Collections Enforcement Modernization Initiative

Project Kickoff

Thank you for joining us!
The presentation will begin soon.
Collections Enforcement Modernization Initiative
Project Kickoff
Welcome
This is the start of something big...
Kick-off Objectives

There are several things we seek to accomplish today:

1. Introduce the Teams
2. Understand the AGO Vision
3. Understand the Project Timeline
4. Understand the Journey Ahead and Working Together
Chief Operating Officer,
Gregory Jackson
Ohio’s Attorney General, Dave Yost
OCM Partner,
Deloitte - Keith Cherry
State of Ohio Lead Client Service Partner
Debt Manager Partner
FICO - Wayne Huyard
Sales Services and Marketing-Executive Vice President
State of Maryland
Central Collection Unit (CCU)
IT Modernization Project

Anthony S. Fugett
Director, State of Maryland
Department of Budget and Management
Central Collection Unit
Mission:
• Collect delinquent debts owed to the State of Maryland
• Determine when compromise or settlement of a debt is in the State’s best interest

Background:
• The State of Maryland Central Collection Unit was created in July 1973
• Statute includes the ability to add up to a 20% collection fee to fund CCU operations
• The State of Ohio and the District of Columbia are similar to the Maryland Central Collection Unit
State of Maryland  
Department of Budget and Management  
Central Collection Unit

<table>
<thead>
<tr>
<th>Legacy Environment:</th>
<th>Environment Today:</th>
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<tbody>
<tr>
<td>• Utilized customized version of CUBS</td>
<td>• Implemented FICO Debt Manager version 9.8</td>
</tr>
<tr>
<td>• Limited IVR capabilities</td>
<td>• Scalable, web-based technology platform</td>
</tr>
<tr>
<td>• Limited Merchant Services functions</td>
<td>• Implemented Noble VoIP Contact Center with configurable IVR</td>
</tr>
<tr>
<td></td>
<td>• Utilized Bank of America merchant services with debtor access to IVR and web-based portal</td>
</tr>
<tr>
<td></td>
<td>• Implemented Hyland OnBase document management system</td>
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</table>
State of Maryland
Department of Budget and Management
Central Collection Unit

Advantages:

- Eliminated the need for application custom programming
- Integrated VoIP contact center with FICO Debt Manager via screen pops to include compliance messages
- System changes are highly configurable performed by inhouse configuration team
- Improved user interface (GUI)
- Transitioned from an account to a debtor-based system
- Multiple statuses for same debtor account (tags)
- Ability to manage user privileges for improved application security
- Web-based technology with Personally Identifiable Information (PII) encrypted in transit and at rest

Morale:

- Incentive system that enables productivity analysis for individual performance goals
- Training was a fun organizational activity
  - Bulletin boards with cross-over keys for translation from CUBS to DM created a new language for the organization
  - Created a countdown to kickoff
  - The only term that could not be translated was Debtor
- Provided hand-holding while CUBS remained available view only
Conclusion: *Covid environment requires flexibility*

- CCU is working remotely using the VoIP contact center while shutting down debt collections
- CCU could take collection calls from home in addition to working with major clients through web meetings to avoid in person meetings
- Transitioned to supporting unemployment claims which could not have been possible with the legacy CUBS system
- The CCU implementation enables other agencies within the State to be able to use Debt Manager through office configurations (taxes, child support, restitution)
Meet the Team
### Project Organizational Chart

#### Project Leadership Team

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Company/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Transformation Lead</td>
<td>Herschel Elkins</td>
<td>Deloitte OCM Project Manager</td>
</tr>
<tr>
<td>Business Policy</td>
<td>Lucas Ward/Bill Cahill</td>
<td>Deloitte FICO Project Manager</td>
</tr>
<tr>
<td>Program Management Lead</td>
<td>David Montgomery</td>
<td>Marissa Smith PM (Acct)</td>
</tr>
<tr>
<td>IT Transformation Lead</td>
<td>Steven Heaney</td>
<td>Joe Cossin Chief Information Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Greg Francis Director of Application Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rodney Fleischer Director of Infrastructure Support</td>
</tr>
</tbody>
</table>

