodian, Hebrew, Mandingo, Swahili, Vietnamese, Chin, Hindi, Nepali, Tagalog, Wolof. Our complete language list will be also included for your reference. We will be ready to assist on any language need the CPH may require.

Please feel free to contact me for any additional information you might need and please visit our website ([www.effectiff.net](http://www.effectiff.net)) for further reference in how we can help the CPH with their language service needs.

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## **Brief History and Experience**

Effectiff was first established in 1998 in Eastern Europe and is honored to be the official translation provider for the European Commission. Effectiff is recognized as a premier language services provider on a global scale. The company established our United States operations in 2017 with the opening of our headquarters office in in Lauderdale by the Sea, Florida. We are well known for providing high quality translation services for clients around the world. Effectiff is proud to have been included in the 2018 list of the Top 30 LSPs in North America by Common Sense Advisory, Inc.

To broaden our presence in North America, Effectiff acquired all the assets (including software programs, platform licenses and existing contracts), trade secrets and goodwill of Transglobal Incorporated in May 2019. Transglobal and its predecessor companies provided language services (including translation, consecutive and simultaneous interpreting, and transcription) for over 20 years. They added a robust, Cloud-based Over-the-Phone (OPI) and Video Remote Interpreting (VRI) platform to their portfolio in 2017. Effectiff has the established best practices; expertise and depth of experience to integrate all services for our clients.

Currently, Effectiff provides similar language translation services for the County of Summit and its internal organizations such as Department of Job and Family Services, Community Support Services, Summit County Public Health, Summit Kids (Children Services), Coleman Professional Services, etc.; Snohomish County and its internal organizations such as Snohomish County Developmental Disabilities, Snohomish County Case Management, etc.; State of Oklahoma; State of Oregon and its Employment Department; County of Loudoun.

Effectiff helps with building communication between people of different languages and cultures, including people with various disabilities. Another customer we are currently working with and assisting in different fields is Special Olympics, non-profit organization for children and adults with intellectual disabilities and physical disabilities, providing year-round training and activities to 5 million participants and Unified Sports partners in 172 countries.

Effectiff has been successfully supporting and still supports National Institute of Health as a contractor according to LASTI (Language Access Services: Translation and Interpretation) agreement. Effectiff helps to enable NIH's Institutes and Centers (ICs) to secure interpretation and translation services. The goal is to help ICs remove language barriers, increase access to NIH services and programs, and meet the linguistic demands of their customers.

Effectiff provides Translation and Interpretation Services to the National Institutes of Health, it's 27 Institutes/Centers and subcomponents within the Office of the Director that interface with members of the general public as needed. Services include Oral language assistance, Translation of written materials, Translation of Digital information/Web Content (including social media, infographic platforms, multimedia, Facebook, Twitter, YouTube, electronic books and others), Other translation and interpretation support as outlined in individual task orders.

We are a corporate member of the American Translators Association (ATA) and the National Capitol Area Translators Association (NCATA) and National Association of Judiciary Interpreters and Translators (NAJIT), and most of our translators are certified by ATA or similar qualifying agencies.



Effectiff complies with all federal laws and regulations and all state laws, local laws, ordinances and regulations that may be in effect during the term of an awarded contract. Additionally, Effectiff maintains professional and liability insurance in the amounts cited in this ITB. We will supply a copy of our insurance certificate naming CPH as an additional insured party upon contract award.

Effectiff has the following certifications to ensure high quality language services proficiency:

- ISO 9001:2015 Certification for our Quality Management System for linguistic support services (oral and written) on a global scale.
- ISO 7100:2015 (Translation Services), which is a requirement for translation services.
- EN 15038 Certification, which is specifically developed for translation service providers and ensures consistent quality of the services provided.

## **Examples of Work**

### **1. Summit County**

Effectiff has a valid Master Agreement with Summit County (including 34 County entities and organizations such as County departments, offices, agencies and boards, political subdivisions and non-profit corporations) and provides translation and interpretation services for non-English speaking clients. Interpretation services include Over the Phone and Video Remote Interpreting, on-site and Remote simultaneous interpreting.

Effectiff interpreters act as a bridge between County Staff and their non-English speaking or Limited English Proficient customers, allowing County Staff and their customers to focus on the business at hand, rather than the interpretation experience.

Dates of service - 01/01/2020 till 12/31/2021

The total amount of this contract is \$150,000.00

Contact person: Elizabeth Foster, (330) 926.5613, (330) 283.9574

Location: 1867 W.Market Street, Akron, Ohio, 44313

### **2. State of Oregon (Employment Department)**

One of the projects Effectiff works on is an Emergency Over the Phone Interpretation. This type of work became highly demanded during pandemic period due to the increased need for new jobs and financial aid from the state for non-English speaking residents.

Effectiff also successfully provides Remote Simultaneous and Written Translation services for unemployment webinars arranged by ED staff. The list of languages includes Arabic, Spanish, Chinese, French, Russian, Vietnamese and others.

This contract was established - 09/15/2020 till 12/31/2021

The total amount of this contract is \$20,000.00

Contact person: Jessica Prakke, 503-947-1351, 503-508-102

Location: 875 Union St. NE, Salem, OR 97311



## Professional Interpreter Qualifications and demonstrated capability

To ensure that we consistently meet CPH Staff's needs for professional interpreters for all language services, Effectiff has established education and interpretation experience qualifications that must be met in order for an interpreter/translator to join our team. These qualifications are identified and evaluated during the recruitment process.

To be considered for employment, candidates must meet at least one of the education requirements listed in the left-hand column of the table below, as well as the corresponding professional interpretation experience requirement listed in the right-hand column:

Education Requirement	Professional Interpretation Experience Requirement
<ul style="list-style-type: none"><li>A 2-year minimum college education or equivalent (US or foreign country); or</li></ul>	<ul style="list-style-type: none"><li>2+ years of documented professional interpretation experience</li></ul>
<ul style="list-style-type: none"><li>A certificate or degree obtained from an accredited interpretation program sponsored by a recognized institute or university</li></ul>	
<ul style="list-style-type: none"><li>High school or GED diploma</li></ul>	<ul style="list-style-type: none"><li>3+ years of documented professional interpretation experience</li></ul>

In addition to the education and experience requirements described above, Effectiff has long-established language proficiency qualifications used during the recruitment process to guarantee that all our interpreters are proficient in English and at least one other language. The first step we take in assuring language proficiency is to determine the native language and the second, third, fourth, etc. language(s) of the interpreter. We then carefully review the interpreter's additional qualifications related to their second language, such as their interpretation experience in that language, language proficiency test scores, interpretation certificates and certifications, etc.

