In The Matter Of:

REQUEST FOR PROPOSALS

MARYLAND STATE DIRECTORY OF NEW HIRES

RFP #: CSA/MSDNH/20-001 S

June 7, 2019

PRE-PROPOSAL CONFERENCE

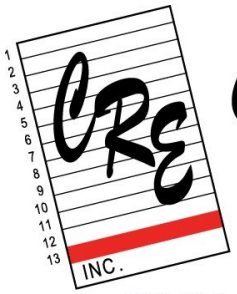
COURT REPORTERS, ETCetera, INC.

"We Guarantee Accuracy, Quality & Consistency!"

2833 Smith Avenue, #260

Baltimore, MD 21209

(410) 653-1115 1-800-947-DEPO (202) 628-DEPO (3376)



Court Reporters, ETCetera, Inc.

"We'll Cover Your Job ANYWHERE in the Country!"

Original File DHS0607.TXT

Min-U-Script® with Word Index

PRE-PROPOSAL CONFERENCE

* * * * *

REQUEST FOR PROPOSALS

MARYLAND STATE DIRECTORY OF NEW HIRES

RFP NUMBER: CSA/MSDNH/20-001 S

* * * * *

Friday, June 7, 2019

9:30 a.m.

* * * * *

Held at:

State of Maryland

Department of Human Services

311 West Saratoga Street, Room 952

Baltimore, Maryland

* * * * *

COURT REPORTERS, ETCetera, INC.
"Expect Accuracy & Quality"
Maryland: 410.653.1115
Washington, DC: 202.628-DEPO (3376)
ANYWHERE in the USA: 1.800.947-DEPO
schedule@courtreporters-etc.com

IN ATTENDANCE

MARYLAND DEPARTMENT OF HUMAN SERVICES:

SAMUEL EDUFUL, Procurement Officer
V. VASHTI GREEN, MBA, Director
LAUREN GRAZIANO, MBE Director
AUNG HTUT, Procurement Officer
CHRISTINA TABUTEAU, Executive Director
LATICIA MUSE, Grants & Procurement
DANNY GULLEY, Procument Specialist
SANG KANG, Procurement Officer
AUDREY TORRIENTE, Procurement
NIA GRAVES, Procurement

OFFICE OF THE ATTORNEY GENERAL:

SIMON CORNBERG, ESQ.

MAXIMUS:

GARY JOHNSON
DENEENE SMITH
COLLEEN MARTIN (via phone)

ICF INC., LLC:

LAURA FULLER (via phone)
SAAD NANSTERLI (via phone)

STELLAR WARE CORPORATION:

HOPE MILLER (via phone)

-oOo-

A-G-E-N-D-A

ITEM:		PAGE:
1.	Welcome and Introductions Samuel Eduful Procurement Officer	5
2.	Opening Remarks Christina Tabuteau Deputy Executive Director	9
3.	Review of RFP Sections	
A.	Key Information Summary Sheet Samuel Eduful	13
B.	Section 1: Minimum Qualification Samuel Eduful	16
C.	Section 2: Scope of Work Req. Vashti Green	18
D.	Section 3: General Requirements Vashti Green	50
E.	Section 4: Procurement Instruc. Samuel Eduful	67
1)	MBE Goal (Section 4.26) Lauren Graziano	69
2)	VSBE Goal (Section 4.27) Sang Kang	76
3)	Living Wage Req. (Sec 4.28) Danny Gulley	78

A-G-E-N-D-A (cont'd.)

ITEM:		PAGE:
F.	Section 5 - Proposal Format Samuel Eduful	86
G.	Section 6 - Evaluation/Selection Samuel Eduful	--
4.	Questions	89
5.	Closing Comments: Reminder about Proposal Due Date & Time: 2:00 p.m.; Friday, June 28, 2019	--

-oOo-

PRE-PROPOSAL CONFERENCE

(9:30 a.m.)

Welcome and Introductions

SAMUEL EDUFUL: Good morning. My name is Samuel Eduful and I would like to welcome you to the Department of Human Services.

Today we will share with you information concerning the Request for Proposal entitled Maryland State Directory of New Hires.

If you've not done so, please sign in on the Sign-In Sheet provided. But if you have your business card, please staple it so that it will be easier for us to take note of that.

And then also you also need to indicate on the Sign-In Sheet if you are a Certified MBE or SBR organization because the Department will want to track these organizations for future opportunities.

So please know that this Proposal Conference is being transcribed by Court Reporters, ETCetera, Incorporated. So when you're asking questions, please state your name and the name of your company for the record. A transcript of this conference will be made available on eMaryland Marketplace and DHS website.

So we'll start with the introduction, so I'll go on the phone. And please mention your name and then the name of your organization and then also state if you are a Certified MBE or SBR organization.

So who do we have on the line?

COLLEEN MARTIN: Good morning. This is Colleen Martin with Maximus. We are neither MBE or SBE.

SAMUEL EDUFUL: All right. Who else do we have on the line?

LAURA FULLER: Good morning. This is Laura Fuller with ICF, and we fall

into neither category.

SAMUEL EDUFUL: All right. Thank you.

Who else do we have on the phone?

SAAD NANASTERLI: This is Saad Nanasterli also with ICF, and neither.

SAMUEL EDUFUL: Please start again because it wasn't clear.

SAAD NANASTERLI: This is Saad Nanasterli with ICF, and we are also neither.

SAMUEL EDUFUL: Okay. Thank you, Saad.

HOPE MILLER: Hi. This is Hope Miller with Stellar Ware, and we are MBE.

SAMUEL EDUFUL: All right. Thank you.

Who else do we have on the phone?

(No Response.)

SAMUEL EDUFUL: All right. So we'll start with the introduction in the

room.

So as I said, my name is Samuel Eduful and I'm going to be the Procurement Officer for this solicitation. So we'll start from my right.

VASHTI GREEN: Good morning, everyone. My name is Vashti Green. I'm Director of Contracts & Procurement for the Child Support Administration.

SIMON CORNBERG: Hi. Good morning. Simon Cornberg from the Attorney General's Office.

DANNY GULLEY: Good morning, everyone. I'm Danny A. Gulley. I'm with the Procurement section of DHS.

LATICIA MUSE: Good morning. Laticia Muse, Child Support Administration, Grants & Procurement Unit.

DENEENE SMITH: Good morning. I'm Deneene Smith, Maximus.

SAMUEL EDUFUL: Thank you.

GARY JOHNSON: My name is Gary Johnson. I'm with Maximus, and I'm neither MBE or the --

SAMUEL EDUFUL: Okay. All right.

SANG KANG: Sang Kang, Procurement.

AUDREY TORRIENTE: Audrey Torriente, Procurement.

NIA GRAVES: Nia Graves, Procurement.

AUNG HTUT: Aung Htut, Procurement.

LAUREN GRAZIANO: Good morning. Lauren Graziano. I am Director of Government Affairs for DHS, formally the MBE Director for DHS.

CHRISTINA TABUTEAU: And I am Christina Tabuteau. I'm the Deputy Executive Director for Child Support.

SAMUEL EDUFUL: All right. Thank you.

So we'll procedure with the Opening Remarks. So I will invite Christina to give us the Opening Remarks for this meeting.

Opening Remarks

CHRISTINA TABUTEAU: So as I said, I am Christina Tabuteau. I'm Deputy Executive Director for Child Support. I oversee Operations. And I would just like to thank you all for coming and showing interest in our RFP today. We really are excited to have so many folks on the phone and in the room, so I'd like to say thank you for being here.

I would like to take a quick second to thank my team for working so hard on this Proposal: Vashti, your group. It's been a longtime coming but we, you know, you all have taken this very seriously. You know what this means to the Agency and to Child Support. So I really want to thank

the IPM team and everyone who's worked so hard to get us to this place today. So we're really excited to hear what you all have.

I'm going to read a couple of notes that Vashti prepared for me so that I get it right, and then I have to leave. But Vashti and the team will be here to answer any more specific questions that you all may have, because I'm sure there will be plenty.

So as you all, I'm sure, know: The State Directory of New Hires is a federal mandate for us. So we would have the Contractor to provide, operate and maintain the Department's State Directory of New Hires, which is: Collecting, storing and extracting information reported by employers and to report employment information on newly-hired or rehired employees.

This program is really important

to us. We really get a lot from it with our current vendor, and we're hoping to move forward and have the same.

So we've contracted these services since approximately 2000, and we have provided a number of records processed annually from since about calendar year 2010. So that should be available for everyone.

We have some new services that we've included in this Solicitation, which would be: Income Withholding, Management Services, and National Medical Support, Notice Management Services, Employer Database Maintenance Services, and Outreach Services to increase implementation and employer compliance with wage withholding, and implementation and conversion to an Electronic Database Submission.

So we are hoping that these new services will really help us get to what our

goal is in Child Support: It is to provide children with what they need.

So, again, I'd like to thank you all for being here. The staff and team will be here to provide you with answers to any additional questions that you may have and to get further into detail. But thanks for coming and I enjoyed meeting you all today. If you need anything else from me, just let Vashti know.

SAMUEL EDUFUL: All right. Thank you, Christina.

(Thereupon, Christina Tabuteau exited the conference room.)

Key Information Summary Sheet

SAMUEL EDUFUL: All right. So I'll continue with the Key Information Summary Sheet.

For the purpose of this RFP, I'm going to be the Procurement Officer and the sole point of contact between the State and

the Vendor community. So please do not contact other State representatives regarding questions about this Request for Proposal. Please direct all inquiries to my attention.

The title of this Proposal is called Maryland State Directory of New Hires, and the Solicitation Number is CSA/MSDNH/20-001 S. And the RFP was issued on May 24th, 2019.

Proposals are to be sent to Maryland Department of Human Services, 311 West Saratoga Street, 9th Floor, Baltimore, Maryland 21201; Attention: Samuel Eduful.

In order to receive a Contract award, Vendors must be registered on eMaryland Marketplace. And then each Offeror is requested to indicate its eMaryland Marketplace Vendor Number in the Transmittal Letter submitted at the time of its Proposal submission.

Responses to all questions will be posted on the eMaryland Marketplace and the DHS website.

So for the purpose of this Request for Proposal, questions should be submitted by 2:00 p.m. local time on June 18, 2019.

And then the proposal due date and time is 2:00 p.m. local time on Friday, June 28, 2019, in order to be considered.

Proposals received after the due dates and time cannot and will not be accepted -- will not be accepted.

The MBE subcontracting goals for this Proposal is 30% with the following subgoals: 7% for African American MBEs; O% for Asian American MBEs; 2% for Hispanic African MBEs; and 8% for Women-Owned MBEs. This Contract also has -- VA has the subcontracting goal of 1%.

And then the Contract's type is

firm/fixed price with fixed rates recorded.

The duration of this Contract is three (3) years with two (2) 1-year renewal options.

So I'll move onto the Minimum Qualifications.

Minimum Qualifications

SAMUEL EDUFUL: Offerors must provide proof with its Proposal with the following Minimum Qualifications have been met within the last five (5) years:

A minimum of three (3) years of experience developing databases, using technologies such as SQL, Oracle, and other databases technologies.

The Offerors shall also provide with its Proposals one (1) or more references from the past five (5) years who are collectively able to attest to the Offeror's required years of experience in developing databases.

The Offeror shall have a minimum of three (3) years of experience in operating a State Directory of New Hires program. The engagement must have been statewide and must have lasted for at least one (1) year; and the services must have been valued at $100,000 or more.

Required Documentation: As proof of meeting this requirement, the Offeror shall provide with the Proposal at least one (1) reference from the past five (5) years from the past client who is able to attest to the Offeror's required years of experience. In addition, each letter of reference must indicate the services provided by the Offeror, the dollar value of the contract and the services provided for a specific period of time that is equal to or greater than one (1) year in duration.

I'll now hand over to Vashti to walk us through Section 2 and 3.

Scope of Work Contract Requirements

VASHTI GREEN: Okay. So this is a pretty hefty RFP in size and the requirements are many, so I'm just going to highlight some key points that we think that we should emphasize so that it is clearly noted of our expectations and the requirements. I'll start with that:

The current services that we do for new hires is just that: Collection, maintenance operation of the Maryland State Directory of New Hires.

We have additional components that will be added to the services for the new contract, and that will be: Income Withholding Management Services, National Medical Support Notice Management Services, Employer Database Maintenance Services. And we do do Outreach, but that was added in as additional Outreach Services will be added into the new contract.

The Department intends to make a single award as a result of this RFP. And the successful offeror shall remain responsible for contract performance regardless of subcontractor participation of the work.

On Page 10 it states how CSA was established under the Title IV-D of the Social Security Act, so I'm not going to go into that type of detail. That's general knowledge. And because of those that have come to the table today, you already are aware of that, so it would be redundant.

I'm just going to really try to go and discuss the services that are required. Is that Okay?

LAUREN GRAZIANO: No objections.

VASHTI GREEN: So I will state that the services we are looking for will be provided at the local offices in each County within Maryland.

So we have a system. DHS uses the Child Support Enforcement System as a system of record to manage cases, including functions such as issuance and processing of of IWNs and NMSNs. That stands for Income Withholding Notices and National Medical Support Notices. In addition, DHS utilizes the Child Support Dashboard to view and track resolution of work regarding incoming mail. The Dashboard is used to identify cases to be worked where wage liens have been issued but no child support payments via wage attachments have been received by CSES. The Employer Contact Data Table, which we call "Employer Table," is also accessed through the Dashboard. A file from CSES, which includes data regarding collections and wage attachments, is refreshed in the Dashboard on a weekly basis, and Case Action Log notes entered into the Dashboard are uploaded into CSES.