#### STAKEHOLDERS
- **Client Representatives**
  - Taxation: Brenda McDonald, Steve Gray
  - Medicaid: Steve Veigt, Patrick Tighe
  - BWC: Dan Sendelback, Derek West
  - LGC: Ike Hudson
- **ODIFS:** Julie Smith, Ted Maynard
- **Universities (UT):** Stephanie Blauser
- **Medical (OSU):** Chris Hardgrove
- **Special Counsel Representatives:** Charles Geinzer, Richard Geiger, Charles Mifsud, Sue Pohler
- **3rd Party Vendor Representatives:**
  - Jeff Horn, Jim Mitch
  - County Clerk's Association: Maureen Kelly

#### INDEBTED PARTY REPRESENTATIVES
- **Debtor Advocate:** Christine Dunkle
- **Problem Resolution Officer:** Barb Blazer

#### CHANGE AGENTS
- Alan McDonie, Amber Hickman
- Angela DeVanna, Cathy Jones
- Cierra Jones, Dawn Taylor
- Jen Clark, John Burnell
- John Gifford, Karen Lawson
- LabShanna Harris, Adolphia Matthews, Rachael Coleman, Rebecca Hartman, Shawn Headley, Gillian Wells
Executive Steering Committee

Gregory Jackson
Executive Sponsor

Lucas Ward
Business Sponsor

William Cahill
Asst. Business Sponsor

Joseph Rust
OCM Sponsor

Mark Edwards
IT Sponsor

Cynthia Dungey
Legal Sponsor

Herschel Elkins
Client Sponsor

Shawn Busken
Outside Counsel Sponsor

Christopher Stevens
TPV/SC Sponsor
Project Team – Business SMEs

Shannee’ Jennings
Deputy Director of Taxation

Susan Kawalec
Senior AAG

Trish Lazich
Director of Bankruptcy & Legal Support

Andrew Littlefield
Deputy Director of Resolution

James Seeto
Director of Non-Legal Operations

David Boals
Deputy Director of Accounting

Jennifer Zap
Associate AAG/Collections Manager

Daniel Tharp
Deputy Director of Non Tax

Steve Sherrod
Deputy Director of Third Party Vendors
Project Team – Project Management & IT

David Montgomery
Program Management Lead

Roy Bieber
Project Manager

Marissa Smith
Project Management

Bill Miller
Data Conversion / Mapping

Rodney Fleischer
Director of Infrastructure support

Steve Heaney
IT Transformation Lead

Joe Cossin
Chief Information Security Officer

Greg Francis
Director for Applications Development
Deloitte’s Organizational Change Management (OCM) Team

David Doyle
Project Executive

Jason Carbaugh
Project Manager

Cassie Leggiero
Project Lead

Johnathan Fingado
Operational Readiness Lead

Mallory Sparks
Operational Readiness Analyst

Andrew Rigney
OCM Lead

Jessica Waters
OCM Analyst

Abigail Rhodes
PMO/OCM Analyst
FICO Team

Ted London
Project Executive / Governance

Rob Robb
Client Partner / Governance

Anne Andrews
Project Lead

Jon Lux
Customer Success Manager

Chris Hausman
Technical Lead

Michael Cohen
Business Analyst Consultant

Ed Jentz
Senior Project Manager

David Taylor
Technical Consultant

Lori Gutshall
Functional Consultant

Robin Grubbs
Functional Consultant

Satyendra Netala
Quality Assurance

Jason Waites
Middleware / Installation

Travis Godfrey
Functional Consultant

Eric Markle
Functional Consultant
Vision & Strategic Priorities
Collections Enforcement Vision

Collections Enforcement’s vision:

“The Ohio Attorney General’s Office leads the nation in providing professional, innovative, data driven, and efficient debt resolution service that maximizes recovery, service to indebted parties, and client engagement to protect all Ohioans.”
Collections Enforcement Seven Strategic Priorities

A. We introduce a state-of-the-art collections system and supporting technology to streamline and address process and system limitations that have gone unresolved for years.

B. We collaboratively engage with our clients to introduce technical solutions that align our collections ecosystems to automate manual processes.

C. While we prioritize revenue recovery for our state and local clients, we monitor, evaluate and continually improve the internal staff experience.

D. While we prioritize revenue recovery for our state and local clients, we monitor, evaluate and continually improve the indebted parties experience.

E. While we prioritize revenue recovery for our state and local clients, we monitor, evaluate and communicate to continually improve the client service experience.

F. We strategically review and place accounts (internal and external) to ensure a balanced approach to customer and client service as well as recovery.