If a candidate interpreter meets the education and experience requirements outlined above but does not have any other qualifications related to their proficiency in their second language, Effectiff will ask the interpreter to undergo language-specific proficiency testing; and upon completion, we will reevaluate the candidate's qualifications. The following table illustrates some of the acceptable language proficiency measures used to verify an interpreter's proficiency in their second, third, fourth, etc. language(s):

Second, Third, Fourth, etc. Language Proficiency Measures	Required Minimum Score
<ul style="list-style-type: none"><li>ACTFL (American Council on Teaching Foreign Languages) Oral Proficiency Interview (OPI); or</li></ul>	<ul style="list-style-type: none"><li>Score of Advanced Low or higher</li></ul>
<ul style="list-style-type: none"><li>TOEFL Listening and Speaking exams (<i>Note: the TOEFL test is only used for determining English proficiency</i>); or</li></ul>	<ul style="list-style-type: none"><li>Score between 22 - 30 (Advanced) on both Listening and Speaking exams</li></ul>



<ul style="list-style-type: none"> <li>Ph.D. or Master's degree in English (if English is the second language) or in the second, third, fourth, etc. language (if English is the native language) from a U.S. or foreign university (<i>Note: a Bachelor's Degree obtained in the U.S. in a Foreign Language does not waive the required internal proficiency testing</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Diploma or official transcripts demonstrating completion of the degree</li> </ul>
<ul style="list-style-type: none"> <li>A Third-Party Linguistic Proficiency Test (LPT)</li> </ul>	<ul style="list-style-type: none"> <li>Score equivalent to Advanced Low or higher (<i>Note: scoring metrics may vary</i>)</li> </ul>

Effectiff only hires experienced translators with a minimum of three years of verifiable translation experience. We thoroughly vet all candidates to ensure they meet our standards and require proof of certification before commencing any translation projects.

We confirm that our linguists complies, and sometimes exceeds, the requirements indicated in the solicitation document.

- Minimum of 40 hours medical interpreter training
- Training in ethical standards
- Confidentiality of medical information
- Medical terminology

## Management Structure and Responsibilities

<p>Alex Cherkashin</p> <p>For scheduling, notification, billing and other administrative services and inquires</p> <p>Senior Director of Operations</p> <p><a href="mailto:Alex.ch@effectiff.com">Alex.ch@effectiff.com</a></p> <p>(929) 999-5719x311</p>	<p>Katherine Adames</p> <p>For queries related to Interpreting Services including OPI/VRI</p> <p>Director of Operations (Interpreting)</p> <p>katherine.a@effectiff.com</p> <p>(929) 999-5719x304</p>	<p>Ricardo Guzman</p> <p>For technical and financial queries related to this proposal</p> <p>Business Development Manager</p> <p>Ricardo.guzman@effectiff.com</p> <p>(929) 999-5719x306</p>
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\* CVs and profile description of all our key personnel is available upon request.

## Language Interpreter Requirements

We confirm ability to handle a large volume of clients and will maintain available enough key personnel to support Columbus Public Health clients in need of interpretation services, across program areas. Our on-demand OPI/VRI platform is equipped to accommodate more than 40,000 minutes of calls a year. We guarantee the possibility of soliciting a male or female interpreter on demand for the specific language needed.

We confirm availability of most of the languages indicated in the solicitation document. For the rarest languages, we recommend to schedule the call with sufficient time (up to 3 days) to



allow us guarantee the provision of the service with no interruptions and with back up interpreter.

We are able to meet the scheduling needs of Columbus Public Health. Interpretation services will be available 24 hours a day, 7 days a week. Most languages will be available 24/7 on-demand for your use. The rarest ones shall need at least 24 hours of previous notice in order to provide the most suitable interpreter for the call.

We have the resources in place to keep accurate records of services performed including but not limited to timesheets, invoices, and monthly reports, and to bill the City monthly according to the requirements described in the invoicing section and with accordance to City contracts.

Our designated key personnel will remain accessible on demand to the staff of Columbus Public Health, so that information can be easily exchanged. This involves access via phone and email with responses to messages left within 24 hours. We acknowledge that if we are not responsive within 24 hours on more than 3 occasions in a 12 month period, contract may be terminated.

We can assure Columbus Public Health that any and all information exchanged during interpretation services will remain strictly confidential, in accordance with current state, federal, and local laws and regulations.

Effectiff will perform all services in accordance with the privacy regulations [45 CFR §§ 164.502(e); 164.504(e)] issued pursuant to the Health Insurance Portability and Accountability Act [42 USC §§ 1320 -1320d-8] and the terms of the attached Columbus Health Department Privacy Agreement.

**Civil Rights.** We agree that as a condition of this contract, there shall be no discrimination against any eligible individual or any employee because of race, color, sex, religion, national origin, handicap, or any other factor as specified in Title VI of the Civil Rights Act of 1964, Rehabilitation Act of 1973, and subsequent amendments. Effectiff will comply with all appropriate federal and state laws regarding such discrimination, and the right to and method of appeal will be made available to all persons under this contract.

**Americans With Disabilities Act.** Effectiff, its officers, employees, members, and subcontracts hereby certify current and ongoing compliance with the statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.

**Cultural Competency.** We support and adhere to the definition of Cultural Competency adopted by the State of Ohio. Effectiff adheres to the standard and offers programming and services with this standard in mind. We also adhere to CPH's Customer Non-Discrimination Policy.





**Incident reporting.** Our platform will grant CPH staff registered members to rate and provide feedback for our interpreters at every call. If an incident involves an interpreter, we will know immediately and the first thing to do will be to isolate the interpreter and will become ineligible selecting him/her for future projects from CPH. The incident will then be treated internally with possible requests for details to your staff to go deep into the matter and come up with the solution that better protect CPH interests.

We adhere to National CLAS Standards and will procure to provide services that are culturally and linguistically appropriate.

For every call we hold in our platform, we extract the key characteristics and keep a track record of it. This allows us to generate reports in a timely manner. As a common practice, we do not record the calls so, if Columbus Public Health ever requires a transcription of a particular call, they should provide the recording for us to work with. All the information shared and distributed to Columbus Public Health staff is confidential and will not be redistributed to any other party.

In order for the CPH staff to get accustomed to the use of the platform, training and test sessions will be held. Please refer to the “Telephonic Language Interpretation” section below for further reference.

Once registered in the platform, all CPH staff should be able to access and get review status of requests, billing, training, scheduled calls, track record of calls, and other interesting features.

Addressing client complaints. As part of the functionalities of our OPI platform, CPH Staff will be able to rate and/or give feedback regarding the quality of calls and competence of interpreters. If for any reason some CPH Staff decides that a particular interpreter does not comply with their expectations, we can provide a replacement right away either male or female. This way you will have more control over the provision of the service and get exactly what you requested for.

If a call is dropped, not always the same interpreter may be able to return and resume the call. Fortunately, we always have a backup interpreter in case the primary interpreter faces any difficulties during the call that impedes him/her to resume it. In those cases, a second interpreter will be ready to jump into the call to resume the interpreting.

What we do when a language is not currently available. Please note that, for rare languages or special requests, the solicitor must arrange the call with sufficient time in advance (up to 3 days) to ensure the availability of interpreters to join the call.