On a daily basis a file of all mail scanned and indexed is uploaded into the Dashboard.

So I shared that because these are additional systems that will be used in conjunction with the database. I will go into it a little further as I go down.

So overall the purpose of this RFP will be to acquire the services of a Contractor to operate the Maryland State Directory of New Hires; the IWN (which is Income Withholding Notices); the National Medical Support Notice; Employer Database Maintenance Services, and Outreach Services (collectively known as the System.)

Employers play a critical role in CSA's -- excuse me if you hear me say "CSES," that's our former name -- service delivery by providing employment and income information to the State through the System. The Maryland Department of Labor, licensing and Regulation (also known as DLLR) uses new

hire information to detect fraudulent Unemployment Insurance (UI) claims and prevent UI overpayments. The data exchange DLLR, Contractor, and DHS/CSA enables DLLR to reduce the number of UI claimants receiving benefits while employed.

We also submit data to the Federal Office of Child Support Enforcement (OCSE) and they use the new hires information to update the National Directory of New Hires (NDNH) and to transmit employment information nationwide for the collection of child support obligations.

On Page 11 of the Solicitation, we have a chart, and it's entitled Table 1, and it has the Annual Electronic and Non-Electronic Records Reported from Calendar Year 2010 inclusive of 2018. And that shows the volumes and the percentages reported.

The Contractor shall be

responsible for providing IWN and NMSN services to all jurisdictions statewide with the exception of Baltimore City. And Baltimore City statistics are not included in this data here that are on the charts.

On Page 12, we also include the numbers for your projections to include Income Withholding Notices, and we only provided two years, which is State Fiscal Year '16 (SFY16) and State Fiscal Year '17 (SFY17). That data also excludes Baltimore City. They do their own.

It is estimated that 41,800 Employer Termination Notices and 21,100 Medical Support Notices are completed and returned by the employers annually.

On Table 3, as well on Page 12, shows stats for --

(Phone Interruption.)

VASHTI GREEN: Table 3 shows as well that data and statistics representing

the National Medical Support Notices process for the same timeframe, State Fiscal Year '16 (SFY 16) and State Fiscal Year '17 (SFY 17).

So we have six primary goals and objectives and they are to include:

Increase child support collections via wage attachments.

Enable our counterpart sister agency, DLLR, to identify and reduce fraudulent UI claims in Maryland.

We also expect to increase the percentage of Maryland new hires being reported electronically.

We also intend to improve accuracy of employer contact information in all of the Systems collectively.

And it is also our goal to develop and maintain Database Adjustment Reports for each of the programs we discussed, to include the website, which we

will discuss a little later.

And also it will be a goal to develop an innovative System that will enhance the current Maryland State Directory of New Hires.

Moving on to Existing Systems:

The following are the DHS systems that are currently owned and operated by DHS. I've touched on it, the first one being the Dashboard.

We also have the CSES system. That's our main system of record for all child support records.

We also have the Enterprise Content Management Solution system, the acronyms are ECMS, and that is a secure intranet-based electronic data system which allows for rapid information storage and retrieval. ECMS also enables secure, electronic management of case and client content effectively across DHS by enabling

case workers to scan and process customer applications with a reduced need for paper storage.

There's also a modernized system which is being built and this system is planned to go into production in the Year 2020.

I also am going to highlight this NOTE: At the time of the writing of this RFP, the DHS is engaging in system modernization efforts - Maryland's Total Human-services Information Network, also known as MD THINK, and anticipates that new and/or replacement systems will be implemented during this Contract term, the new Contract term. These modernization efforts may replace some of the systems that are listed to include the Dashboard, CSES, ECMS, et cetera.

The successful Offeror shall be expected to assist DHS with testing

interfaces and/or data files as it relates to services provided in this RFP and make modifications to their systems as appropriate. There's also a referral to Section 3.15 relating to the very same.

The State Responsibilities are noted on Page 14:

The State will provide access to the applicable State managed systems as I just discussed and also refer to Section 3.2 for State provided services during the Transition-In period.

We're going to move onto the Contractors Responsibilities, number one being the Maryland State Directory of New Hires, also known as MSDNH:

Any employer conducting business in the State of Maryland is required to report to the New Hire Database of any newly-hired, rehired or return to work employee or contracted entity within twenty

(20) calendar days of employment or reemployment. Any employee whose employment is discontinued prior to the twentieth day of employment must be reported to the System as well. Employers will upload new hire records and reports electronically or they can report them manually. There's a manual process. The Contractor will create and maintain an automated system for collecting, storing, transmitting, and extracting information reported by employers of the same. DLLR will provide the Contractor with a monthly New Employer file to help identify new employers, and the Contractor will use that data to do the initial outreach.

There are components that will have to be adhered to on Page 14 through 18 that really detail out the steps of the current new hire process. We are not changing anything within that process. So because that's already a operating system,

that's also -- the vendors that are participating today are well aware of those processes, and I don't feel a need to really touchdown in detail on that. I would like to highlight the more newer services that are being added onto the Contract.

So we will go to Page 19. I do want to briefly touch on Non-Compliant Employers:

Quarterly, the State receives the Federal Employer Participation Project Report, it's also known as EPP. This report notifies our Contractor of employers that have come into non-compliance by not reporting employees that were hired over that 20-day period. And the steps that are detailed out as to how the Contractor is supposed to notify the employer and bring them into compliance. There are five (5) main components there on Page 19 that list out the steps of what they are supposed to

do.

A new service on Page 19 is the Income Withholding Notice Management Services. And Laticia will discuss the requirements for the new services.

LATICIA MUSE: Income Withholding Notice Management Services.

VASHTI GREEN: Laticia, I'm sorry, is it possible for you to come to the table so that those that are on the phone can hear you?

THE REPORTER: And state your name when you start.

LATICIA MUSE: Laticia Muse, and I'm on Page 19, Section 2.3.3, Income Withholding Notice Management Services known as IWN.

When Child Support is notified that a non-custodial parent has a new job, CSES will generate an IWN to identify that employer and send a copy to the

non-custodial parent. This is mandated by federal regulations. And with the IWNs, there are some instances where the IWN is sent but it's returned to Child Support, and some instances they don't respond.

We also use an eIWO system, which is electronic, where they can be electronically sent and communications can be done via e-mail between the Contractor and the employer. So the Contractor with the IWN is responsible for accessing the ones that are returned through the mail, using the Dashboard.

Undeliverable letters, they have to verify these letters in the system. And if they find that it's incorrect, it has to be corrected in the system.

If they find that it's the same, they'll have to contact the employer either in writing or verbally to confirm.

Also work to track the completion

of IWNs when it's not received within the forty-five (45) days of issuance. And contact employers who have also failed to comply with the IWN letters.

And I started on Page 19, and then there's up through Page 22 of Contract Responsibilities within the IWN, what needs to be done in the Dashboard: Monitoring for auditing purposes where the State Project Manager could ask for things, different reports like unresponsive wage garnishments, workers' comp and things like that that will be covered in the IWN section starting on Page 19 through Page 22, without going over each in detail.

Also beginning on Page 22, 2.3.4 is the National Medical Support Notices known as N-M-S-N or NMSN for short, which is also a federally mandated program where the non-custodial parent's employer is responsible for enrolling the non-custodial

parent in health insurance for the children listed on the child support cases. And the Contractor also has similar responsibilities to the IWN with processing the NMSNs that were returned undeliverable in the Dashboard, and updating the CSES system, the Child Support system with that information, reviewing them for completeness. Let me see. Oh, working to track the receipt of the NMSNs, and developing a quality assurance and monitoring plan to track the timeliness for the completion of NMSNs with the employers. And that is Pages 22 through Page 24 with the Contractor Responsibilities as it refers to the NMSNs.

VASHTI GREEN: Thank you, Laticia.

This is Vashti again and we're going to discuss the employer services website.

The Maryland State Directory of

New Hires has a website. It's available 24 hours a day, seven days a week. It doesn't shut down. The website serves as a one-stop center for employers with regards to the Title IV-D program, to include all of the programs that we just discussed. It will continue. The additional new programs will be added to the website. This allows our employers to go online, register, submit their new hires. You could either do it electronically or send them in via mail, but the website allows them to upload their information and it's transmitted to the contractor.

The website also has additional information on the federal level about the different programs. Right now it's just the Maryland State Directory of New Hires. But the additional IWN, the NMSNs, that information will be added to the website, as well as it will be branded with the State

branding -- the department's branding, but it's a very good, resourceful tool. They could find out other information, any other questions that the employer has. It's a one-stop shop that they can go and get all the information that they need. So our Vendor will continue to need to host and maintain and update that website with information as appropriate.

As well, the current website has it where the documentation or documents that's utilized to complete that the employer submit, they can download all that information. Again, it's a one-stop shop, so it's a very resourceful tool.

A new entity that's part of the Dashboard is the Employer Contact Data Table, and that is another database, but it is specifically associated with the Dashboard. The Dashboard is used more at the local level. There will be a connection

between the database system and the Dashboard. The local offices will continue to use the Dashboard. The local offices will not have access to the new hire database.

So that's just where -- just to bring some clarity on the different systems. But the Dashboard helps them assist them with their casework. The Vendor will have access to the Dashboard. There will be information from the various systems that will have to be transferred over to the Dashboard. That Dashboard system will have to be looked at or up and be worked in conjunction with the new hire database, so that's a system that will be utilized by the Contractor as well.

The Employer Contact Data Table, specifically what I was leading into, is a table. Because the local offices do not have access to the new hire database, they

will from time to time have to contact the employers. So they will need to have constant updated information relating to that employer: Name, address, contact information. The Contractor will maintain and update -- assist with updating that table as well.

Outreach is another program. The current Contractor we receive a monthly file from DLLR that notifies them of new employers that have registered with the State over the course of the last 30 days. Our current Contractor take that information and they send out what we call a New Hire Employer Package. That package includes data or information that gives them about New Hires program, the purpose of why they have to report. It gives them other information. It references the website. So, again, it's just mainly giving them and informing them of this federal mandate of

why they have to report, and the purpose of the reporting, and what is used with that information that is reported to the State of Maryland.

Outreach is also done to -- there are employers that fall off from time to time. We use that to keep in contact with them to say, "Hey, don't forget about the New Hires program." Also, gently remind them of the reporting requirements, as well as we reach out to individuals that they may report but then there's other activities that's going on as well.

We have a huge seasonal population, seasonal group of employers here in the State of Maryland. When I say "seasonal," we're talking about summertime employment or around Christmastime there are additional employers that are added that work is done, so they have the same requirements. So the Outreach is just to

keep them involved as well to say: You still have to report even though this is just a seasonal employment. It's just ongoing, constant reminding of the federal requirements for new hire reporting.

And so the Outreach will incorporate a few of the additional requirements that we're adding and that will be worked out as well. And the requirements are listed out here on Pages 26 over to 28.

We also have the Employer Help Desk. That's part of the current contract's duties. But the Employer Help Desk is a number that our employers can call in. Even though we have the website as a resource, we also send out the compliance notification when a new employer first registers with the State, there's an ongoing Help Desk that will be available from 7:00 a.m. to 7:00 p.m. to answer employer calls. Let's say if they start filling out the documentation,

they get hung up, the Employer Help Desk is there as a resource tool again to further assist them in completing the documentation, or to respond to any questions linking to the Maryland New Hire program or any other new programs that are under this Solicitation.

We have provided on Table 4 a chart of the monthly volume of calls that have come in. On average, there are approximately right now 2200 calls that are received on an annual basis. And the chart on Table 4, Page 28, really lists out the monthly and the past three years, which includes 2016 through '18.

On Page 29, Table 5 lists out the specific choices or the types of calls that came in. Those numbers are there as well for a resource to you.

So there are eight (8) components that fall under the Help Desk. You can read

those of what we require or requesting for the requirements under the Employer Help Desk. It's very self-explanatory.

Section 2.3.9 is the Electronic Data File Transfer. There is a daily file that is transferred from the Contractor here to the department, to our OTHS department. There is a file that is sent on a weekly basis from the department to DLLR, which is the Department of Labor, Licensing & Regulations. And then there is a file that is sent on a daily basis to the National Directory of New Hires. There is a data file with the requirements layed out that will be given during the Transition-In period. But these four components here discuss the data transfer more in detail.

Section 2.4, Other Contractor Responsibilities and Tasks. We will maintain meetings. There will be ongoing meetings here in the metro region and it's

listed out in the three components there under 2.4.1. There will be a office location that will be required to be here in the metropolitan area. At that location, the Contractor shall make two work stations available to DHS/CSA staff, as well as State Auditors. This facility that will be here in the metropolitan area shall house support staff for processing of all of the requirements that we have here.

The Technical Requirements under 2.5, I'm definitely not going to go into details, but all of the components are listed there as well as there's a reference to Section 3.8, which is the Security Requirements, and Section 3.8.4, which is Data Protection and Controls, as well as Section 3.8.6, which deal with Security Plans.

The Network Requirements under Section 2.5.2, there are five components and

they're important, so I'm going to touch on them:

The connection to the DHS network is via a site-to-site Virtual Private Network (VPN) tunnel.

As well, implement firewalls to deny all access to information resources except to that which has been explicitly authorized. Firewalls must be used to secure and segment data and systems.

The Contractor will also maintain all Contractor-supplied hardware updated virus software and virus definition files that are enables to perform realtime scans.