G. We simplify our business rules, fee structures, and processes for external collection vendors.

A G O V I S I O N & S T R A T E G I C P R I O R I T I E S
Organizational Change Management
Organizational Change Management

OCM aims to unify the complex moving pieces of the project by:

- **Stakeholders**: Identifying all impacted stakeholders and defining engagement plans to support them with all changes.
- **System Changes**: Documenting change impacts related to system changes and providing guidance on how to implement the new solution.
- **Process Changes**: Defining the current state of business processes and developing new business processes that align to the new collections system.
Collections Enforcement Modernization Stakeholders

- AGO
- Client Agencies
- Special Counsels
- FICO Debt Manager Team
- Third Party Vendors
- OCM Deloitte Team

Project Team
## OCM Approach & Strategy

<table>
<thead>
<tr>
<th>Leadership &amp; Stakeholders</th>
<th>Vision Lab to engage leadership in co-developing a vision and drive alignment around strategic priorities and goals for the project.</th>
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<tbody>
<tr>
<td>Communication Management</td>
<td>Deliver a customized approach for communicating with each audience conveying the benefit of changes to support increased stakeholder commitment and adoption.</td>
</tr>
<tr>
<td>Change Agent Network Management</td>
<td>Identify natural leaders within the AGO to serve as Change Agents of the project to share information with their peers and provide insight and direction on the project.</td>
</tr>
<tr>
<td>Training</td>
<td>Integrated system and process training approach to prepare stakeholders for all changes.</td>
</tr>
<tr>
<td>Solution Alignment</td>
<td>Document change impacts to current state process and systems to determine impacts of the new solution on stakeholders.</td>
</tr>
<tr>
<td>Business Readiness</td>
<td>Defining, refining, and finalizing “As-Is” processes to bring to life the current state, identify gaps to the AGO’s future operating model, and develop business readiness strategies and plans to support a successful implementation.</td>
</tr>
<tr>
<td>Organization &amp; Work Design</td>
<td>Collaborative approach to organization and work design to make sure the AGO is organized to support the goals and objectives of the future operating model.</td>
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FICO Debt Manager Solution
FICO Collections & Recovery Ecosystem

Debt Manager

FICO's Debt Manager is the Industry leading enterprise collection & recovery system
- Debt Manager is the cornerstone to the FICO Collections & Recovery Ecosystem
- Dedicated Debt Manager product and professional services teams, with follow the sun capability
- Core C&R Solution includes Debt Manager (DM), Customer Communication Services (CCS), and Collections Optimization

Significant investments in the Debt Manager™ product
- FICO has invested millions of dollars in C&R products with over 2 million development hours in Debt Manager alone
- Two major software releases per year, continuously adding functionality
- FICO User group/clients contribute to product roadmap

Professional Services & Support Organization
- Roughly 150 Professional Services and Product Support team members responsible for C&R globally
- C&R Center of Excellence established in Fairfax, VA
- 120+ Customers in production and implementation
# FICO Approach & Strategy

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<table>
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<tr>
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<tbody>
<tr>
<td><strong>Phased Approach</strong></td>
<td>Reduces Risk and Expense, and ensures success</td>
</tr>
<tr>
<td><strong>Best Practices</strong></td>
<td>Using best practices, refined over 120+ implementations</td>
</tr>
<tr>
<td><strong>Out of the Box</strong></td>
<td>Leverage core functionality to meet AGO business needs, limiting customizations</td>
</tr>
<tr>
<td><strong>Standardization</strong></td>
<td>Standardize data exchanges where possible to reduce customizations</td>
</tr>
<tr>
<td><strong>“A” Team</strong></td>
<td>FICO’s best and most experienced implementation team</td>
</tr>
</tbody>
</table>
FICO Debt Manager Implementation

• Goal is to Help Ohio AGO Implement your vision for Collections
  – Debt Manager provides the flexibility to implement your vision with the out-of-the-box configuration
  – Allows for long-term continual improvement because of this flexibility
  – Increased customer service and revenue

• Phase 0: Discovery
  – Confirm Requirements
  – Demonstrate how requirements will be met with Debt Manager
  – Develop implementation approach:
    • Phasing Approach
    • Integrated Master Schedule
    • Plans: Interfaces, Infrastructure, Training, Security
  – Timeline: May - November 2020
Project Timeline
State of Ohio
Attorney General Office
New Collection System

**Key Message:** *Discovery Phase timeline is critical for FICO to learn about AGO Collections prior to submitting an Implementation Schedule and Estimate by Yearend*