Effectiff has an extensive network of OPI interpreters who work either remotely or in our physical Call Center located in Reading, Pennsylvania, which allows us to deliver on-demand, continuously available OPI services. All interpreters who work remotely are located within the United States, and in our Effectiff offices.



Effectiff has a toll-free number that can be used by CPH staff to request on-demand OPI services at any time, 24/7/365. Upon calling this number, the requestor is linked to our robust, cloud-based OPI/VRI platform, and the caller simply enters their user ID, chooses the language and is connected to an interpreter in less than 30 seconds. These steps will be reviewed during an online webinar to train CPH staff in how to use our system, which is easy and intuitive.

If the requestor needs to speak with the OPI Project Manager or a member of the OPI/VRI support team to make a special request, such as:

- Setting up a conference call
- Arranging for a call that will last 2+ hours
- Requesting a non-core / not continuously available language

OR, if they need any other personal assistance, they will call the Customer Service number to be connected to the Project Manager or an on-call representative.

## Telephonic Language Interpretation

We firmly believe that our robust, cloud-based telephonic interpretation platform, our vast network of professional, experienced telephonic interpreters, and our quality-oriented management processes will greatly benefit CPH Staff. The following sections explain how we will accomplish this.

How to make a Video Remote call - <https://youtu.be/1xvjzMQkrAk>

How to schedule VRI, OPI and on-site appointments - <https://youtu.be/v0z85DDsS0c>

How to access and use the Effectiff platform - <https://youtu.be/jm10XUPfdlQ>

## Over the Phone Interpreting - OPI



Our telephonic interpreting platform delivers high quality OPI and VRI services from the same platform - **anywhere, anytime, on any device** at **any level** of technology capability - whether via Apple™/Android™ Smartphones, iPads™/Tablets, laptops, desktop computers or land lines. This affords CPH Staff the ability to have true “on demand” interpretation services in a variety of modes. There is no need to prepare for the OPI service, as it is available on a mobile app or **on any device connected to the Internet.** We offer “one click to call” functionality, which allows users to quickly connect for new languages.

Clients are connected **in less than 30 seconds** directly to interpreters and do not have to access via an operator or concierge.



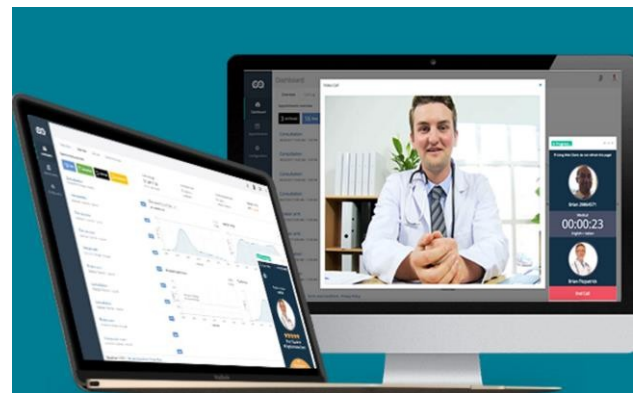
**Landline support with dial prefixes that allow you to dial** into a specific language or service type without the need for PC/laptop or Smart device is also available. **We can easily integrate Next Generation services into legacy phone systems. For all modes of telephonic or video remote service, we have qualified interpreters in more than 350 languages.**



With our extensive network of linguists, we continuously recruit the best to ensure total responsiveness to our customers.

## Video Remote Interpreter (VRI) Services

Our VRI services must be scheduled at least 24 hours in advance and follow the same steps described above, with the web camera turned “ON”. We can accommodate rush requests with a minimum four (4) hour notification at a slightly higher rate. Our VRI solution will work on any Internet device that has a web camera, microphone and speakers. No special equipment is needed. With Effectiff’s VRI platform, we make it possible to:



- Provide on demand video interpreting support with enhanced accuracy for all languages required by CPH Staff;
- Work with a 1080p High Resolution Video and more than 30 FPS;
- Allow users to see the facial expressions of the interpreter and know what was understood and what was said; and
- Confirm the meaning of non-verbal communication.

## User Registration

Upon contract award and notification from CPH, the Effectiff Operations Manager will be responsible for setting up a User ID for designated CPH Staff members. Effectiff will accept the registration information of any users from the incumbent contract and transfer them to Effectiff. We will ensure that all users for whom registration information is provided are registered and given their User ID at least three (3) business days prior to commencement or upon commencement of an awarded contract. Any users registering within three (3) business days of contract commencement, or at any time after contract commencement, will be registered and given their User ID within 72 hours of receipt of the required registration information.

## Contacting Effectiff

Upon dialing our 1-800 telephone number, a requesting party will link directly to our OPI/VRI platform for access to on-demand telephonic interpretation services. Our Customer Service telephone number, our email address, our mailing address and a URL link to our website—where our interpretation platform can be electronically accessed—will be available to CPH’s designated staff.



When registered CPH Staff contact our Customer Service Department - via phone or via email - for any other reason during normal business hours - they will connect directly with our OPI/VRI Project Manager or with a member of the OPI/VRI support team working directly under the Project Manager. The inquiry will be evaluated and route accordingly. If we are unable to immediately respond to the request, an Effectiff team member will clearly define the process and timeline by which the request will be met. If requested, a Frequently Asked Questions (FAQ) PDF document is available upon request for users to search for answers. Outside of normal business hours, our appointed on-call staff will respond to requests for services. All personnel assigned to this function will be trained to provide seamless service equivalent in quality and scope to the service provided during normal business hours.

## Requesting Optional OPI Services

**Via Telephone** - Effectiff has a toll-free number that can be used by CPH Staff to request on-demand OPI services at any time, 24/7/365. Upon calling this number, the requestor is linked to our robust, cloud-based OPI/VRI platform, and the caller simply enters their user ID, chooses the language and is connected to an interpreter in less than 30 seconds. These steps will be reviewed during an online webinar to train CPH Staff how to use our system, which is easy and intuitive.

**Via the OPI Platform** - Instead of using the telephone to request services, CPH Staff can connect directly to Effectiff's OPI/VRI platform to request such services. With just an Internet connection, our OPI/VRI platform can be accessed by any device – Smartphone, tablet, laptop, or desktop computer. Connection speed to an interpreter will be less than 30 seconds! We will fully train CPH Staff via online webinars on the functionality and required steps to use our platform.

**Reserving an OPI Interpreter in Advance** - Requestors may reserve an interpreter in their required language 30 or more minutes in advance of the actual time the interpreter is needed via our OPI platform. As noted above, the platform may be accessed via any type of device or computer connected to the Internet. The requestor simply logs onto their Client Dashboard and enters the date, time and language to create the appointment.

Scheduled appointment illustrated in Figure 1 below.