The Contractor will not be able to utilize a "dialup modem."

The contractor cannot install or utilize remote control or file sharing software unless explicitly approved in writing by the State.

And I just wanted to touch on

that because we did not have anyone here from our IT department today, so I just wanted to really relay that.

As well as there are five resources for the Contractor to utilize regarding the Project Policies, Guidelines and Methodologies. Those five resources are the State of Maryland System Development Life Cycle, known as SDLC methodology. There's a website there for your resource.

There's also the State of Maryland Information Technology Security Policy and Standards. The website there is listed as well.

The State of Maryland Information Technology Non-Visual Standards, the website is listed there as well.

As well as there is a National Directory of New Hires Guide for Data Submission to the federal level, that's listed there as well, the website.

And then we also have internal CSA Policies applicable to this project regarding Earnings Withholdings, our Family Law sections and the references to the National Medical Support Notices. We have a reading room. If you cannot find those articles, they are available via the website. We didn't list the specific website, but it's all under the Annotated Code of Maryland, and we can place those in the reading room if necessary.

For Maintenance and Support, as well, there are five key components that will need to be adhered to. They're clearly defined there, so I won't go into those details.

The Technical Support, there are seven (7) components that's listed there. They're clearly listed out as well. I won't go into that, but you will need to refer to Section 2.7 that is referenced there in the

Service Level Agreement as well. There are charts. Section 2.7 there's charts there that clearly define out the Technical Support requirements.

Same thing for Backup. There are 12 components for the backups to the system. It also is referenced in the Requirements in Section 2.7 of the Service Level Agreement, and the chart clearly defines.

Section 2.6, which is the Deliverables: The Contractor is required to provide deliverables. We have a Chart of Deliverables. It's further down. It's huge. It's over 40 items of deliverables. We'll touch on that, but I just wanted to go through real quick:

For the Deliverable Submission, there's four (4) components clearly defined there. The State Project Manager will send the notice of approval for each deliverable that is received at the timeframe in which

it is due.

There are two (2) components for Deliverable Acceptances, and that's defined there.

There also is the Minimum Deliverable Quality. There will be a lot of discussion with the Contractor State Project Manager, as well as the State-side Project Manager, and we will go over each of those components in 2.6.3. But, again, I will send out Notice of Approval of each Deliverable as they come. And if they need to be redone or whatever, it will be clearly documented out and the transfer will take place between the Contractor's Project Managers.

Under 2.6.4, the Deliverable Descriptions and the Acceptance Criteria is clearly mapped out. This is the chart. It's Pages 35 through 41. It explains out all of the Deliverables, the Acceptance

Criteria associated with each Deliverable, the frequency and the due date of each deliverable. And we've tried to place them in order of when it was due. There will be specific Deliverables that are due during the Transition-In period. Those Deliverables are listed in the front part of the chart; then they will go throughout according to date order from there. Again, there's 40 items listed here on the chart, so you will have to review and confirm through that chart.

We will go over to Page 41, touching on now Section 2.7 that I had referenced earlier, the Service Level Agreements. There are three (3) Definitions listed here under the Service Level Agreements.

There also under 2.7.2 there are six (6) components for the Service Level Agreements Requirements. They've also

referenced specifically Sections 2.7.7 and 2.7.8, Problem Response Definitions and Times. The six (6) components clearly define out the SLA Requirements.

And then the table is over on Page 43 through 45, which describes whatever the Service Requirement is, the Measurement that goes with that Requirement, the percentage that's required, as well as the Credit. And when you read out the requirements, you will be able to further identify that and link it to the table.

The SLA Effective Date is the Go-Live Date.

The SLA Service Credits, the Root Cause Analysis, and the Measurement Tables, again, are Pages 43 through 45, and everything is spelled out and defined.

We're going to move onto the General Contract Requirements.

General Contract Requirements

VASHTI GREEN: So I just want to stress this area, the Contract Initiation Requirements:

The Contractor shall coordinate with the State Project Manager and all parties concerned to have a smooth Transition-In Services. The Transition-In Period is Thirty (30) Days before the Go-Live Date. And those Thirty (30) Days are Thirty (30) Calendar Days; not Thirty (30) Business Days. The Contractor shall have clear approaches to Transition-In activities and describe the Contractor's strategy to successfully accomplish a seamless transition between the incumbent Contractor's team and its team members, and include a clear breakdown of tasks if there is a transition of Vendors. So the transition plan, which is also included in the Deliverable Table, shall include the

components listed out from A to H on Page 46 through 47.

I just want to note that during the test period, the incumbent Contractor will continue to receive New Hire records and will maintain the database. Prior to taking the database live, the incumbent Contractor will provide to the successor Contractor the most recent version of the new hires database, fifteen (15) days prior to the Go-Live date. The daily file transfer to the new Contractor will begin on the 16th calendar day of the Transition-In period. I felt that was important just to note.

During the Transition-In period, there will be contact with OTHS; that's our department security division for the setup, to make sure that all the connectivities are done and finalized in the appropriate manner. And there will also be contact with

the DLLR department to make sure that the connectivity -- because they will be providing the electronic transfer of data and the file that has the Outreach that's done by the Contractor.

There is also an additional note on Page 47, a completed record file dealing -- dealing with completed record files. And I'm just going to ask that that is read by the Contractor and fully understood by the Contractor.

I'm going to move onto the Transition-In section. At the Post-Award Orientation Conference, the Child Support will provide all of the things listed from Letter A up to Letter Q on Page 47 through Page 48. These items here will be provided to the Contractor during the Transition-In period by the State of Maryland. I wanted to emphasize that.

There will be three (3)

implementation phases:

Phase 1 will be the Foundation, Branding, and Data Cleaning.

Phase 2 will be the IWN, EV and NMSN Processing bringing onboard during the Transition-In period.

And then Phase 3, the Outreach and Customer Service piece.

All of those are clearly defined out in Section 3.2.2, the Implementation Phases.

For the End of Contract Transition: The Contractor shall provide transition assistance as requested by the State to facilitate the orderly transfer of services to the State or follow-on Contractor for a period up to 60 days. So 60 days prior to the End of Contract, there will be major activities going on between the Contractor and the State Project Manager to assure a smooth Transition-Out to a

vendor, if that is the case, at the end of the new contract. There are four (4) components that are described there that will have to be adhered to during that Transition-Out, as well as under Section 3.3.4 there are five components that are key as well to that Transition-Out period.

So all of the activities under 3.3 are relevant, but I've just pointed out the ones that I felt were really key for the Contractor.

The Return and Maintenance of State Data: Upon termination or the expiration of the Contract, the Contractor shall adhere to -- there are five (5) components here, A through E. They clearly spell out the transfer or the retrieval of the data, the transfer from the Contractor back to the State and the State's retrieval of the data -- of the Contract.

For Invoicing: The invoices will

be forwarded to my attention, being the State Project Manager. And under Letter C, to be considered a proper invoice, all the components are listed there, Numbers 1 through 11, of what is to be included with that invoice.

The invoices will contain both fixed price and time and material items and it should clearly identify each item as either fixed price or a time and material billing.

Maryland Annotated Code, Article 15-215 through 15-223, deals with the dispute of any action by the Contractor. So that's our reference that we will be guided by.

And as well at the end of the Contract, all final payment will be clearly marked as "FINAL," and submitted when all work requirements have been completed and no further charges are to be incurred under the

Contract.

The Invoice Submission Schedule: On Attachment B of the Financial Proposal Form, there are two (2) items there for one-time pricing. You would mark that in the appropriate area of the Attachment B, and there is an area for an annual pricing on Attachment B, the Financial Proposal Form.

For Time and Material Invoicing: It is clearly mapped out in A through C.

And in Section 3.4.4, For the purpose of the Contract an amount will not be deemed due and payable if the following Components 1 through 7, and it's clearly defined there.

There will not be any Travel Reimbursement under this RFP.

As for Liquidated Damages, MBE is the only qualifier for Liquidated Damages for this Contract.

Under Section 3.6, the Disaster Recovery Data, there are seven (7) components there that have to be adhered to. I just want to touch on that there will have to be a "warm back-up" website in the event that the website goes down. The website is a key component of a resource for our employers. So we're going to have to have a back-up for the website.

The Contractor shall have a robust contingency and disaster recovery (DR) plan that's detailed out of the Deliverable Table.

The plans must be designed to ensure that services under the Contract are restored after a disruption within 24 hours of notification and recovery point objective of one (1) hour or less prior to the outage in order to avoid unacceptable consequences due to the unavailability of services.

The Contractor shall test the

contingency/DR plans at least twice annually to identify any changes.

And such contingency and DR plans shall be available for the Department to inspect and test at any time.

A Disaster Recovery Plan shall be submitted to the State Project Manager within the timeframe as allocated in the Deliverable Table.

In addition to the Disaster Recovery Data section, the components that need to be addressed are Data Export/Import, Data Ownership and Access. It's clearly defined there.

Moving to Section 3.7, Insurance Requirements: The Contractor shall maintain, at a minimum, the insurance coverages as listed below at Sections 3.7.1 through 3.7.6. And there's an insurance component now, and most contracts have that, so I don't feel the need to go through that

section.

The Security Requirements in 3.8 is clearly listed out as well, and that is something based on our statewide Contract template. That's not new. It's across all contracts, so I just will highlight that there will have to be a Criminal Background Check Affidavit completed as Attachment R.

And the Department reserves the right to reject any of the Contractor's employees, contractors, or subcontractors that DHS determines, in its sole discretion, to be inconsistent with the performance and/or security requirements set forth in this Contract and DHS policy.

The components and requirements for the On-Site Security is listed there on Page 58 under Section 3.8.3, as well as Data Protection and Controls under 3.8.4. Everything is listed out.

There is also a reference to

Section 3.8.4 of the hardware and software, there's a website reference there.

Moving onto Section 3.8.5, Security Logs and Reports Access: That's clearly defined under those two components. It's brief but it's defined there.

The Security Plan: The Contractor shall protect State data according to a written security policy known as "Security Plan," no less rigorous than that of the State, and shall supply a copy of such policy to the State for validation, with any appropriate updates, on an annual basis.

The Security Plan is a required Deliverable and the requirements are listed out below here, as well as the acceptance in the Deliverable Table.

The same for in Section 3.8.7, the Security Incident Response, and Data Breach Responsibilities. Those are our

components of the Security Plan.

I want to move to Section 3.9, which is Problem Escalation Procedure: This is clearly defined down here. And there will be a lot of communications with the State Project Manager on that piece there.

This plan is also a Deliverable inclusive and it is clearly defined in the Deliverable Table as well.

For this Contract, in Section 3.10 there will be a new requirement. There was no SOC 2 requirement. Under the current Contract, there is a SOC 2 Type 2 Audit Report that is due for the new Contract. I just want to touch on the following real quick:

This type of audit is to be performed in accordance with the Guidance is a SOC 2 Type 2 Audit (referenced as "SOC 2 Audit" or "SOC 2 Report"). All SOC 2 Audit Reports shall be submitted to the State

Project Manager as specified in Section F below within this section.

This is also referred to as Section 3.8, relevant to the trust principles identified, and again in the Section 3.10 as defined in the aforementioned guidance piece above.

The Draft: Generally, when a Audit Report is done -- and this is not my area of expertise, but what was explained to me: There's a Draft that's initially performed, and then about 30 days later, a Final report. We will need the Final. We will definitely need the Final report. The Draft will be accepted, but the Final will be as well.

If the Contractor currently has an annual or an independent information security assessment performed that includes the operations, systems, and repositories of the Information Functions and Processes

being provided to the Department under the Contract, and if that assessment generally conforms to the content and objective of the Guidance, the Department will determine in consultation with appropriate State government technology and audit authorities whether the Contractor's current information security assessments are acceptable in lieu of the SOC 2 Report (s). So that's a key component in Letter G on Page 65 for consideration.

If the Contractor fails during the Contract term to obtain an annual SOC 2 Report by the date due as specified, the Department shall have the right to retain an independent audit firm to perform an audit engagement of a SOC 2 Report of the Information Functions and Processes utilized or provided by the Contractor under the Contract.

Experience and Personnel: There

will be one Key Personnel position that is listed out on Page 66 under Letter A, and the components there are identified in Numbers 1 through 7.

As for Substitution of Personnel: Where it's clearly defined out under Section 3.12 what will be acceptable by the State and the replacement circumstances.

Under of the General Substitution Provisions, there's two components that's clearly defined out on Page 67.

Under Replacement Circumstances, there are six (6) components listed out from 67 into 68.

And to replace any Key Personnel in a circumstance other than as described above, including transfers and promotions, the Contractor shall submit a substitution request as described in Section 3.12.3 at least fifteen (15) days prior to the intended date of change. And that's all I'm

going to touch on in that area.

We will move onto Section 3.13, the Minority Business Enterprise (MBE) Reports. These are the references here of what will be due on a monthly basis, to my attention, Section 3.13, Letters A through E. And our Legislative Director will discuss that in a few minutes.

As well as Section 3.14, the Veterans Small Business Enterprise (VSBE) Reports. They're defined out here. They're due 30 days, as well, on a month-to-month basis.

Section 3.15 deals with Work Orders. If we have to resort to placing Work Orders, it is clearly defined here as well as referenced in Section 2.2.2 as well as the Attachment Q.

Attachment Q and the pricings for such will be listed out, will be explained out further in Attachment B.