- Discovery Phase runs through end of November 2020
- Will run **multiple workshops** weekly for approximately 10 weeks (time-boxed): 1) Discovery & Requirements, 2) Org Change Management, and 3) Debt Manager Technical
- Will address internal AGO Business Processes and Interfaces between June and August which allows better preparation of for meeting with External Clients in September
- FICO and AGO to submit questions to External Clients in advance of meeting with them to minimize time from External Clients
# Discovery Phase Integrated Project Timeline

## MAY
- **Vision**
- **Executive Kickoff**
- **Debt Mgr Training**
- **Project Kickoff**
- **Training Plan**
- **Master Test Plan**

## JUNE
- **AGO Processes**
- **AGO Univ Med**
- **AGO TAX**
- **AGO Business/ Data Migration**
- **AGO New Business**
- **AGO Externals (Special Counsel/ Third Party Vendors)**
- **AGO Dialer**
- **AGO Legal - Bankruptcy**
- **AGO Legal - General**
- **AGO Legal - Other**
- **AGO Offsets**

## JULY
- **AGO BWC**
- **AGO ODIFS**
- **AGO UNV**
- **AGO 1075**
- **AGO Misc Coll Processes**
- **AGO Liens**
- **AGO Legal - Bankruptcy**
- **AGO Legal - General**
- **AGO Payments**
- **AGO Payment Application**

## AUGUST
- **AGO Local Govt**
- **AGO SCS**
- **AGO Liquor**
- **AGO 1075**
- **AGO Misc Coll Processes**
- **AGO Document Mgmt**
- **AGO Legal - Other**
- **AGO Accounting**

## Discovery Workshops
- **OCM Training Strategy & Plan**
- **OCM Commun. Strategy & Plan**
- **OCM Strategy & Netw. Mgmt. Plan**

## Organization Change Management Workshop Topics:
- **Change Agent Forum**
- **Project Summary/ Talking Points**
- **Commms. Project Progress**
- **Commms. Project Updates**
- **Website/ AGNet Deep Dive**
- **Agmt Assessment**

## Key Elements
- **HW Sizing**
- **Debt Mgr Arch**
- **AGO 1075**
- **New Business/ Misc Coll Processes**
- **Externals**
- **Dialer**
- **COOP**
- **Doc Mgmt**
- **Payments**
- **Offsets**
- **Dual Env**
- **Payment App**
Discovery Phase Integrated Project Timeline

### Discovery Workshops

<table>
<thead>
<tr>
<th>SEPTEMBER</th>
<th>OCTOBER</th>
<th>NOVEMBER</th>
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</thead>
<tbody>
<tr>
<td>Data &amp; Property Plan</td>
<td>Oper. Run Strategy</td>
<td>System Requirements Specs</td>
</tr>
<tr>
<td>Dual Env Plan</td>
<td>Security &amp; Compliance</td>
<td>Integrated Master Schedule</td>
</tr>
<tr>
<td>System Requirements Specs</td>
<td>Interface Plan</td>
<td>DM Gap Analysis &amp; Closure</td>
</tr>
</tbody>
</table>

#### Discovery Completed

- AGO Accounting
- AGO Accounting
- AGO Accounting
- AGO Fee Payment Processing
- AGO Reports
- AGO Letters
- AGO Collection Costs Calculations
- AGO Interest Calculations
- AGO Reports
- AGO Roles and Privileges
- AGO Client/ Vendor/ Taxpayer System Interactions
- AGO Letters
- Followup

### External Clients

- ODT
- BWC
- TPV
- Univ of Toledo
- ODJFS
- Medicaid
- Special Counsel
- OSU Medical
- Local Govt

### Organization Change Management Workshop Topics:

- OCM Solution Design Assistance Update
- Pending Topic
- OCM Solution Alignment Assessment & Gap Analysis
- OCM Business Readiness Assessment & Gap Analysis

### Change Agents

- External
- Solution Design Assistance
- Pending Topic
Roles & Expectations
# AGO CE Project Team Responsibilities