The screenshot shows a web browser window with the URL <https://transglobal-interpretmanager.com/app/client/scheduling/calendar>. The page title is "Create Appointment" and it asks the user to "Please provide the following information". The form includes the following fields:

- Appointment Type \* (New/Initial)
- Requestor (Not specified)
- Subject \*
- Description
- Language \* (Language From, Language To)
- Service Delivery \* (Service Type, Communication Type)
- Gender (No Preference)
- Location \*
- Date and Time \* (12/6/2017, 11:00 AM, (-05:00) EST America/New\_York)
- Duration \* (2:00)
- Recurrence \* (One Time)
- Priority \* (Regular)
- Notes for PM
- Record ID
- Number Of Interpreters \* (1)

On the right side of the screenshot, there is a mobile app interface. It shows a "Ready" status, a language selection screen with "Afar - Afar..." and "English - E...", a "Medical" category, a globe icon, and a "Call" button. A red arrow points from the web form to the mobile app interface.



**OPI Conference Calls** - Our Cloud-based OPI/VRI platform can easily integrate into landlines to support conference calls. This type of support requires a special IVR pin number that will be provided with each User ID. With the IVR pin number, each user will also be provided with a toll-free access number. The landline system will support bypassing the otherwise required pin number. However, the user will still have to enter a language selection before being connected to the interpreter. The most commonly used languages can be assigned a single-digit selection code to expedite connection. There is no automated collection of pre-call data. Users will enter their pin number and language selection through numeric code or operator assistance, depending on the language selection (which is automatically determined by the call routing for language selected). Following a brief 5 to 10 second pause, an interpreter will be connected to the conference.

**Prioritization of Calls** - Calls can be prioritized in our OPI/VRI platform. If a requestor knows that they will be receiving emergency or time-critical calls, their user telephone number can be pre-authenticated as a priority number during the registration process. This will allow them to skip directly to the step of choosing the required language and connecting directly to an interpreter without having to enter their user ID.

## Reporting Capabilities

Numerous reporting tools are available to CPH Staff with Effectiff's next generation OPI/VRI platform. The following metrics can be captured for reporting purposes:

- (a) call time requested;
- (b) call time connected;
- (c) call length;
- (d) device connected;
- (e) online time recording;
- (f) offline time;
- (g) call status;
- (h) average response time;
- (i) length per language;
- (j) length per interpreter;
- (k) interpreter call rating; and
- (l) client's call rating.

Our OPI/VRI system offers crystal clear clarity across **ALL audio communication modes (legacy landline, smart devices, desktop and tablets)**. All OPI/VRI call activity is available on the Client Dashboard.

**Demand Carrier Connectivity** - Our Cloud communication services are able to maintain on-demand carrier connectivity at **twice the anticipated demand at all times**. Traffic patterns are closely monitored, and capacity is adjusted in real time. Our platform's software infrastructure enables our system to overprovision resources to handle traffic spikes at any time of the day. As a result, our platform adapts to client demand of any size, at any time, without infrastructure scaling.



**Redundancies by Carrier** - Because our platform utilizes multiple communications partners, we are able to diversify our carrier network. This strategy allows our system to connect to dozens of carriers across the globe to provide multiple routing options and redundant capacity. When calls are placed, our platform simply relies on these services to identify the most efficient and reliable routes for each call, taking into account current traffic loads on each carrier, real time performance metrics and other relevant data points. Our platform service provider guarantees 99.97% Monthly Uptime for phone/video connectivity with services redundant across multiple regions.

## References of past performance

Effectiff provides the following three references who will attest to our capabilities and performance.

NIH (NIAID) 5601 Fishers Lane, MSC Bethesda, MD 20892-9806 Contact: Darlene Fitch Telephone: (240) 669-5305 fitchd@niaid.nih.gov	Oregon Employment Dep 875 Union St. NE Salem, OR 97311 Contact: Eric Villegas Telephone: 503-947-1794	Summit County, Ohio 1867 West Market Street Akron, OH 44313 Contact: Elizabeth Foster Telephone 1: (330) 926.5613 Telephone 2: (Mobile): (330) 283.9574
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Please refer to **Annex A – Letters of Reference** to find what some of our customers has expressed about our service and what they think about our partnership.

## Cost, Pricing Structure and Invoices

### Telephone Interpreting Fee Schedule.

Over-the-phone Interpreting (OPI)	Rates
Category A (*)	\$0.51 per minute
Category B (**)	\$0.57 per minute
Category C (***)	\$0.61 per minute
Category D (****)	\$0.72 per minute
Additional Workflow Charges	Rates
Multilingual DTP (Desktop Publishing / Graphic Design) – Includes Webpage translation and formatting (Localization)	\$44.00 per hour
Other Services Available upon request	Rates
Machine Translation and Post Edit	\$0.08 per word
Editing Only	\$0.06 per word
Proofreading Only	\$0.05 per word
Transcription Service	\$2.50 per minute of audio/video



Subtitling	\$9.80 per minute of audio/video
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- i. Can you invoice Columbus Public Health as described in the Billing and Invoices section of the RFP?  
**We can invoice Columbus Public Health on monthly basis as per requested in the solicitation document and provide the instructed monthly and annual reports.**
- ii. Do you offer additional services we should be aware of? Please list and provide cost and pricing structure  
**We have included additional services along with our best rates above in the Fee Schedule section.**
- iii. Do you offer additional discounts?  
**We currently offer free over-the-phone interpreting (OPI) sessions, training and access to our platform for your staff to test the service but we are not offering additional discounts over this service.**

### **Explanatory notes**

(\*) **Category A** includes such languages as Spanish, Russian.

(\*\*) **Category B** includes such languages as Japanese, Korean, Chinese (Mandarin and Cantonese).

(\*\*\*) **Category C** includes such languages as French, Arabic, Ukrainian, Bielorussian, Bosnian, Polish, Serbian, Armenian, Georgian, German, Amharic, Hebrew, Greek, Turkish, Korean, Portuguese., Acholi, Norwegian, Duala, Jamaican Patois, Mbay, Afar, Mien, Soga, Afrikaans, Dzongkha, Jarai, Mirpuri, Akan, Edo, Javanese, Mixteco, Soninke, Akateko, Ekegusii, Jingpho, Mizo, Sorani, Jinyu, Mnong, Ewe, Anuak, Farsi, Jula, Sunda, Apache, Macedonian, Mongolian, Croatian, Albanian, Estonian, Romanian, Kazakh, Danish, Dutch, Amharic, Japanese, Somali, Albanian, Hindi, Swahili, Finnish, Swedish, Nepali, Karen, Bahasa, Indonesian, Latvian, Haitian Creole, Vietnamese, Burmese, Lithuanian, Malay, Italian, Czech, Slovak, Thai and others.

(\*\*\*\*) **Category D** includes all very rare languages such as indigenous dialects.



The undersigned certifies under penalty of perjury that:

This proposal is submitted as a firm and fixed request valid and open for 90 days from the submission deadline.