Moving onto Section 3.16, which relates to Additional Clauses: As described in Attachment M and the sample Contract, the State shall solely own any custom software, including, but not limited to application modules developed to integrate with the COTS, source-codes, maintenance updates, et cetera. And that is fully detailed out under 3.16, all the clauses listed there, as well as Attachment M.

Under Section 3.16.4, Change Control and Advance Notice: Unless otherwise specified in an Applicable Service Level Agreement, the Contractor shall give seven (7) calendar days advance notice to the State of any upgrade and/or modification that may impact service availability and performance. That's a key highlight that I just wanted to throw out there.

That concludes my references for Sections 2 and 3. And we will be moving on

now to procurement instructions under Section 4.

SAMUEL EDUFUL: All right. Thank you.

Procurement Instruction

So I'll briefly touch on the Procurement Instructions.

In Section 4.2, it talks about eMaryland Marketplace. It has two sections for which you need to take note of that.

And in also Section 4.3 talks about questions and then responses which will be available on the eMaryland Marketplace as well as DHS website.

And under Section 4.4 talks about Procurement Method, so we're going to use Competitive Sealed Proposals.

And then please take note of Section 4.5, that is the Closing Date and Time for this Proposal, which is clearly stated on this section.

And then 4.6, that is on Page 75, it talks about Multiple or Alternative Proposals. Please know that Multiple or Alternative Proposals will not be accepted for this Request for Proposals.

And then we'll move onto Page 76, that is Oral Presentations. So you will be required to make Oral Presentation to DHS representative concerning this Request for Proposals. And then the Due Dates and Time will be communicated to all.

And then Section 4.13 talks about Cancellation of this Contract. It has two components in there, so please take note of that as well.

And then I'll move onto Page 77, that is Section 4.17 talks about Acceptance of Terms and Conditions. Please also take note of that, and then there are respective attachments as well.

On Page 78 it talks about --

Section 4.18 talks about Proposal Affidavit. And in that Proposal Affidavit has the Attachment C. It needs to be completed and then sent to us with the package.

And then Contract Affidavit, that is 4.19, talks about Contract Affidavit. That is Attachment N. Please take note of that as well.

Page 78, Section 4.22 talks about False Statements. So under that it has three (3) sections, so please take note of that as well.

So I'll move onto Page 80, and that is Section 4.26, and then I will invite Lauren to talk about the MBE Goal for this Request for Proposals.

MBE GOAL

LAUREN GRAZIANO: Great. Thanks.

So, again, good morning everyone. My name is Lauren Graziano. I'm the Director of Government Affairs. My previous

role within the Agency was as the Minority Business Enterprise Director. That position is currently vacant and we're recruiting for my replacement. But in the meantime, I am here with you today to go over the highlights of the MBE Requirements for this Solicitation.

Just some history and some background on the MBE Program in a sentence:

The MBE Program was created by the Maryland General Assembly by statute in the late '70s, to make sure that historically disadvantaged groups have a way to participate in the State's contracting opportunities and, so, we review all our Procurements for subcontracting opportunities for Minority and Women-Owned Businesses.

As far as this solicitation in front of us, there is a 30% MBE Goal. There are subgoals in this Solicitation, as well,

as Sam mentioned in the beginning of our discussion: There's a 7% subgoal for African American firms, a 2% subgoal for Hispanic American firms, and an 8% subgoal for women-owned firms.

This is a good time to provide you all with a friendly reminder: If the Prime Contractor themselves is an MBE, they may satisfy up to 50% of the total goal. So in this case, that would be 15%, right, that's half of 30%. And they may satisfy up to 100% of one subgoal. So that's the goals for this Contract in a nutshell.

Moving onto some of the required forms and paperwork: At this phase, the most important form is the D-1A, Attachment D-1A, the MBE Utilization and Fair Solicitation Affidavit. That one is the most important because it is required to be submitted with your Proposal. If it is not submitted with your Proposal, your bid is

considered unresponsive and you will not be eligible to be selected for Award. So I would pay special attention to that one.

In the event you've looked at the pool of potential MBE resources and determined you are not able to fulfill the MBE requirements, you may request a Waiver. There is Waiver guidance and the documentation to support your request for a Waiver included in the Solicitation as Attachments D-1B and D-1C.

Some of the remaining MBE forms, specifically D-2, D-3A and D-3B, those are due post Award, within ten (10) days of Award, should you be selected.

And then the remaining Attachments -- D-4A, D-4B and D-5 -- those are templates for the monthly invoices Vashti mentioned earlier. They are required to be submitted the 10th of every month, one (1) by the Prime Contractor and one (1) by

the Subcontractor, to make sure payments align and amounts align, and we can keep track of regulatory compliance on our end.

One other thing worth mentioning that comes up with some degree of frequency is changes to the MBE schedule or possible terminations of MBEs during the course of the Contract: The regulations that govern that process require the Prime Contractor to show good cause if they need to terminate an MBE. Historically, good cause has been interpreted as: Refusal to perform; maybe the MBE loses their certification, becomes ineligible to perform, or they cannot perform under the Contract, they're incapable of satisfying the Contract requirements. Those would all be good examples of good cause. It's usually something that's very fast-driven, so any supporting documentation you can keep to demonstrate, you know, if you have an e-mail

chain that shows that you have this history with your subcontractor and you can't reconcile a certain issue, that's always helpful for me -- if it's me or my predecessor, in making our decision as to whether or not to grant that MBE schedule change.

That's really the highlights as far as the MBE Requirements. I'm, of course, happy to answer any questions anyone may have.

GARY JOHNSON: This is Gary Johnson with Maximus.

One question: If we would have any questions while we're preparing the Proposal, would we contact you?

LAUREN GRAZIANO: Yes, for the time-being I would be the contact.

SANG KANG: Actually, Samuel.

LAUREN GRAZIANO: Well, is it an MBE question?

GARY JOHNSON: Yes.

LAUREN GRAZIANO: Yes, it would be -- I guess you would contact Sam and he would --

SAMUEL EDUFUL: Yeah, you have to contact me and then I will follow it up and it will be published.

GARY JOHNSON: Okay. Thank you.

VASHTI GREEN: Don't send it to me.

GARY JOHNSON: No, no, I know that.

(Laughter.)

GARY JOHNSON: I gotcha.

SANG KANG: Is that it?

GARY JOHNSON: That's my question.

SAMUEL EDUFUL: All right. So those on the line, do you have any questions concerning the MBE Goals?

HOPE MILLER: No. This is Hope

from Stellar Ware.

I'm sorry, I misunderstood in the very beginning. We are not MBE or VSBE, so I apologize for that. My phone was breaking up and I didn't hear correctly, so I apologize. But I don't have any questions.

SAMUEL EDUFUL: Okay. How about ICF, do you also have any question?

LAURA FULLER: Hi, this is Laura with ICF.

I do not have any questions concerning the MBE Goals.

SAMUEL EDUFUL: Thank you. So we'll proceed and I'll invite my colleague Sang to talk about the VSBE Goals on Page 83, that is Section 4.27.

SANG KANG: Thank you, Samuel.

VSBE GOAL

SANG KANG: My name is Sang Kang. I am a Procurement Officer and I'm going to present the VSBE Goal: There is a 1% VSBE

Goal for this Solicitation.

All VSBEs (Veteran-Owned Small Businesses), they have to be verified by the Office of Small and Disadvantaged Business Utilization (OSDBU), and you can find that at the website in Section 4.27.

The Solicitation requires that all Offerors make personal contact with the VSBEs and also to document these attempts.

And after you've chosen the VSBE that you want to work with -- or if you have two (2), that's fine also -- you would send in an Attachment E-1, and that's the only attachment that you have to send with the Proposal. And you will say in that attachment whether you intend to meet the Goal, or you can request a Waiver of the Goal.

One other point is that if you -- I don't think anyone is a Prime -- I mean, I don't think any of the Prime Contractors'

VSBEs. But if you are a VSBE, you can count 100% of the work that you do on the Contract towards the VSBE Goal. I think that is it.

After the Contract is awarded, then you would turn in Attachment E-2, which is the Subcontractor Project Participation Form.

And one last thing: There are our Invoice Forms, Attachments E-3 and E-4, that need to be given to the State Project Manager when the Contract is in place.

That's all I have to present.

SAMUEL EDUFUL: All right. Thank you, Sang.

We'll continue from Section 4.28, that is Living Wages. So I'll invite my colleague Danny to walk us through this section that is on Page 85 of the RFP document.

Living Wage Requirements

DANNY GULLEY: Good morning,

everyone. I'm Danny Gulley again with the Procurement Section. I will try as much as possible to be succinct with my presentation.

The Maryland Living Wage: Since October 1st, 2007, the State of Maryland has required Contractors and Subcontractors to meet the Minimal Living Wage Requirements to employees that work on service-related Contracts, and they are setting exemptions for certain service Contracts, which I wouldn't want to delve into. But there's a specific threshold in terms of these service contracts. You have 100,000 and 500,000 for Contractors that have ten (10) or less employees. So if you are a Contractor and you have ten (10) or less employees, the $500,000 threshold will apply to you. But if you are a Contractor with more than 10 employees and you sign a contract of 100,000, that would apply to you. So this

information can be found under Title 18 of the State Finance and Procurement Article, the Annotated Code of Maryland.

And I will like to state that the current Living Wage Law for -- okay, what the State has done is it has divided the minimum wage in terms of Tiers. You have Tier 1 and Tier 2.

So for Tier 1, the minimum wage is 13.96 United States dollars, and for Tier 2 it's 10.49 United States dollars. So a Contractor will ask how do I know whether I'm under Tier 1 or I'm under Tier 2?

And for Tier 1, the State has listed specific counties and those counties are: Prince George's County, you have Montgomery County, you have Anne Arundel, you have Howard, Baltimore County, and Baltimore City. So you find all of those counties and city under Tier 1.

And for Tier 2, all other

counties other than those counties that were listed can be found under Tier 2.

And what the State does in implementing the various Tiers in terms of how do I pay those Contracts? Or how do I differentiate those two Tiers in terms of what it is? Actually, in terms of performance and the recipient of the services, performance is that if you have that clearly stated initially in terms of the 100,000, if you have a Contract that you sign with the State, and we should take note that the 100,000 is based on the base amount in the option. So it's not only the base Contract amount. And for a Contractor that has less than ten (10) employees it's the 500,000 United States dollars.

So if you have a Contract that is 50% or more and you have employees, majority of those employees are based in those various counties that I listed in the Tier 1

County that is under Montgomery, Howard, it will be considered as a Tier 1 contract. That will be in terms of the performance base.

But if you have -- let's assume that if you are a Contractor and none of your employees are based in any of those counties, it will be based on the recipients of the services.

I hope I'm not sounding a little confusing. But the entire calculation of the 50% rule is based on the performance of the service. So if the majority of your employees -- 50% of the employees are based -- if 50% of the total contract value is based in -- of employees are based in those counties that I listed, it would be considered as a Tier 1. But in terms of recipient, if a Contractor employees are not based in any of those counties, it will be based on where those recipients of those

services are. So let's take for instance a 100,000 Contract, if majority of the services are received in -- sorry. If 50% of the services are received in Baltimore City, then we will consider it as a Tier 1 Service Contract because 50 percent of the services -- or 50 percent of the total Contract value are based in Tier 1.

SIMON CORNBERG: So just to clarify -- and this is Simon -- this is Tier 1 because we're requiring the Vendor to have a location within Baltimore City, so that's it. Just to simplify things: This will be considered Tier 1.

DANNY GULLEY: All right. So I will just also want to include that most of the information pertaining to the Living Wage is found in Attachment F of the Solicitation and is entitled Maryland Living Wage Affidavit of Agreement for Service Contracts.

And also you can log onto Maryland State Department of Labor, Licensing & Regulation's website, www.DLLRstate.md.us. And when you type in the search box, type Maryland's Living Wage frequently asked questions for additional information, or other information, or additional information will be provided to you or will be answered.

Lastly, please also know that the Living Wage rates are subject to annual adjustment by the Department of Labor, Licensing & Regulation and are published 90 days to the end of each fiscal year. So the Living Wage Act is not really like fixed and is subjected to change based on published rates that are done by the Department of Labor, Licensing & Regulations.

And also know that prices included in your Proposal cannot be changed after -- based on changes in the Living Wage

requirements.

Thanks. Are there any other questions?

(No Response.)

SAMUEL EDUFUL: All right. Danny. Thank you.

So we'll continue with Section 4.30, that is Conflict of Interest, it's on Page 86. It has a Subsection of four (4) components. And then the Vendors shall complete and sign a Conflict of Interest and Disclosure Forms -- that is Attachment F -- and submit it with their Proposal. So please take note of that.

And then in Section 4.31 talks about Non-Disclosure Agreement also. And that one also has a form -- that is Attachment I -- which needs to be completed and then submitted in addition to the package that needs to be submitted to us. So please take note of that.

So I'll move onto Section 4.35, that is Page 88. It talks about Location of the Performance of Services Disclosure. So vendors are required to complete a Location of Performance of Services Disclosure. A copy of this can be found in Attachment L.

So I'll continue with Section 5, the Proposal Format -- no, sorry.

I will talk about the Hiring Agreement, that is Section 4.36, the Hiring Agreement: All vendors are advised that if a Contract is awarded as a result of this Solicitation, the successful Vendor will be required to complete the DHS Hiring Agreement Form. A copy of this is in Attachment O. So if you have any question in relation to DHS Hiring Agreement, please write to me so that we'll respond to that.