## Stakeholders

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Initial Project Responsibilities</th>
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</table>
| AGO Executive Steering Committee    | • Provide leadership insight and executive direction into AGO vision through active participation in the monthly Executive Steering Committee meetings  
• Monitor the health of the projects and provide guidance on all major system, process and organizational decisions                                                                                       |
| AGO Project Team                    | • Participate in FICO and OCM workshops and review deliverables related to the workshops  
• Contribute feedback to the OCM and FICO teams to provide insight into system and process design decisions                                                                                                   |
| AGO Change Agents                   | • Extension of the project team responsible for sharing project information and updates with their teammates  
• Provide insights and feedback from AGO staff on the project, including soliciting feedback on OCM strategies                                                                                               |
| Client Agencies                     | • Participate in FICO requirement workshops related to their debt type  
• Provide information on their business type and interfaces                                                                                                                                                       |
| Special Counsels / TPVs             | • Participate in FICO requirement workshops related to their step in the business process  
• Provide information on current business processes                                                                                                                                                               |
| FICO Team                           | • Collaborate to determine ultimate technical solution and implementation approach for the AGO  
• Facilitate requirement sessions and technical deliverables through the Discovery Phase to identify the right solution for the AGO                                                                                         |
| Deloitte OCM Team                   | • Participate in FICO requirement sessions to capture change impacts for all audiences to develop the Operational Readiness deliverables  
• Drive change management activities including communications and stakeholder engagement                                                                                                                           |
FICO Project Delivery – Overview

- FICO’s Project Delivery Management Lifecycle (DMLC) can support and embraces varying types of engagements, leveraged across FICO projects
- DMLC meets the unique needs of the FICO product suite, leveraging proven best practices from the Project Management Institute’s Project Management Body of Knowledge (PMBOK) framework, and from our more than 50 years of experience in globally implementing solutions
- It’s easy and intuitive to understand with seven stages & sub-stages
- Consistent and mandated approval cycle to progress in lifecycle stages
- Provides flexibility to leverage iterations where a portion of the solution is constructed and tested to specifically address significant risks
- An iterative approach can be adapted to agile as long as it maintains key fundamental aspects specific to the practice
The FICO Delivery management lifecycle (DMLC) approach employs seven distinct phases to project lifecycle. Each phase focuses on a key aspect of delivering a successful solution utilizing each of the disciplines.

- **Project Initiation** – Focus on who, prepare the teams for a successful delivery
- **Solution Definition** – Focus on what, detailed project plan, validate and understand requirements and other deliverables to produce an Implementation SOW
- **Solution Design** – Focus on how, design the solution and architecture to achieve goals
- **Solution Execution** – Ensure the what & how are completed accurately and efficiently
- **Solution Testing** – Verify that the technical and functional requirements are met
- **Solution Rollout** – Prepare and deliver a successful deployment
- **Project Closure** – Provide a smooth transition and capture lessons learned
FICO Discovery Statement of Work

- Professional Services
  - Project Management
    - Project Kick-Off
    - Project Management Plan / Schedule
    - Manage resource mix
    - Adapt to changes
    - Ensure quality and timeliness
    - Quality review of deliverables
  - Functional and Technical Consulting
    - Lead analysis workshops
    - Understand DM integration requirements
    - Define system of record (SOR) for migrating from CUBS
    - Conduct gap analysis
    - Provide guidance on costs
    - Ensure IRS 1075 compliance
- Training
AGO Change Agents
**AGO Change Agents**

### Change Agent Network

- A Change Agent Network is a two-way communication channel
- Change Agents aim to build trust, establish two-way communication, raise issues and concerns, drive buy-in
- Represent the entire AGO Collections Enforcement group and are a resource for all staff

### Objectives for Change Agents

- Share Collections Modernization Initiative information across teams
- Act as a leader with your team by supporting and advocating the new collections system
- Support peers on available resources for system processes, policy updates, and training materials

### Key Activities

- Monthly Change Agent Forums
- Deliver updates and project communications to teammates and peers
- Gather feedback from teams and share with project team at forums
AGO Change Agent Responsibilities

Change Agents have the following responsibilities related to improving the overall awareness and adoption of the Collections Modernization Initiative:

- **Build Accountability and Ownership**: ...by gathering feedback, answering questions and calming concerns without waiting for formal/official communications.

- **Accelerate Adoption of Change**: ...by quickly sharing information and minimizing rumors that might derail the effort.

- **Increase Understanding**: ...by helping teams to deal with uncertainty and ambiguity as changes approach.

- **Promote Positive Change**: ...through two-way communications to include all staff and change behaviors and attitudes.