This proposal is genuine, and is not a sham or collusive, nor made in the interest or in behalf of any person not herein named; the proposer has not directly or indirectly induced or solicited any other proposer to submit a sham proposal, or any other person, firm or corporation to refrain from submitting a proposal; and the proposer has not in any manner sought by collusion to secure for him/herself an advantage over any other proposer.

To my knowledge, this proposal does not duplicate services or facilities available in the area that are funded by other sources of funds.

If collaborators are named in this proposal, they were chosen based upon their demonstrated ability to provide the services described herein.

In addition, this organization and its members are not now and will not in the future be engaged in any activity resulting in a conflict of interest, real or apparent, in the selection, award, or administration of a subcontract supported by these funds.

Aleksandr Leshchinskiy  
Founder and Owner  
Effectiff Group LLC





# Language List for Translation and OPI/VRI

## Language Lists

### Translation & Over the Phone Interpreting Languages

Acholi	Duala	Jamaican Patois	Mbay	Slovene
Afar	Dutch	Japanese	Mien	Soga
Afrikaans	Dzongkha	Jarai	Mirpuri	Somali
Akan	Edo	Javanese	Mixteco	Soninke
Akateko	Ekegusii	Jingpho	Mizo	Sorani
Albanian	Estonian	Jinyu	Mnong	Spanish
Amharic	Ewe	Juba Arabic	Mongolian	Sudanese Arabic
Anuak	Farsi	Jula	Moroccan Arabic	Sunda
Apache	Fijian	Kaba	Mortlockese	Susu
Arabic	Fijian Hindi	Kamba	Napoletano	Swahili
Armenian	Finnish	Kanjobal	Navajo	Swedish
Assyrian	Flemish	Kannada	Nepali	Sylheti
Azerbaijani	French	Karen	Ngambay	Tagalog
Bahasa	French Canadian	Kashmiri	Nigerian Pidgin	Taiwanese
Bahdini	Fukienese	Kayah	Norwegian	Tajik
Bahnar	Fulani	Kazakh	Nuer	Tamil
Bajuni	Fuzhou	Kham	Nupe	Telugu
Bambara	Ga	Khana	Nyanja	Thai
Bantu	Gaddang	Khmer	Nyoro	Tibetan
Barese	Gaelic-Irish	K'iché	Ojibway	Tigré
Basque	Gaelic-Scottish	Kikuyu	Oromo	Tigrigna
Bassa	Garre	Kimiiru	Pampangan	Toishanese
Belorussian	Gen	Koho	Papiamento	Tongan
Bemba	Georgian	Korean	Pashto	Tooro
Benaadir	German	Krahn	Plautdietsch	Trique
Bengali	German Penn. Dutch	Krio	Pohnpeian	Turkish
Berber	Gheg	Kunama	Polish	Turkmen
Bosnian	Gokana	Kurmanji	Portuguese	Tzotzil
Bravanese	Greek	Kyrgyz	Portuguese Brazilian	Ukrainian
Bulgarian	Gujarati	Laotian	Portuguese Cape Verdean	Urdu
Burmese	Gulay	Latvian	Pugliese	Uyghur
Cantonese	Gurani	Liberian Pidgin English	Pulaar	Uzbek
Catalan	Haitian Creole	Lingala	Punjabi	Vietnamese
Cebuano	Hakka China	Lithuanian	Putian	Visayan
Chaldean	Hakka Taiwan	Luba-Kasai	Quechua	Welsh
Chamorro	Hassaniyya	Luganda	Quichua	Wodaabe
Chaochow	Hausa	Luo	Rade	Wolof
Chin Falam	Hawaiian/Hebrew	Maay	Rakhine	Wuzhou
Chin Hakha	Hiligaynon	Macedonian	Rohingya	Yemeni Arabic
Chin Mara	Hindi	Malay	Romanian	Yiddish
Chin Matu	Hindko	Malayalam	Rundi	Yoruba
Chin Senthang	Hmong	Maltese	Russian	Yunnanese
Chin Tedim	Hunanese	Mam	Rwanda	Zapoteco
Chipewyan	Hungarian	Mandarin	Samoan	Zarma



Chuukese	Icelandic	Mandinka	Sango	Zo
Cree	Igbo	Maninka	Seraiki	Zyphe
Croatian	Ilocano	Manobo	Serbian	Dinka
Czech	Indonesian	Marathi	Shanghainese	
Danish	Inuktitut	Marka	Shona	
Dari	Italian	Marshallese	Sichuan Y	
Dewoin	Jakartanese	Masalit	Slovak	

## Annex A - Letters of Reference

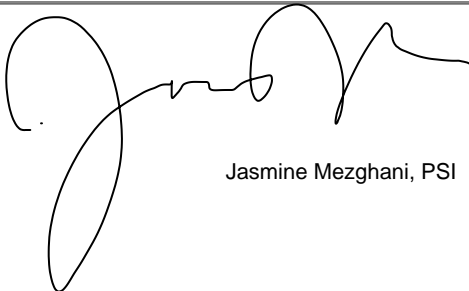
Please find below some of our customers' testimonials about our service. Please note that our customers have previously filled up these forms to present in another tender exercise but we believe these shall also serve at this time for your perusal.

<b>#1. Client Reference (Company) Contact Information and Project Information</b>			
<b>Client Reference Company Name:</b>	National Institutes of Health (NIH) / NIAID		
<b>Client Reference Company Address:</b>	5601 Fishers Lane, Room 5B33   Mail Stop Code: 9820 Rockville, MD 20852		
<b>Client Reference Contact Name:</b>	Darlene M. Fitch		
<b>Title:</b>	Sr. Program Specialist		
<b>Telephone #:</b>	240-669-5305/301-339-4374		
<b>Email:</b>	fitchd@niaid.nih.gov		
<b>#2. Project Profile Details</b>			
<b>Name of project:</b>	Language Access Services: Translation and Interpretation		
<b>Start date of project:</b>	10/31/16	<b>End date of project:</b>	04/30/22
<b>#2.1 What was the object and main deliverables of the project?</b>	EFFECTIFF shall provide Translation and Interpretation Services to the National Institutes of Health, it's 27 Institutes/Centers and subcomponents within the Office of the Director that interface with members of the general public as needed. Services include: Oral language assistance, Translation of written materials, Translation of Digital information/Web Content (including social media, infographic platforms, multimedia, Facebook, Twitter, YouTube, electronic books and others). Other translation and interpretation support as outlined in individual task orders.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# stakeholders: the National Institutes of Health, it's 27 Institutes/Centers and subcomponents within the Office of the Director # of lines of business impacted: All NIH institutes are involved, but mostly services were provided to NIAID. On the side of Effectiff translation and Interpretation departments are involved. Actual team size depends on the particular order, but always includes: one project manager, at least one translator per one language pair (a native speaker always), at least one editor per one language pair (a native speaker always), QA specialist, DTP specialist or designer (optional). Total duration of the project is 6 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 100 independent orders successfully completed. 200 000 words were translated into 17 languages more than 150 documents were translated		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 100,000.00 USD Total scheduled amount is \$2,302,000		