Proposal Format

SAMUEL EDUFUL: So I'll move onto Section 5, that is Proposal Format. That is

at Page 86: Vendors are to submit two (2) Proposals, that is the Financial and then the Technical Proposal.

The Financial should contain one (1) original copy of the document should be marked "Original," and then with five (5) photocopies also should be made and then put in one (1) package.

And then the Technical should also contain one original document and then five (5) copies that needs to be put together.

And then both the Financial and the Technical should be put in one package and then sent to us before the due dates of this Proposal.

So Proposals will not be accepted by e-mail or fax. It will not be considered also.

And then no pricing information shall be provided in the Technical Proposals

but, instead, it should be on the Financial Proposals.

And in Section 5.2.3 talks about how the Proposals are to be submitted: Proposals submitted by hand or by mail, please refer to the Key Information Summary Sheet.

Any Proposal received at the appropriate mailroom, or typical place of mail receipt, for the respective procuring unit by the time and date listed in the RFP will be deemed to be timely. The State recommends a delivery method for which both the dates and time of receipt can be verified.

For hand-delivery, Vendors are advised to secure a dated, signed, and time-stamped (or otherwise indicated) receipt of delivery. Hand-delivery includes delivery by commercial carrier acting as an agent for the Vendor.

So as I indicated, the Procurement Officer must receive all Proposal material by the RFP due date and Time specified in the Key Information Summary.

So I believe the rest of the information is self-explanatory. So if you have any information, please do reach out to me, send me an e-mail, and then we'll respond to all your questions.

So we are done for the day, so we will ask questions. So we'll start from those on the phone line. We will start with ICF. So please mention your name and the name of your company and then you ask your questions. So ICF?

Questions

LAURA FULLER: Good morning. This is Laura Fuller with ICF. I have a question or two about the questions.

Would you please confirm that

questions are due June 28 -- I'm sorry, June 18th at 2:00 p.m.? At Section 4.3.1 state they are due at least five (5) Business Days prior to the Proposal due date.

SAMUEL EDUFUL: That is correct.

LAURA FULLER: Okay. Thank you.

My second question is: With the questions being due June the 18th at 2:00 p.m. local time, do you have an anticipated date when responses to those questions would be available in light of the Proposal being due in less than two weeks?

SAMUEL EDUFUL: We'll try as much as possible to answer all the questions that will be submitted on time, so that you can have answers to those questions, so that it can assist you in preparing your Proposals.

SANG KANG: You can send questions in before June 18th, so that you can prepare your Proposals. That's just the final date we had in mind.

LAURA FULLER: Of course. I understand. That's the period if any last minute came up.

SAMUEL EDUFUL: All right.

LAURA FULLER: That was all the questions from myself.

SAMUEL EDUFUL: Oh, okay.

So we will move on to Stellar Ware. Do you have questions for us?

HOPE MILLER: Hi. This is Hope.

I just want to clarify: You said we can send the questions prior to 6/18, correct?

SAMUEL EDUFUL: That's correct.

HOPE MILLER: To you?

SAMUEL EDUFUL: Yeah, to me.

HOPE MILLER: Okay. Perfect. I do have a couple questions here. Do you want me to -- I have some, like, detailed questions. Do you want me to ask them now, or put them in the e-mail?

SAMUEL EDUFUL: I will appreciate if you put that into writing, so that we will look at it.

HOPE MILLER: Okay. These are detailed questions regarding NMSN and IWN. So I'll put them in writing.

SAMUEL EDUFUL: Yeah, that would be great.

Any further questions?

(No Response.)

SAMUEL EDUFUL: Thank you.

So we'll move onto the conference room. Maximus?

GARY JOHNSON: Colleen, do you have any questions? I'll give you, since you're on the phone, first.

(Inaudible Response.)

SAMUEL EDUFUL: Could you please speakup or get closer to your microphone so that we can --

COLLEEN MARTIN: Gary, I'll let

you ask since you're having a hard time hearing me.

GARY JOHNSON: Oh, okay. Just a couple questions:

Can you clarify the Notice of Contract Award and provide an estimated date of notification when it's submitted? Is that something you can provide now?

SAMUEL EDUFUL: Not at the moment, but we'll get back to you with the response.

GARY JOHNSON: And then --

VASHTI GREEN: So let me ask you a question.

GARY JOHNSON: Yes.

VASHTI GREEN: For clarity, are you asking -- because, generally, once we go to BPW, it is -- once it's awarded at the BPW, we leave there and we notify right then and there. We don't prolong notification, generally.

GARY JOHNSON: Okay.

VASHTI GREEN: Is that what you're asking; are you going to be notified the day of the award?

GARY JOHNSON: Yeah. That's what we're looking at here.

VASHTI GREEN: Okay.

GARY JOHNSON: All right. And is it possible that we can get like a demo of the Dashboard prior to submission of the deadline, or any information on that?

VASHTI GREEN: The question and answer period -- I mean, prior to the questions period expiring? Or after it is awarded?

GARY JOHNSON: Prior to the questions period, yeah.

SIMON CORNBERG: We'll have to get back to you on that. It's something we'll have to discuss with OTHS. I mean, if it's possible to do so, maybe we can have it

in the reading room or something. But that's something that OTHS will give us confirmation.

GARY JOHNSON: Great.

VASHTI GREEN: And you feel that doing it --

HOPE MILLER: I'm sorry, I have that same question.

SAMUEL EDUFUL: Sorry. Please state your name and then the name of your company and then ask your question.

HOPE MILLER: This is Hope again, I'm sorry.

I have that same question, so if you could -- I think that was Gary who just asked that?

SAMUEL EDUFUL: Yes.

VASHTI GREEN: Yes.

HOPE MILLER: If you could respond to me with that, as well, because I did have that as a question on my list.

SIMON CORNBERG: Okay. So just to clarify: All questions that are submitted to us will be posted on eMaryland Marketplace, and all Vendors will be able to see all the questions. So if either one of you just want to ask us in writing, just so that you can remember, and then we can all post a response.

GARY JOHNSON: Yes.

VASHTI GREEN: And I wanted to piggyback on Gary's comment: You wanted -- prior to when the questions are due, I guess you feel you seeing that system would kind of explain some of your responses?

GARY JOHNSON: Exactly.

VASHTI GREEN: Okay. We'll get back.

GARY JOHNSON: Thank you. I think everything else was pretty much, you know -- and we'll submit the questions, of course.

SAMUEL EDUFUL: All right.

GARY JOHNSON: But these are the ones I had before moving forward. Okay. I think everything else is pretty much covered.

SAMUEL EDUFUL: All right. Thank you.

So, as I said, if you have any further questions, please put it into writing, and then we will respond and post it on eMaryland Marketplace and DHS website.

So thank you all for your participation, and have a great day.

(Concluded at 11:13 p.m.)

CERTIFICATE OF COURT REPORTER

I, CHERYL JEFFERIES, do hereby certify that the proceedings were recorded by me stenographically and electronically at the time and place mentioned on the cover sheet thereof, and, thereafter, transcribed; that said hearing is a true record of the statements made; that I am neither counsel for, related to, nor employed by any of the parties to this proceeding;

And further, that I am not financially or otherwise interested in the outcome of this matter.

As Witnessed by my hand and signature as indicated below.

CHERYL JEFFERIES
Certified Court Reporter

$

$100,000 (1)
17:7
$500,000 (1)
79:18

A

able (6)
16:19;17:12;43:15;
49:11;72:6;96:4
above (2)
62:7;64:17
acceptable (2)
63:8;64:7
Acceptance (4)
47:18,21;60:17;
68:17
Acceptances (1)
47:3
accepted (5)
15:13,13;62:15;
68:4;87:17
access (7)
27:8;36:4,10,21;
43:7;58:13;60:4
accessed (1)
20:16
accessing (1)
31:11
accomplish (1)
50:15
accordance (1)
61:18
according (2)
48:9;60:9
accuracy (1)
24:16
acquire (1)
21:8
acronyms (1)
25:16
across (2)
25:21;59:5
Act (2)
19:9;84:15
acting (1)
88:20
Action (2)
20:20;55:14
activities (4)
38:12;50:14;53:19;
54:8
Actually (2)
74:19;81:7
added (7)
18:14,19,20;29:6;
34:8,20;38:19
adding (1)
39:8
addition (4)
17:14;20:7;58:10;
85:19
additional (13)
13:6;18:13,20;21:4;
34:7,15,19;38:19;
39:7;52:6;66:2;84:6,8
address (1)
37:4
addressed (1)
58:12
adhere (1)
54:15
adhered (4)
28:17;45:14;54:4;
57:3
Adjustment (2)
24:19;84:12
Administration (2)
8:9,17
Advance (2)
66:12,15
advised (2)
86:11;88:17
Affairs (2)
9:15;69:21
Affidavit (7)
59:8;69:1,2,5,6;
71:18;83:20
aforementioned (1)
62:7
African (3)
15:16,18;71:3
again (13)
7:8;13:3;33:18;
35:14;37:20;40:2;
47:10;48:9;49:17;
62:5;69:19;79:1;
95:12
Agency (3)
10:20;24:10;70:1
agent (1)
88:21
Agreement (9)
46:1,8;66:14;83:20;
85:16;86:10,11,15,17
Agreements (3)
48:16,18,21
align (2)
73:2,2
allocated (1)
58:8
allows (3)
25:18;34:8,12
Alternative (2)
68:2,4
always (1)
74:3
American (4)
15:16,17;71:3,4
amount (3)
56:13;81:13,15
amounts (1)
73:2
Analysis (1)
49:16
and/or (4)
26:14;27:1;59:14;
66:16
Anne (1)
80:17
Annotated (3)
45:9;55:12;80:3
Annual (7)
22:16;40:12;56:7;
60:13;62:18;63:13;
84:11
annually (3)
12:7;23:16;58:1
answered (1)
84:9
anticipated (1)
90:9
anticipates (1)
26:13
apologize (2)
76:4,6
applicable (3)
27:9;45:2;66:13
application (1)
66:5
applications (1)
26:2
apply (2)
79:18,21
appreciate (1)
92:1
approaches (1)
50:13
appropriate (7)
27:4;35:9;51:20;
56:6;60:13;63:5;88:9
approval (2)
46:20;47:11
approved (1)
43:19
approximately (2)
12:5;40:11
area (7)
42:4,8;50:3;56:6,7;
62:10;65:1
around (1)
38:18
Article (2)
55:12;80:2
articles (1)
45:7
Arundel (1)
80:17
Asian (1)
15:17
Assembly (1)
70:11
assessment (2)
62:19;63:2
assessments (1)
63:8
assist (5)
26:21;36:8;37:6;
40:3;90:17
assistance (1)
53:14
associated (2)
35:19;48:1
assume (1)
82:5
assurance (1)
33:11
assure (1)
53:21
Attachment (21)
56:3,6,8;59:8;
65:18,19,21;66:3,10;
69:3,7;71:16;77:13,
14,16;78:5;83:18;
85:12,18;86:6,16
attachments (7)
20:13,18;24:8;
68:20;72:11,17;78:9
attempts (1)
77:9
attention (5)
14:5,14;55:1;65:6;
72:3
attest (2)
16:19;17:12
Attorney (1)
8:11
Audit (9)
61:13,17,19,20,20;
62:9;63:6,16,16
auditing (1)
32:9
Auditors (1)
42:7
Audrey (2)
9:7,7
AUNG (2)
9:11,11
authorities (1)
63:6
authorized (1)
43:9
automated (1)
28:9
availability (1)
66:17
available (9)
6:7;12:8;34:1;
39:19;42:6;45:7;58:4;
67:13;90:11
average (1)
40:10
avoid (1)
57:19
award (7)
14:16;19:2;72:2,14,
15;93:6;94:4
awarded (4)
78:4;86:12;93:18;
94:15
aware (2)
19:13;29:2

B

back (4)
54:19;93:10;94:19;
96:17
Background (2)
59:7;70:9
Backup (1)
46:5
back-up (2)
57:5,9
backups (1)
46:6
Baltimore (8)
14:13;23:3,4,11;
80:18,19;83:4,12
base (3)
81:13,14;82:4
based (14)
59:4;81:13,20;82:7,
8,12,15,16,16,20,21;
83:8;84:16,21
basis (8)
20:20;21:1;40:12;
41:9,12;60:14;65:5,
13
becomes (1)
73:13
begin (1)
51:12
beginning (3)
32:16;71:1;76:3
below (3)
58:18;60:17;62:2
benefits (1)
22:6
bid (1)
71:21
billing (1)
55:11
both (3)
55:7;87:13;88:13
box (1)
84:5
BPW (2)
93:18,19
branded (1)
34:21
branding (3)
35:1,1;53:3
Breach (1)
60:21
breakdown (1)
50:18
breaking (1)
76:4
brief (1)
60:6
briefly (2)

29:8;67:6
bring (2)
29:18;36:7
bringing (1)
53:5
built (1)
26:5
business (8)
5:14;27:17;50:12;65:3,10;70:2;77:4;90:3
Businesses (2)
70:18;77:3