- **Quickly Identify and Escalate Potential Risks**: ...related to adoption by discovering concerns and the ability to spot trends and patterns within the business.
Collections enforcement staff have nominated names for the new collections system. After conducting a vote on the names submitted, the **Winner** is...
'CARES'

Collections Account Resolution and Enforcement System

Thank you Kong Bounemany for submitting the new name
Question & Answer Session
Collections Enforcement Modernization Initiative

Project Kickoff

Thank you for attending!
<table>
<thead>
<tr>
<th>FICO Workshops</th>
<th>Deloitte Workshops</th>
<th>Date</th>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>8-Jun</td>
<td>Requirements</td>
<td>Ohio Attorney General Office (AGO) - Collections</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9-Jun</td>
<td>Requirements</td>
<td>Ohio Bureau of Workers Compensation (BWC) - Unpaid Premiums, Fraud, Non-Compliance Injury</td>
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<td>10-Jun</td>
<td>OCM</td>
<td>n/a</td>
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<td>10-Jun</td>
<td>DM Technical</td>
<td>Hardware Sizing</td>
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<td>11-Jun</td>
<td>Requirements</td>
<td>Local Government - Miscellaneous Debt (Voluntary)</td>
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<td>15-Jun</td>
<td>Requirements</td>
<td>State University Medical Accounts - State Hospital and Physician Claims</td>
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<td>16-Jun</td>
<td>Requirements</td>
<td>Ohio Dept of Job &amp; Family Services (ODJFS) - Benefit Overpayment, Unemployment Comp., Contribution Accts</td>
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<tr>
<td></td>
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<td>17-Jun</td>
<td>OCM</td>
<td>Change Agent Forum - Review the approach and logistics for the internal change agent network</td>
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<tr>
<td></td>
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<td>17-Jun</td>
<td>DM Technical</td>
<td>Debt Manager System Architecture</td>
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<tr>
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<td>18-Jun</td>
<td>Requirements</td>
<td>State Client Services (SCS) - Miscellaneous State Agencies</td>
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<td></td>
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<td>22-Jun</td>
<td>Requirements</td>
<td>Ohio Dept of Taxation (TAX) - Personal Income Tax, Business Taxes, Abatements, Corp &amp; Officer Accts</td>
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<tr>
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<td>23-Jun</td>
<td>Requirements</td>
<td>State University Debts (UNV) - State Grants, Scholarships, Fed. Perkins Loan, Parking, etc.</td>
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<td></td>
<td></td>
<td>24-Jun</td>
<td>OCM</td>
<td>N/A - Project Kickoff</td>
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<td>24-Jun</td>
<td>DM Technical</td>
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<td></td>
<td>25-Jun</td>
<td>Requirements</td>
<td>Liquor - Liquor Licenses, Collections and Hearings</td>
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<td>29-Jun</td>
<td>Requirements</td>
<td>Business &amp; Data Migration</td>
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<td>30-Jun</td>
<td>Requirements</td>
<td>1075 Requirements / Compliance - Functional and Technical</td>
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<tr>
<td></td>
<td></td>
<td>1-Jul</td>
<td>OCM</td>
<td>Project Summary / Talking Points - Develop high and medium level talking points for internal and external usage on project purpose, goals and timeline</td>
</tr>
<tr>
<td></td>
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<td>1-Jul</td>
<td>DM Technical</td>
<td>1075 Requirements / Compliance continued - Functional and Technical</td>
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<td>2-Jul</td>
<td>Requirements</td>
<td>HOLIDAY?</td>
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<td>6-Jul</td>
<td>Requirements</td>
<td>Followup</td>
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<td>7-Jul</td>
<td>Requirements</td>
<td>Followup</td>
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<td>8-Jul</td>
<td>OCM</td>
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<td>9-Jul</td>
<td>DM Technical</td>
<td>Followup</td>
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<td>13-Jul</td>
<td>Requirements</td>
<td>New Business - Functional and Technical</td>
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<td></td>
<td>14-Jul</td>
<td>Requirements</td>
<td>Miscellaneous Collection Process - Functional and Technical</td>
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<tr>
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<td>ODT - Ohio Department of Taxation Meeting (Brenda McDonald, Steve Gray)</td>
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<td>ODIFS - Ohio Department of Job &amp; Family Services Meeting (Julie Smith, Ted Maynard)</td>
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<td>Special Counsel Representatives Meeting (Charles Geidner, Richard Geiger, Charles Mifsud, Sue Pohler)</td>
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