#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:		Very unsatisfied	unsatisfied	Neutral	satisfied	Very satisfied
3.1	The Respondent's ability to successfully complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	The Respondent's ability to comply with the terms of the contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.3	The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	The Respondent's ability to provide qualified resources on time to begin and complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.5	The Respondent provided continuity of resource(s) assigned for the duration of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.6	The Respondent's ability to manage the project and meet their scheduled deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.7	Did the Respondent work well with staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	Respondent's communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.9	To what degree did the Respondent meet your expectations to provide a successful outcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	The Respondent ability to manage changes or feedback to their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.11	The Respondent conflict resolution capabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.12	The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.13	Would you retain the services of this Respondent again?	Very unlikely	Unlikely	Neutral	Likely	Very Likely
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						

<b>#1. Client Reference (Company) Contact Information and Project Information</b>			
<b>Client Reference Company Name:</b>	Population Services International		
<b>Client Reference Company Address:</b>	1120 19TH STREET, NW, SUITE 600, WASHINGTON, DC 20036		
<b>Client Reference Contact Name:</b>	Jasmine Mezghani		
<b>Title:</b>	Program Coordinator		
<b>Telephone #:</b>	n/a		
<b>Email:</b>	jmezghani@psi.org		
<b>#2. Project Profile Details</b>			
<b>Name of project:</b>	Indefinite Quantity Contract (IQC) dated September 26, 2018 between Effectiff and Population Services International.		
<b>Start date of project:</b>	09/26/2018	<b>End date of project:</b>	n/a
<b>#2.1 What was the object and main deliverables of the project?</b>	The purpose of this consultancy is to provide document translation support for the PSI Family Planning/Reproductive Health (FP/RH) Department. The result of the provided services: final, formatted versions of each translated document or other communication material.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# stakeholders: Family Planning/Reproductive Health Department, which assumes management of the IQC previously held by the Malaria Department. # of lines of business impacted: PSI Family Planning/Reproductive Health (FP/RH) Department; on the side of Effectiff translation department is involved. Actual team size depends on the particular translation order, but always includes: one project manager, at least one translator per one language pair (a native speaker always), at least one editor per one language pair (a native speaker always), QA specialist, DTP specialist or designer (optional). Duration of each order depends on the complexity of translation. Total duration of the project is 5 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 50 independent orders successfully completed. 100 000 words were translated into 7 languages More than 50 documents were translated		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 100,000.00 USD since May 2019 till February 2022		

#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:		Very unsatisfied	unsatisfied	Neutral	satisfied	Very satisfied
3.1	The Respondent's ability to successfully complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	The Respondent's ability to comply with the terms of the contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.3	The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	The Respondent's ability to provide qualified resources on time to begin and complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.5	The Respondent provided continuity of resource(s) assigned for the duration of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.6	The Respondent's ability to manage the project and meet their scheduled deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.7	Did the Respondent work well with staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	Respondent's communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.9	To what degree did the Respondent meet your expectations to provide a successful outcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	The Respondent ability to manage changes or feedback to their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.11	The Respondent conflict resolution capabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.12	The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.13	Would you retain the services of this Respondent again?	Very unlikely	Unlikely	Neutral	Likely	Very Likely
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						



Jasmine Mezghani, PSI

#1. Client Reference (Company) Contact Information and Project Information			
<b>Client Reference Company Name:</b>	Summa Health		
<b>Client Reference Company Address:</b>	1077 Gorge Blvd.   Akron, OH 44310		
<b>Client Reference Contact Name:</b>	Donna Delgado		
<b>Title:</b>	Sr. Strategist, Digital Marketing		
<b>Telephone #:</b>	234.312.5728		
<b>Email:</b>	delgadodo@summahealth.org		
#2. Project Profile Details			
<b>Name of project:</b>	Translation of major marketing materials from English into Spanish, Nepali, Italian, Arabic, Chinese, German, Russian, French, Vietnamese, Korean, Dutch, Japanese, Ukrainian, Romanian, Karen, Bhutanese, Somali.		
<b>Start date of project:</b>	August 2020	<b>End date of project:</b>	December 31, 2022
<b>#2.1 What was the object and main deliverables of the project?</b>	The main object of this project is marketing and information materials of Summa Health Hospitals. Project is still in progress. We periodically receive materials from Summa Health and provide written translation services. The result of the work is a high-quality translation into the target languages, which includes, among other things, the provision of complex layout and formatting of documents.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# of stakeholders: 2 (Effectiff as a provider, and Summa Health as a customer). # of lines of business impacted: on the side of the Summa Health mostly marketing department is involved; on the side of Effectiff translation department is involved. Actual team size depends on the particular translation order, but always includes: one project manager, at least one translator per one language pair (a native speaker always), at least one editor per one language pair (a native speaker always), QA specialist, DTP specialist or designer (optional). Duration of each order depends on the complexity of translation. Total duration of the project is 3 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 40 independent orders successfully completed. 100 000 words were translated into 17 languages more than 50 documents were translated		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 50,000.00 USD since August 2020 till February 2022		

#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:		Very unsatisfied	unsatisfied	Neutral	satisfied	Very satisfied
3.1	The Respondent's ability to successfully complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	The Respondent's ability to comply with the terms of the contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.3	The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	The Respondent's ability to provide qualified resources on time to begin and complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.5	The Respondent provided continuity of resource(s) assigned for the duration of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6	The Respondent's ability to manage the project and meet their scheduled deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.7	Did the Respondent work well with staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	Respondent's communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.9	To what degree did the Respondent meet your expectations to provide a successful outcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	The Respondent ability to manage changes or feedback to their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.11	The Respondent conflict resolution capabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.12	The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.13	Would you retain the services of this Respondent again?	Very unlikely	Unlikely	Neutral	Likely	Very Likely
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						



<b>#1. Client Reference (Company) Contact Information and Project Information</b>			
<b>Client Reference Company Name:</b>	Summit County Public Health		
<b>Client Reference Company Address:</b>	1867 West Market Street, Akron, OH 44313		
<b>Client Reference Contact Name:</b>	Elizabeth Foster, MPH		
<b>Title:</b>	Epidemiology Manager/ PIO		
<b>Telephone #:</b>	Office: (330) 926.5613 Mobile: (330) 283.9574		
<b>Email:</b>	efoster@schd.org		
<b>#2. Project Profile Details</b>			
<b>Name of project:</b>	No. 2020-PURCHASER-3.1 (TRANSLATION SERVICES)		
<b>Start date of project:</b>	01/01/2020	<b>End date of project:</b>	12/31/2022
<b>#2.1 What was the object and main deliverables of the project?</b>	The main goal of this project is to obtain language services as defined herein under the terms of the Master Services Agreement. Services include, but not limited to written translation services, on-site interpreting, over-the-phone and video-remote interpreting.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# of stakeholders: more than 15 departments and organizations within Summit County Health District. # of lines of business: more than 15 departments and organizations on the side of Summit County Health District; on the side of Effectiff translation and Interpretation departments are involved. Actual team size depends on the particular order (from 3 to 15 specialists). Total duration of the project is 3 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 20 independent translation orders successfully completed. More than 500 000 minutes of OPI and VRI services have been provided into 30 languages. More than 20 on-site interpreting projects completed.		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 150,000.00 USD Total scheduled amount is \$225,000.00 USD		