C

calculation (1)
82:11
calendar (6)
12:7;22:18;28:1;50:11;51:13;66:15
call (3)
20:15;37:14;39:14
called (1)
14:7
calls (4)
39:20;40:9,11,17
came (2)
40:18;91:3
can (31)
28:7;30:11;31:7,8;35:5,13;39:14;40:21;45:10;73:2,20;77:5,17;78:1;80:1;81:2;84:1;86:6;88:14;90:15,17,18,20;91:12;92:20;93:5,8;94:9,21;96:7,7
Cancellation (1)
68:13
card (1)
5:14
carrier (1)
88:20
Case (5)
20:20;25:20;26:1;54:1;71:10
cases (3)
20:3,11;33:2
casework (1)
36:9
category (1)
7:1
Cause (4)
49:16;73:10,11,18
center (1)
34:4
certain (2)
74:3;79:11
certification (1)
73:13
Certified (2)
5:19;6:13
cetera (2)
26:19;66:8
chain (1)
74:1
change (4)
64:21;66:11;74:7;84:16
changed (1)
84:20
changes (3)
58:2;73:6;84:21
changing (1)
28:20
charges (1)
55:21
chart (9)
22:15;40:9,12;46:9,12;47:19;48:8,10,12
charts (3)
23:5;46:2,2
Check (1)
59:8
Child (18)
8:9,17;9:19;10:8,21;13:1;20:2,8,12;22:8,13;24:7;25:13;30:18;31:4;33:2,7;52:14
children (2)
13:2;33:1
choices (1)
40:17
chosen (1)
77:10
CHRISTINA (7)
9:17,18;10:2,6,7;13:12,13
Christmastime (1)
38:18
circumstance (1)
64:16
circumstances (2)
64:8,12
City (7)
23:3,4,12;80:19,20;83:5,12
claimants (1)
22:5
claims (2)
22:2;24:11
clarify (4)
83:10;91:11;93:5;96:2
clarity (2)
36:7;93:16
Clauses (2)
66:2,9
Cleaning (1)
53:3
clear (3)
7:8;50:13,18
clearly (25)
18:6;45:14,19;46:3,9,18;47:13,19;49:3;53:9;54:16;55:9,18;56:11,15;58:13;59:3;60:5;61:4,8;64:6,11;65:16;67:20;81:10
client (2)
17:12;25:20
closer (1)
92:19
Closing (1)
67:19
Code (3)
45:10;55:12;80:3
colleague (2)
76:14;78:17
Collecting (2)
11:16;28:9
Collection (2)
18:10;22:13
collections (2)
20:18;24:8
collectively (3)
16:19;21:14;24:17
COLLEEN (4)
6:15,16;92:14,21
coming (3)
10:10,18;13:8
comment (1)
96:11
commercial (1)
88:20
communicated (1)
68:11
communications (2)
31:8;61:5
community (1)
14:1
comp (1)
32:12
company (3)
6:5;89:15;95:11
Competitive (1)
67:17
complete (4)
35:12;85:11;86:4,14
completed (7)
23:15;52:7,8;55:20;59:8;69:3;85:18
completeness (1)
33:8
completing (1)
40:3
completion (2)
31:21;33:12
compliance (4)
12:17;29:19;39:16;73:3
comply (1)
32:4
component (3)
57:7;58:20;63:10
components (32)
18:13;28:16;29:20;40:20;41:16;42:1,13,21;45:13,18;46:6,18;47:2,10;48:20;49:3;51:1;54:3,6,16;55:4;56:15;57:3;58:11;59:16;60:5;61:1;64:3,10,13;68:14;85:10
concerned (1)
50:7
concerning (4)
5:9;68:9;75:20;76:12
Concluded (1)
97:14
concludes (1)
66:20
Conditions (1)
68:18
conducting (1)
27:17
CONFERENCE (6)
5:1;6:2,6;13:14;52:14;92:12
confirm (3)
31:20;48:11;89:21
confirmation (1)
95:3
Conflict (2)
85:8,11
conforms (1)
63:3
confusing (1)
82:11
conjunction (2)
21:5;36:15
connection (2)
35:21;43:3
connectivities (1)
51:19
connectivity (1)
52:2
consequences (1)
57:19
consider (1)
83:5
consideration (1)
63:11
considered (7)
15:10;55:3;72:1;82:2,18;83:14;87:18
constant (2)
37:3;39:4
consultation (1)
63:5
contact (18)
13:21;14:2;20:14;24:16;31:19;32:3;35:17;36:18;37:1,4;38:7;51:17,21;74:16,18;75:3,6;77:8
contain (3)
55:7;87:4,10
Content (3)
25:15,21;63:3
contingency (2)
57:11;58:3
contingency/DR (1)
58:1
continue (8)
13:17;34:7;35:7;36:2;51:5;78:15;85:7;86:7
Contract (55)
14:15;15:19;16:2;17:17;18:1,15,21;19:4;26:15,16;29:6;32:6;49:20;50:1,3;53:12,18;54:2,14,20;55:18;56:1,13,21;57:15;59:4,15;61:10,13,14;63:2,13,20;66:3;68:13;69:5,6;71:13;73:8,15,16;78:2,4,11;79:20;81:11,15,18;82:2,15;83:2,6,8;86:12;93:6
contracted (2)
12:4;27:21
contracting (1)
70:14
Contractor (62)
11:14;21:9;22:4,21;28:8,12,14;29:13,17;31:9,10;33:3,14;34:14;36:17;37:5,9,13;41:6,18;42:5;43:11,15,17;44:5;46:11;47:7;50:5,12;51:4,8,9,12;52:5,10,11,18;53:13,17,20;54:11,14,18;55:14;57:10,21;58:16;60:8;62:17;63:12,19;64:18;66:14;71:8;72:21;73:9;79:16,19;80:12;81:15;82:6,19
Contractors (4)
27:14;59:11;79:7,15
Contractors' (1)
77:21
Contractor's (5)
47:15;50:14,17;59:10;63:7
Contractor-supplied (1)
43:12
Contracts (8)
8:8;58:20;59:6;79:10,11,14;81:5;83:21
Contract's (2)
15:21;39:12
control (2)
43:18;66:12
Controls (2)

42:17;59:19
conversion (1)
12:18
coordinate (1)
50:5
copies (1)
87:11
copy (5)
30:21;60:11;86:6,15;87:5
CORNBERG (5)
8:10,11;83:9;94:18;96:1
corrected (1)
31:17
correctly (1)
76:5
COTS (1)
66:7
count (1)
78:1
counterpart (1)
24:9
counties (9)
80:15,15,20;81:1,1,21;82:8,17,20
County (5)
19:20;80:16,17,18;82:1
couple (3)
11:5;91:18;93:4
course (5)
37:12;73:7;74:10;91:1;96:21
Court (1)
6:2
coverages (1)
58:18
covered (2)
32:13;97:5
create (1)
28:8
created (1)
70:10
Credit (1)
49:10
Credits (1)
49:15
Criminal (1)
59:7
Criteria (2)
47:18;48:1
critical (1)
21:15
CSA (2)
19:7;45:2
CSA/MSDNH/20-001 (1)
14:9
CSA's (1)
21:16
CSES (8)
20:14,17,21;21:17;25:11;26:18;30:20;33:6
current (11)
12:2;18:9;25:4;28:19;35:10;37:9,13;39:12;61:12;63:7;80:5
currently (3)
25:8;62:17;70:3
custom (1)
66:4
customer (2)
26:1;53:8
Cycle (1)
44:9

D

D-1A (2)
71:16,17
D-1B (1)
72:11
D-1C (1)
72:11
D-2 (1)
72:13
D-3A (1)
72:13
D-3B (1)
72:13
D-4A (1)
72:17
D-4B (1)
72:17
D-5 (1)
72:17
daily (4)
21:1;41:5,12;51:11
Damages (2)
56:19,20
DANNY (7)
8:13,14;78:17,21;79:1;83:15;85:6
Dashboard (21)
20:8,10,16,19,21;21:2;25:10;26:18;31:13;32:8;33:6;35:17,20,20;36:2,3,8,10,13,13;94:10
Data (31)
20:14,17;22:3,7;23:5,11,21;25:17;27:1;28:15;35:17;36:18;37:16;41:5,13,17;42:17;43:10;44:19;52:3;53:3;54:13,18,20;57:2;58:11,12,13;59:18;60:8,20
Database (15)
12:15,19;18:18;21:5,12;24:19;27:19;35:18;36:1,5,15,21;51:6,7,10
databases (3)
16:13,15,21
date (16)
15:8;48:2,9;49:13,14;50:10;51:11;63:14;64:21;67:19;88:11;89:3;90:4,10,21;93:6
dated (1)
88:17
dates (4)
15:12;68:10;87:15;88:14
day (6)
28:3;34:2;51:13;89:11;94:4;97:13
days (18)
28:1;32:2;34:2;37:12;50:9,10,11,12;51:10;53:17,18;62:12;64:20;65:12;66:15;72:14;84:14;90:3
deadline (1)
94:11
deal (1)
42:18
dealing (2)
52:8,8
deals (2)
55:13;65:14
decision (1)
74:5
deemed (2)
56:14;88:12
define (2)
46:3;49:4
defined (16)
45:15;46:18;47:3;49:18;53:9;56:16;58:14;60:5,6;61:4,8;62:6;64:6,11;65:11,16
defines (1)
46:9
definitely (2)
42:12;62:14
definition (1)
43:13
Definitions (2)
48:16;49:2
degree (1)
73:5
Deliverable (15)
46:17,20;47:3,6,12,17;48:1,3;50:21;57:13;58:9;60:16,18;61:7,9
Deliverables (7)
46:11,12,13,14;47:21;48:5,7
delivery (4)
21:18;88:13,19,20
delve (1)
79:12
demo (1)
94:9
demonstrate (1)
73:21
DENEENE (2)
8:19,20
deny (1)
43:7
Department (20)
5:6,20;14:12;19:1;21:20;41:7,7,9,10;44:2;51:18;52:1;58:4;59:9;63:1,4,15;84:2,12,17
Department's (2)
11:15;35:1
Deputy (2)
9:18;10:7
describe (1)
50:14
described (4)
54:3;64:16,19;66:2
describes (1)
49:6
Descriptions (1)
47:18
designed (1)
57:14
Desk (6)
39:12,13,18;40:1,21;41:3
detail (6)
13:7;19:10;28:18;29:4;32:15;41:17
detailed (5)
29:17;57:12;66:8;91:19;92:5
details (2)
42:13;45:16
detect (1)
22:1
determine (1)
63:4
determined (1)
72:6
determines (1)
59:12
develop (2)
24:19;25:3
developed (1)
66:6
developing (3)
16:13,21;33:10
Development (1)
44:8
DHS (20)
6:8;8:15;9:15,16;15:3;20:1,7;25:7,9,21;26:10,21;43:3;59:12,15;67:14;68:8;86:14,17;97:11
DHS/CSA (2)
22:4;42:6
dialup (1)
43:16
different (3)
32:10;34:17;36:7
differentiate (1)
81:6
direct (1)
14:4
Director (8)
8:8;9:14,16,19;10:8;65:7;69:21;70:2
Directory (14)
5:10;11:12,15;14:7;17:3;18:12;21:10;22:10;25:4;27:15;33:21;34:18;41:13;44:19
disadvantaged (2)
70:13;77:4
Disaster (4)
57:1,11;58:6,10
Disclosure (3)
85:12;86:3,5
discontinued (1)
28:3
discretion (1)
59:12
discuss (7)
19:15;25:1;30:4;33:19;41:17;65:8;94:20
discussed (3)
24:21;27:10;34:6
discussion (2)
47:7;71:2
dispute (1)
55:14
disruption (1)
57:16
divided (1)
80:6
division (1)
51:18
DLLR (8)
21:21;22:4,4;24:10;28:12;37:10;41:9;52:1
document (4)
77:9;78:19;87:5,10
Documentation (6)
17:8;35:11;39:21;40:3;72:9;73:20
documented (1)
47:14
documents (1)
35:11
dollar (1)
17:16
dollars (3)
80:10,11;81:17
done (11)

5:12;31:9;32:8;
38:5,20;51:20;52:5;
62:9;80:6;84:17;
89:11
down (5)
21:6;34:3;46:13;
57:6;61:4
download (1)
35:13
DR (2)
57:12;58:3
Draft (3)
62:8,11,15
due (22)
15:8,11;47:1;48:2,
4,5;56:14;57:20;
61:14;63:14;65:5,12;
68:10;72:14;87:15;
89:3;90:1,3,4,8,12;
96:12
duration (2)
16:2;17:19
during (11)
26:15;27:11;41:15;
48:5;51:3,16;52:18;
53:5;54:4;63:12;73:7
duties (1)
39:13

E

E-1 (1)
77:13
E-2 (1)
78:5
E-3 (1)
78:9
E-4 (1)
78:9
earlier (2)
48:15;72:19
Earnings (1)
45:3
easier (1)
5:15
ECMS (3)
25:16,19;26:19
EDUFUL (39)
5:4,5;6:18;7:2,7,12,
16,20;8:3,21;9:4,20;
13:11,16;14:14;16:8;
67:3;75:5,18;76:7,13;
78:13;85:5;86:20;
90:5,13;91:4,7,14,16;
92:1,7,11,18;93:9;
95:9,17;97:1,6
Effective (1)
49:13
effectively (1)
25:21
efforts (2)
26:11,17
eight (1)
40:20
either (4)
31:19;34:10;55:10;
96:5
eIWO (1)
31:6
Electronic (7)
12:19;22:16;25:17,
20;31:7;41:4;52:3
electronically (4)
24:14;28:6;31:8;
34:11
eligible (1)
72:2
else (6)
6:19;7:4,18;13:9;
96:19;97:4
e-mail (5)
31:9;73:21;87:18;
89:9;91:21
eMaryland (8)
6:7;14:17,19;15:2;
67:9,13;96:3;97:11
emphasize (2)
18:6;52:20
employed (1)
22:6
employee (2)
27:21;28:2
employees (15)
11:20;29:15;59:11;
79:9,16,17,20;81:16,
19,20;82:7,14,14,16,
19
Employer (29)
12:14,17;18:18;
20:14,15;21:12;
23:14;24:16;27:17;
28:13;29:11,18;
30:21;31:10,19;
32:20;33:19;35:4,13,
17;36:18;37:4,15;
39:11,13,17,20;40:1;
41:2
employers (19)
11:18;21:15;23:16;
28:5,11,14;29:9,13;
32:3;33:13;34:4,9;
37:2,11;38:6,15,19;
39:14;57:8
employment (8)
11:18;21:18;22:12;
28:1,2,4;38:18;39:3
Enable (1)
24:9
enables (3)
22:4;25:19;43:14
enabling (1)
25:21
End (6)
53:12,18;54:1;
55:17;73:3;84:14
Enforcement (2)
20:2;22:8
engagement (2)
17:4;63:17
engaging (1)
26:10
enhance (1)
25:4
enjoyed (1)
13:8
enrolling (1)
32:21
ensure (1)
57:15
entered (1)
20:20
Enterprise (4)
25:14;65:3,10;70:2
entire (1)
82:11
entitled (3)
5:10;22:15;83:19
entity (2)
27:21;35:16
EPP (1)
29:12
equal (1)
17:18
Escalation (1)
61:3
established (1)
19:8
estimated (2)
23:13;93:6
et (2)
26:19;66:7
ETCetera (1)
6:3
EV (1)
53:4
even (2)
39:2,14
event (2)
57:5;72:4
everyone (6)
8:7,14;11:1;12:9;
69:19;79:1
Exactly (1)
96:15
examples (1)
73:18
except (1)
43:8
exception (1)
23:3
exchange (1)
22:3
excited (2)
10:12;11:3
excludes (1)
23:11
excuse (1)
21:16
Executive (2)
9:19;10:8
exemptions (1)
79:10
Existing (1)
25:6
exited (1)
13:14
expect (1)
24:12
expectations (1)
18:7
expected (1)
26:21
experience (5)
16:13,20;17:2,14;
63:21
expertise (1)
62:10
expiration (1)
54:14
expiring (1)
94:14
explain (1)
96:14
explained (2)
62:10;65:20
explains (1)
47:20
explicitly (2)
43:8,19
Export/Import (1)
58:12
extracting (2)
11:17;28:10

F

facilitate (1)
53:15
facility (1)
42:7
failed (1)
32:3
fails (1)
63:12
Fair (1)
71:17
fall (3)
6:21;38:6;40:21
False (1)
69:10
Family (1)
45:3
far (2)
70:19;74:9
fast-driven (1)
73:19
fax (1)
87:18
federal (8)
11:13;22:8;29:11;
31:2;34:16;37:21;
39:4;44:20
federally (1)
32:19
feel (4)
29:3;58:21;95:5;
96:13
felt (2)
51:14;54:10
few (2)
39:7;65:8
fifteen (2)
51:10;64:20
file (13)
20:16;21:1;28:13;
37:9;41:5,5,8,11,14;
43:18;51:11;52:4,7
files (3)
27:1;43:13;52:9
filling (1)
39:21
final (7)
55:18,19;62:13,13,
14,15;90:21
finalized (1)
51:20
Finance (1)
80:2
Financial (6)
56:3,8;87:2,4,13;
88:1
find (6)
31:16,18;35:3;45:6;
77:5;80:19
fine (1)
77:12
firewalls (2)
43:6,9
firm (1)
63:16
firm/fixed (1)
16:1
firms (3)
71:3,4,5
first (3)
25:9;39:17;92:16
Fiscal (5)
23:9,10;24:2,3;
84:14
five (13)
16:11,18;17:11;
29:19;42:21;44:4,7;
45:13;54:6,15;87:6,
11;90:3
fixed (4)
16:1;55:8,10;84:15
Floor (1)
14:13
folks (1)
10:12
follow (1)
75:6
following (5)
15:15;16:10;25:7;
56:14;61:15

follow-on (1)
53:16
forget (1)
38:8
Form (6)
56:4,9;71:16;78:7;
85:17;86:15
formally (1)
9:15
Format (3)
86:8,19,21
former (1)
21:17
forms (4)
71:15;72:12;78:9;
85:12
forth (1)
59:14
forty-five (1)
32:2
forward (2)
12:3;97:3
forwarded (1)
55:1
found (4)
80:1;81:2;83:18;
86:6
Foundation (1)
53:2
four (4)
41:16;46:18;54:2;
85:9
fraudulent (2)
22:1;24:11
frequency (2)
48:2;73:5
frequently (1)
84:6
Friday (1)
15:9
friendly (1)
71:7
front (2)
48:7;70:20
fulfill (1)
72:6
FULLER (8)
6:20,21;76:9;89:18,
19;90:6;91:1,5
fully (2)
52:10;66:8
functions (3)
20:4;62:21;63:18
further (9)
13:7;21:6;40:2;
46:13;49:11;55:21;
65:21;92:9;97:9
future (1)
5:21

G

garnishments (1)
32:11
GARY (24)
9:1,1;74:12,12;
75:1,8,11,14,16;
92:14,21;93:3,12,15;
94:1,5,8,16;95:4,15;
96:9,15,18;97:2
Gary's (1)
96:11
general (5)
19:10;49:20;50:1;
64:9;70:11
Generally (4)
62:8;63:2;93:17,21
General's (1)
8:12
generate (1)
30:20
gently (1)
38:9
George's (1)
80:16
given (2)
41:15;78:10
gives (2)
37:16,18
giving (1)
37:20
goal (14)
13:1;15:20;24:18;
25:2;69:15,17;70:20;
71:9;76:18,21;77:1,
17,18;78:3
goals (6)
15:14;24:5;71:12;
75:20;76:12,15
goes (2)
49:8;57:6
Go-Live (3)
49:14;50:10;51:11
Good (18)
5:4;6:15,20;8:6,10,
13,16,19;9:13;35:2;
69:19;71:6;73:10,11,
17,18;78:21;89:18
gotcha (1)
75:14
govern (1)
73:8
Government (3)
9:15;63:6;69:21
grant (1)
74:6
Grants (1)
8:18
GRAVES (2)
9:9,9
GRAZIANO (8)
9:13,14;19:17;
69:18,20;74:17,20;
75:2
Great (4)
69:18;92:8;95:4;
97:13
greater (1)
17:19
GREEN (18)
8:6,7;18:2;19:18;
23:20;30:8;33:16;
50:2;75:9;93:13,16;
94:2,7,12;95:5,18;
96:10,16
group (2)
10:17;38:15
groups (1)
70:13
guess (2)
75:3;96:12
Guidance (4)
61:18;62:7;63:4;
72:8
Guide (1)
44:19
guided (1)
55:15
Guidelines (1)
44:6
GULLEY (5)
8:13,14;78:21;79:1;
83:15

H

half (1)
71:11
hand (2)
17:20;88:5
hand-delivery (2)
88:16,19
happy (1)
74:10
hard (3)
10:16;11:2;93:1
hardware (2)
43:12;60:1
health (1)
33:1
hear (4)
11:3;21:16;30:11;
76:5
hearing (1)
93:2
hefty (1)
18:3
help (8)
12:21;28:13;39:11,
13,18;40:1,21;41:2
helpful (1)
74:4
helps (1)
36:8
Hey (1)
38:8
Hi (4)
7:14;8:10;76:9;
91:10
highlight (5)
18:5;26:8;29:5;
59:6;66:18
highlights (2)
70:6;74:8
hire (11)
22:1;27:19;28:5,19;
36:4,15,21;37:14;
39:5;40:5;51:5
hired (1)
29:15
Hires (21)
5:11;11:12,16;14:8;
17:3;18:10,12;21:10;
22:9,11;24:13;25:5;
27:16;34:1,10,18;
37:17;38:9;41:13;
44:19;51:10
Hiring (4)
86:9,10,14,17
Hispanic (2)
15:17;71:4
historically (2)
70:13;73:11
history (2)
70:8;74:1
HOPE (14)
7:14,14;75:21,21;
82:10;91:10,10,15,17;
92:4;95:7,12,12,19
hoping (2)
12:2,20
host (1)
35:7
hour (1)
57:18
hours (2)
34:2;57:16
house (1)
42:8
Howard (2)
80:18;82:1
Htut (2)
9:11,11
huge (2)
38:14;46:14
Human (2)
5:6;14:12
Human-services (1)
26:12
hung (1)
40:1

I

ICF (8)
6:21;7:6,10;76:8,
10;89:14,16,19
identified (2)
62:5;64:3
identify (7)
20:10;24:10;28:13;
30:20;49:12;55:9;
58:2
impact (1)
66:17
implement (1)
43:6
implementation (4)
12:16,18;53:1,10
implemented (1)
26:15
implementing (1)
81:4
important (5)
11:21;43:1;51:14;
71:16,19
improve (1)
24:15
Inaudible (1)
92:17
incapable (1)
73:16
Incident (1)
60:20
include (9)
23:6,7;24:6,21;
26:18;34:5;50:18,21;
83:16
included (6)
12:11;23:4;50:20;
55:5;72:10;84:20
includes (5)
20:17;37:15;40:15;
62:19;88:19
including (3)
20:3;64:17;66:5
inclusive (2)
22:18;61:8
Income (9)
12:12;18:15;20:5;
21:11,18;23:8;30:3,6,
15
incoming (1)
20:9
inconsistent (1)
59:13
incorporate (1)
39:7
Incorporated (1)
6:3
incorrect (1)
31:16
increase (3)
12:16;24:7,12
incumbent (3)
50:16;51:4,7
incurred (1)
55:21
independent (2)
62:18;63:16
indexed (1)
21:2
indicate (3)
5:18;14:18;17:15
indicated (2)

88:18;89:1
individuals (1)
38:11
ineligible (1)
73:14
information (46)
5:9;11:17,19;13:15, 17;21:19;22:1,10,12; 24:16;25:18;26:12; 28:11;33:7;34:13,16, 20;35:3,6,9,14;36:11; 37:3,5,13,16,19;38:3; 43:7;44:12,15;62:18, 21;63:7,18;80:1; 83:17;84:7,7,8;87:20; 88:6;89:4,7,8;94:11
informing (1)
37:21
initial (1)
28:15
initially (2)
62:11;81:10
Initiation (1)
50:3
innovative (1)
25:3
inquiries (1)
14:4
inspect (1)
58:5
install (1)
43:17
instance (1)
83:1
instances (2)
31:3,5
instead (1)
88:1
Instruction (1)
67:5
instructions (2)
67:1,7
Insurance (5)
22:2;33:1;58:15,17, 19
integrate (1)
66:6
intend (2)
24:15;77:16
intended (1)
64:21
intends (1)
19:1
interest (3)
10:11;85:8,11
interfaces (1)
27:1
internal (1)
45:1
interpreted (1)
73:12
Interruption (1)
23:19
into (19)
7:1;13:7;18:21; 19:10;20:21,21;21:2, 6;26:6;29:14,19; 36:19;42:12;45:15, 20;64:14;79:12;92:2; 97:9
intranet-based (1)
25:17
introduction (2)
6:10;7:21
Introductions (1)
5:3
invite (4)
10:2;69:14;76:14; 78:16
invoice (4)
55:3,6;56:2;78:9
invoices (3)
54:21;55:7;72:18
Invoicing (2)
54:21;56:10
involved (1)
39:1
IPM (1)
11:1
issuance (2)
20:4;32:2
issue (1)
74:3
issued (2)
14:9;20:12
item (1)
55:9
items (5)
46:14;48:10;52:17; 55:8;56:4
IV-D (2)
19:8;34:5
IWN (13)
21:10;23:1;30:17, 20;31:3,11;32:4,7,13; 33:4;34:19;53:4;92:5
IWNs (3)
20:5;31:2;32:1

J

job (1)
30:19
JOHNSON (22)
9:1,2;74:12,13; 75:1,8,11,14,16; 92:14;93:3,12,15; 94:1,5,8,16;95:4;96:9, 15,18;97:2
June (6)
15:6,10;90:1,1,8,19
jurisdictions (1)
23:2

K

Kang (8)
9:5,5;74:19;75:15; 76:17,19,19;90:18
keep (4)
38:7;39:1;73:2,20
Key (13)
13:15,17;18:5; 45:13;54:6,10;57:7; 63:9;64:1,15;66:18; 88:6;89:4
kind (1)
96:13
knowledge (1)
19:11
known (9)
21:14,21;26:13; 27:16;29:12;30:16; 32:18;44:9;60:9