<b>#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:</b>		<b>Very unsatisfied</b>	<b>unsatisfied</b>	<b>Neutral</b>	<b>satisfied</b>	<b>Very satisfied</b>
<b>3.1</b>	<b>The Respondent's ability to successfully complete the project</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.2</b>	<b>The Respondent's ability to comply with the terms of the contract</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.3</b>	<b>The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.4</b>	<b>The Respondent's ability to provide qualified resources on time to begin and complete the project</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.5</b>	<b>The Respondent provided continuity of resource(s) assigned for the duration of the project</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.6</b>	<b>The Respondent's ability to manage the project and meet their scheduled deadlines</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.7</b>	<b>Did the Respondent work well with staff and management?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.8</b>	<b>Respondent's communication skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.9</b>	<b>To what degree did the Respondent meet your expectations to provide a successful outcome?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.10</b>	<b>The Respondent ability to manage changes or feedback to their work?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.11</b>	<b>The Respondent conflict resolution capabilities?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.12</b>	<b>The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3.13</b>	<b>Would you retain the services of this Respondent again?</b>	<b>Very unlikely</b> <input type="checkbox"/>	<b>Unlikely</b> <input type="checkbox"/>	<b>Neutral</b> <input type="checkbox"/>	<b>Likely</b> <input type="checkbox"/>	<b>Very Likely</b> <input checked="" type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						

## Annex A - Letters of Reference

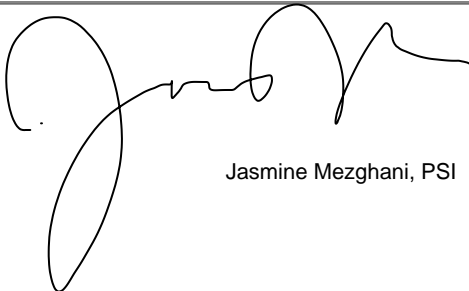
Please find below some of our customers' testimonials about our service. Please note that our customers have previously filled up these forms to present in another tender exercise but we believe these shall also serve at this time for your perusal.

<b>#1. Client Reference (Company) Contact Information and Project Information</b>			
<b>Client Reference Company Name:</b>	National Institutes of Health (NIH) / NIAID		
<b>Client Reference Company Address:</b>	5601 Fishers Lane, Room 5B33   Mail Stop Code: 9820 Rockville, MD 20852		
<b>Client Reference Contact Name:</b>	Darlene M. Fitch		
<b>Title:</b>	Sr. Program Specialist		
<b>Telephone #:</b>	240-669-5305/301-339-4374		
<b>Email:</b>	fitchd@niaid.nih.gov		
<b>#2. Project Profile Details</b>			
<b>Name of project:</b>	Language Access Services: Translation and Interpretation		
<b>Start date of project:</b>	10/31/16	<b>End date of project:</b>	04/30/22
<b>#2.1 What was the object and main deliverables of the project?</b>	EFFECTIFF shall provide Translation and Interpretation Services to the National Institutes of Health, it's 27 Institutes/Centers and subcomponents within the Office of the Director that interface with members of the general public as needed. Services include: Oral language assistance, Translation of written materials, Translation of Digital information/Web Content (including social media, infographic platforms, multimedia, Facebook, Twitter, YouTube, electronic books and others). Other translation and interpretation support as outlined in individual task orders.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# stakeholders: the National Institutes of Health, it's 27 Institutes/Centers and subcomponents within the Office of the Director # of lines of business impacted: All NIH institutes are involved, but mostly services were provided to NIAID. On the side of Effectiff translation and Interpretation departments are involved. Actual team size depends on the particular order, but always includes: one project manager, at least one translator per one language pair (a native speaker always), at least one editor per one language pair (a native speaker always), QA specialist, DTP specialist or designer (optional). Total duration of the project is 6 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 100 independent orders successfully completed. 200 000 words were translated into 17 languages more than 150 documents were translated		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 100,000.00 USD Total scheduled amount is \$2,302,000		

#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:		Very unsatisfied	unsatisfied	Neutral	satisfied	Very satisfied
3.1	The Respondent's ability to successfully complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	The Respondent's ability to comply with the terms of the contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.3	The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	The Respondent's ability to provide qualified resources on time to begin and complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.5	The Respondent provided continuity of resource(s) assigned for the duration of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.6	The Respondent's ability to manage the project and meet their scheduled deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.7	Did the Respondent work well with staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	Respondent's communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.9	To what degree did the Respondent meet your expectations to provide a successful outcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	The Respondent ability to manage changes or feedback to their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.11	The Respondent conflict resolution capabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.12	The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.13	Would you retain the services of this Respondent again?	Very unlikely	Unlikely	Neutral	Likely	Very Likely
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						

<b>#1. Client Reference (Company) Contact Information and Project Information</b>			
<b>Client Reference Company Name:</b>	Population Services International		
<b>Client Reference Company Address:</b>	1120 19TH STREET, NW, SUITE 600, WASHINGTON, DC 20036		
<b>Client Reference Contact Name:</b>	Jasmine Mezghani		
<b>Title:</b>	Program Coordinator		
<b>Telephone #:</b>	n/a		
<b>Email:</b>	jmezghani@psi.org		
<b>#2. Project Profile Details</b>			
<b>Name of project:</b>	Indefinite Quantity Contract (IQC) dated September 26, 2018 between Effectiff and Population Services International.		
<b>Start date of project:</b>	09/26/2018	<b>End date of project:</b>	n/a
<b>#2.1 What was the object and main deliverables of the project?</b>	The purpose of this consultancy is to provide document translation support for the PSI Family Planning/Reproductive Health (FP/RH) Department. The result of the provided services: final, formatted versions of each translated document or other communication material.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# stakeholders: Family Planning/Reproductive Health Department, which assumes management of the IQC previously held by the Malaria Department. # of lines of business impacted: PSI Family Planning/Reproductive Health (FP/RH) Department; on the side of Effectiff translation department is involved. Actual team size depends on the particular translation order, but always includes: one project manager, at least one translator per one language pair (a native speaker always), at least one editor per one language pair (a native speaker always), QA specialist, DTP specialist or designer (optional). Duration of each order depends on the complexity of translation. Total duration of the project is 5 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 50 independent orders successfully completed. 100 000 words were translated into 7 languages More than 50 documents were translated		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 100,000.00 USD since May 2019 till February 2022		

#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:		Very unsatisfied	unsatisfied	Neutral	satisfied	Very satisfied
3.1	The Respondent's ability to successfully complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	The Respondent's ability to comply with the terms of the contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.3	The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	The Respondent's ability to provide qualified resources on time to begin and complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.5	The Respondent provided continuity of resource(s) assigned for the duration of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.6	The Respondent's ability to manage the project and meet their scheduled deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.7	Did the Respondent work well with staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	Respondent's communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.9	To what degree did the Respondent meet your expectations to provide a successful outcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	The Respondent ability to manage changes or feedback to their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.11	The Respondent conflict resolution capabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.12	The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.13	Would you retain the services of this Respondent again?	Very unlikely	Unlikely	Neutral	Likely	Very Likely
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						



Jasmine Mezghani, PSI

#1. Client Reference (Company) Contact Information and Project Information			
<b>Client Reference Company Name:</b>	Summa Health		
<b>Client Reference Company Address:</b>	1077 Gorge Blvd.   Akron, OH 44310		
<b>Client Reference Contact Name:</b>	Donna Delgado		
<b>Title:</b>	Sr. Strategist, Digital Marketing		
<b>Telephone #:</b>	234.312.5728		
<b>Email:</b>	delgadodo@summahealth.org		
#2. Project Profile Details			
<b>Name of project:</b>	Translation of major marketing materials from English into Spanish, Nepali, Italian, Arabic, Chinese, German, Russian, French, Vietnamese, Korean, Dutch, Japanese, Ukrainian, Romanian, Karen, Bhutanese, Somali.		
<b>Start date of project:</b>	August 2020	<b>End date of project:</b>	December 31, 2022
<b>#2.1 What was the object and main deliverables of the project?</b>	The main object of this project is marketing and information materials of Summa Health Hospitals. Project is still in progress. We periodically receive materials from Summa Health and provide written translation services. The result of the work is a high-quality translation into the target languages, which includes, among other things, the provision of complex layout and formatting of documents.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# of stakeholders: 2 (Effectiff as a provider, and Summa Health as a customer). # of lines of business impacted: on the side of the Summa Health mostly marketing department is involved; on the side of Effectiff translation department is involved. Actual team size depends on the particular translation order, but always includes: one project manager, at least one translator per one language pair (a native speaker always), at least one editor per one language pair (a native speaker always), QA specialist, DTP specialist or designer (optional). Duration of each order depends on the complexity of translation. Total duration of the project is 3 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 40 independent orders successfully completed. 100 000 words were translated into 17 languages more than 50 documents were translated		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 50,000.00 USD since August 2020 till February 2022		

#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:		Very unsatisfied	unsatisfied	Neutral	satisfied	Very satisfied
3.1	The Respondent's ability to successfully complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	The Respondent's ability to comply with the terms of the contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.3	The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	The Respondent's ability to provide qualified resources on time to begin and complete the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.5	The Respondent provided continuity of resource(s) assigned for the duration of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6	The Respondent's ability to manage the project and meet their scheduled deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.7	Did the Respondent work well with staff and management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	Respondent's communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.9	To what degree did the Respondent meet your expectations to provide a successful outcome?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	The Respondent ability to manage changes or feedback to their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.11	The Respondent conflict resolution capabilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.12	The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.13	Would you retain the services of this Respondent again?	Very unlikely	Unlikely	Neutral	Likely	Very Likely
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b><u>Client Reference Additional Comments (OPTIONAL):</u></b>						



<b>#1. Client Reference (Company) Contact Information and Project Information</b>			
<b>Client Reference Company Name:</b>	Summit County Public Health		
<b>Client Reference Company Address:</b>	1867 West Market Street, Akron, OH 44313		
<b>Client Reference Contact Name:</b>	Elizabeth Foster, MPH		
<b>Title:</b>	Epidemiology Manager/ PIO		
<b>Telephone #:</b>	Office: (330) 926.5613 Mobile: (330) 283.9574		
<b>Email:</b>	efoster@schd.org		
<b>#2. Project Profile Details</b>			
<b>Name of project:</b>	No. 2020-PURCHASER-3.1 (TRANSLATION SERVICES)		
<b>Start date of project:</b>	01/01/2020	<b>End date of project:</b>	12/31/2022
<b>#2.1 What was the object and main deliverables of the project?</b>	The main goal of this project is to obtain language services as defined herein under the terms of the Master Services Agreement. Services include, but not limited to written translation services, on-site interpreting, over-the-phone and video-remote interpreting.		
<b>#2.2 Describe the complexity of the project including # of stakeholders, # of lines of business impacted, team size (vendor plus organization), and duration?</b>	# of stakeholders: more than 15 departments and organizations within Summit County Health District. # of lines of business: more than 15 departments and organizations on the side of Summit County Health District; on the side of Effectiff translation and Interpretation departments are involved. Actual team size depends on the particular order (from 3 to 15 specialists). Total duration of the project is 3 years.		
<b>#2.3 Describe major achievements or deliverables provided over the duration of the project?</b>	More than 20 independent translation orders successfully completed. More than 500 000 minutes of OPI and VRI services have been provided into 30 languages. More than 20 on-site interpreting projects completed.		
<b>#2.4 Total \$(CDN) value of work conducted by the Respondent on this Project.</b>	More than 150,000.00 USD Total scheduled amount is \$225,000.00 USD		

<b>#3 The Client Reference is to rate each of the following by placing an <input type="checkbox"/> in the appropriate box:</b>		<b>Very unsatisfied</b>	<b>unsatisfied</b>	<b>Neutral</b>	<b>satisfied</b>	<b>Very satisfied</b>
3.1	<b>The Respondent's ability to successfully complete the project</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.2	<b>The Respondent's ability to comply with the terms of the contract</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.3	<b>The Respondent's understanding of the project requirements e.g. scope of services, deliverables, resource allocation(s), timeline(s) etc.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.4	<b>The Respondent's ability to provide qualified resources on time to begin and complete the project</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.5	<b>The Respondent provided continuity of resource(s) assigned for the duration of the project</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.6	<b>The Respondent's ability to manage the project and meet their scheduled deadlines</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.7	<b>Did the Respondent work well with staff and management?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.8	<b>Respondent's communication skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.9	<b>To what degree did the Respondent meet your expectations to provide a successful outcome?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.10	<b>The Respondent ability to manage changes or feedback to their work?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.11	<b>The Respondent conflict resolution capabilities?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.12	<b>The Respondent ability plan for and execute on a transition of all deliverables/processes to your organization</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.13	<b>Would you retain the services of this Respondent again?</b>	Very unlikely <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Neutral <input type="checkbox"/>	Likely <input type="checkbox"/>	Very Likely <input checked="" type="checkbox"/>
<b>Client Reference Additional Comments (OPTIONAL):</b>						