L

Labor (5)
21:20;41:10;84:2, 12,18
last (4)
16:11;37:12;78:8; 91:2
lasted (1)
17:5
Lastly (1)
84:10
late (1)
70:12
later (2)
25:1;62:12
LATICIA (8)
8:16,17;30:4,6,8,14, 14;33:17
Laughter (1)
75:13
LAURA (9)
6:20,21;76:9,9; 89:18,19;90:6;91:1,5
LAUREN (9)
9:13,14;19:17; 69:15,18,20;74:17,20; 75:2
Law (2)
45:4;80:5
layed (1)
41:14
leading (1)
36:19
least (5)
17:5,10;58:1;64:20; 90:3
leave (2)
11:7;93:19
Legislative (1)
65:7
less (6)
57:18;60:10;79:15, 17;81:16;90:12
Letter (7)
14:20;17:14;52:16, 16;55:2;63:10;64:2
letters (4)
31:14,15;32:4;65:6
level (9)
34:16;35:21;44:20; 46:1,8;48:15,17,20; 66:14
licensing (5)
21:20;41:10;84:3, 13,18
liens (1)
20:11
lieu (1)
63:8
Life (1)
44:9
light (1)
90:11
limited (1)
66:5
line (4)
6:14,19;75:19; 89:13
link (1)
49:12
linking (1)
40:4
Liquidated (2)
56:19,20
list (3)
29:20;45:8;95:21
listed (30)
26:18;33:2;39:10; 42:1,14;44:14,17,21; 45:18,19;48:7,10,17; 51:1;52:15;55:4; 58:18;59:3,17,20; 60:16;64:2,13;65:20; 66:9;80:15;81:2,21; 82:17;88:11
lists (2)
40:13,16
little (3)
21:6;25:1;82:10
live (1)
51:7
Living (11)
78:16,20;79:5,8; 80:5;83:17,19;84:5, 11,15,21
local (8)
15:6,9;19:20;35:21; 36:2,3,20;90:9
location (5)
42:3,4;83:12;86:2,4
Log (2)
20:20;84:1
Logs (1)
60:4
longtime (1)
10:18
look (1)
92:3
looked (2)
36:14;72:4
looking (2)
19:19;94:6
loses (1)
73:13
lot (3)
12:1;47:6;61:5

M

mail (6)
20:10;21:1;31:12; 34:11;88:5,10
mailroom (1)
88:9
main (2)
25:12;29:20
mainly (1)
37:20
maintain (9)
11:15;24:19;28:9; 35:8;37:5;41:20; 43:11;51:6;58:17
Maintenance (7)
12:15;18:11,18; 21:13;45:12;54:12; 66:7
major (1)
53:19
majority (3)
81:19;82:13;83:2
making (1)
74:5
manage (1)
20:3
managed (1)
27:9
Management (9)
12:12,14;18:16,17; 25:15,20;30:3,7,16
Manager (11)
32:10;46:19;47:8,9; 50:6;53:20;55:2;58:7; 61:6;62:1;78:11
Managers (1)
47:16
mandate (2)
11:13;37:21
mandated (2)
31:1;32:19
manner (1)
51:21
manual (1)
28:7
manually (1)
28:7
many (2)
10:12;18:4
mapped (2)
47:19;56:11

mark (1)
56:5
marked (2)
55:19;87:6
Marketplace (8)
6:8;14:17,19;15:2;
67:9,14;96:4;97:11
MARTIN (3)
6:15,16;92:21
Maryland (30)
5:10;14:7,12,14;
18:11;19:21;21:9,20;
24:11,13;25:4;27:15,
18;33:21;34:18;38:4,
16;40:5;44:8,12,15;
45:10;52:19;55:12;
70:11;79:5,6;80:3;
83:19;84:2
Maryland's (2)
26:11;84:5
material (4)
55:8,10;56:10;89:3
Maximus (5)
6:16;8:20;9:2;
74:13;92:13
may (10)
11:9;13:6;14:10;
26:17;38:11;66:17;
71:9,11;72:7;74:11
maybe (2)
73:12;94:21
MBE (29)
5:19;6:13,17;7:15;
9:3,15;15:14;56:19;
65:3;69:15,17;70:6,9,
10,20;71:8,17;72:5,7,
12;73:6,11,13;74:6,9,
21;75:20;76:3,12
MBEs (5)
15:16,17,18,18;
73:7
MD (1)
26:13
mean (3)
77:20;94:13,20
means (1)
10:20
meantime (1)
70:4
Measurement (2)
49:7,16
Medical (8)
12:13;18:17;20:6;
21:12;23:15;24:1;
32:17;45:5
meet (2)
77:16;79:8
meeting (3)
10:4;13:8;17:9
meetings (2)
41:20,21
members (1)
50:17
mention (2)
6:11;89:14
mentioned (2)
71:1;72:19
mentioning (1)
73:4
met (1)
16:11
Method (2)
67:16;88:13
Methodologies (1)
44:7
methodology (1)
44:9
metro (1)
41:21
metropolitan (2)
42:4,8
microphone (1)
92:19
MILLER (10)
7:14,15;75:21;
91:10,15,17;92:4;
95:7,12,19
mind (1)
90:21
Minimal (1)
79:8
Minimum (9)
16:5,7,10,12;17:1;
47:5;58:17;80:7,9
Minority (3)
65:3;70:1,17
minute (1)
91:3
minutes (1)
65:8
misunderstood (1)
76:2
modem (1)
43:16
modernization (2)
26:11,16
modernized (1)
26:4
modification (1)
66:16
modifications (1)
27:3
modules (1)
66:6
moment (1)
93:10
Monitoring (2)
32:8;33:11
Montgomery (2)
80:17;82:1
month (1)
72:20
monthly (6)
28:13;37:9;40:9,14;
65:5;72:18
month-to-month (1)
65:12
more (8)
11:9;16:17;17:7;
29:5;35:20;41:17;
79:19;81:19
morning (12)
5:4;6:15,20;8:6,11,
13,16,19;9:13;69:19;
78:21;89:18
most (5)
51:9;58:20;71:16,
19;83:16
move (14)
12:2;16:5;27:13;
49:19;52:12;61:2;
65:2;68:6,16;69:13;
86:1,20;91:8;92:12
Moving (7)
25:6;58:15;60:3;
66:1,21;71:14;97:3
MSDNH (1)
27:16
much (4)
79:2;90:13;96:19;
97:4
Multiple (2)
68:2,3
MUSE (5)
8:16,17;30:6,14,14
must (10)
14:16;16:8;17:4,5,
6,15;28:4;43:9;57:14;
89:2
myself (1)
91:6

N

name (17)
5:5;6:5,5,11,11;8:2,
7;9:1;21:17;30:13;
37:4;69:20;76:19;
89:14,15;95:10,10
NANASTERLI (4)
7:5,6,9,10
National (10)
12:13;18:16;20:6;
21:11;22:10;24:1;
32:17;41:12;44:18;
45:5
nationwide (1)
22:12
NDNH (1)
22:11
necessary (1)
45:11
need (18)
5:17;13:2,9;26:2;
29:3;35:6,7;37:2;
45:14,20;47:12;
58:12,21;62:13,14;
67:10;73:10;78:10
needs (5)
32:7;69:3;85:18,20;
87:11
neither (5)
6:17;7:1,6,11;9:2
Network (4)
26:12;42:20;43:3,5
New (53)
5:11;11:12,16;
12:10,20;14:7;17:3;
18:10,12,15,21;21:10,
21;22:9,11;24:13;
25:5;26:13,16;27:15,
19;28:5,13,14,19;
30:2,5,19;34:1,7,10,
18;35:16;36:4,15,21;
37:10,14,17;38:9;
39:5,17;40:5,6;41:13;
44:19;51:5,10,12;
54:2;59:5;61:11,14
newer (1)
29:5
newly-hired (2)
11:19;27:20
Nia (2)
9:9,9
NMSN (4)
23:1;32:18;53:5;
92:5
N-M-S-N (1)
32:18
NMSNs (6)
20:5;33:4,10,12,15;
34:19
non-compliance (1)
29:14
Non-Compliant (1)
29:8
non-custodial (4)
30:19;31:1;32:20,
21
Non-Disclosure (1)
85:16
none (1)
82:6
Non-Electronic (1)
22:17
Non-Visual (1)
44:16
note (14)
5:16;26:9;51:3,15;
52:6;67:10,18;68:14,
19;69:7,11;81:12;
85:14,21
noted (2)
18:7;27:7
notes (2)
11:6;20:20
Notice (11)
12:14;18:17;21:12;
30:3,7,16;46:20;
47:11;66:12,15;93:5
Notices (9)
20:6,7;21:11;23:8,
14,15;24:1;32:17;
45:5
notification (4)
39:16;57:17;93:7,
20
notified (2)
30:18;94:3
notifies (2)
29:13;37:10
notify (2)
29:18;93:19
number (6)
12:6;14:8,19;22:5;
27:14;39:14
numbers (4)
23:7;40:18;55:4;
64:4
nutshell (1)
71:13

O

O% (1)
15:16
objections (1)
19:17
objective (2)
57:17;63:3
objectives (1)
24:6
obligations (1)
22:13
obtain (1)
63:13
OCSE (1)
22:9
October (1)
79:6
off (1)
38:6
Offeror (6)
14:18;17:1,9,16;
19:3;26:20
Offerors (3)
16:8,16;77:8
Offeror's (2)
16:20;17:13
Office (4)
8:12;22:8;42:2;
77:4
Officer (4)
8:4;13:20;76:20;
89:2
offices (4)
19:20;36:2,3,20
onboard (1)
53:5
once (2)
93:17,18
one (23)
16:17;17:6,10,19;
25:9;27:14;57:18;
64:1;71:12,18;72:3,

20,21;73:4;74:14;
77:19;78:8;85:17;
87:4,8,10,14;96:5
ones (3)
31:12;54:10;97:3
one-stop (3)
34:3;35:5,14
one-time (1)
56:5
ongoing (3)
39:4,18;41:20
online (1)
34:9
only (4)
23:8;56:20;77:13;
81:14
On-Site (1)
59:17
onto (16)
16:5;27:13;29:6;
49:19;52:12;60:3;
65:2;66:1;68:6,16;
69:13;71:14;84:1;
86:1,20;92:12
Opening (3)
10:2,3,5
operate (2)
11:14;21:9
operated (1)
25:8
operating (2)
17:3;28:21
operation (1)
18:11
Operations (2)
10:9;62:20
opportunities (3)
5:21;70:15,17
option (1)
81:14
options (1)
16:4
Oracle (1)
16:14
Oral (2)
68:7,8
order (5)
14:15;15:10;48:4,9;
57:19
orderly (1)
53:15
Orders (2)
65:15,16
organization (3)
5:19;6:12,13
organizations (1)
5:21
Orientation (1)
52:14
original (3)
87:5,6,10
OSDBU (1)
77:5
otherwise (2)
66:13;88:18
OTHS (4)
41:7;51:17;94:20;
95:2
out (42)
28:18;29:17,21;
35:3;37:14;38:11;
39:9,10,16,21;40:13,
16;41:14;42:1;45:19;
46:3;47:11,14,19,20;
49:4,10,18;51:1;
53:10;54:9,17;56:11;
57:12;59:3,20;60:17;
64:2,6,11,13;65:11,
20,21;66:8,19;89:8
outage (1)
57:18
Outreach (11)
12:15;18:19,20;
21:13;28:15;37:8;
38:5,21;39:6;52:4;
53:7
over (11)
17:20;29:15;32:14;
36:12;37:12;39:10;
46:14;47:9;48:13;
49:5;70:5
overall (1)
21:7
overpayments (1)
22:3
oversee (1)
10:9
own (2)
23:12;66:4
owned (1)
25:8
Ownership (1)
58:13

P

package (6)
37:15,15;69:4;
85:20;87:8,14
Page (39)
19:7;22:14;23:6,17;
27:7;28:17;29:7,20;
30:2,15;32:5,6,14,14,
16;33:14;40:13,16;
48:13;49:6;51:1;52:7,
16,17;59:18;63:10;
64:2,11;68:1,6,16,21;
69:9,13;76:15;78:18;
85:9;86:2;87:1
Pages (4)
33:13;39:10;47:20;
49:17
paper (1)
26:2
paperwork (1)
71:15
parent (3)
30:19;31:1;33:1
parent's (1)
32:20
part (3)
35:16;39:12;48:7
participate (1)
70:14
participating (1)
29:2
participation (4)
19:5;29:11;78:6;
97:13
parties (1)
50:7
past (4)
16:18;17:11,12;
40:14
pay (2)
72:3;81:5
payable (1)
56:14
payment (1)
55:18
payments (2)
20:12;73:1
percent (2)
83:6,7
percentage (2)
24:13;49:9
percentages (1)
22:19
Perfect (1)
91:17
perform (5)
43:14;63:16;73:12,
14,15
performance (9)
19:4;59:13;66:18;
81:8,9;82:3,12;86:3,5
performed (3)
61:18;62:12,19
period (17)
17:18;27:12;29:16;
41:16;48:6;50:9;51:4,
14,16;52:19;53:6,17;
54:7;91:2;94:13,14,
17
personal (1)
77:8
Personnel (4)
63:21;64:1,5,15
pertaining (1)
83:17
Phase (4)
53:2,4,7;71:15
phases (2)
53:1,11
phone (9)
6:10;7:4,18;10:12;
23:19;30:10;76:4;
89:13;92:16
photocopies (1)
87:7
piece (3)
53:8;61:6;62:7
piggyback (1)
96:11
place (6)
11:2;45:10;47:15;
48:3;78:11;88:9
placing (1)
65:15
plan (9)
33:11;50:20;57:12;
58:6;60:7,10,15;61:1,
7
planned (1)
26:6
Plans (4)
42:19;57:14;58:1,3
play (1)
21:15
please (25)
5:12,14;6:1,4,11;
7:7;14:1,4;67:18;
68:3,14,18;69:7,11;
84:10;85:14,21;
86:17;88:6;89:8,14,
21;92:18;95:9;97:9
plenty (1)
11:10
pm (6)
15:6,9;39:20;90:2,
9;97:14
point (3)
13:21;57:17;77:19
pointed (1)
54:9
points (1)
18:5
Policies (2)
44:6;45:2
Policy (4)
44:13;59:15;60:9,
12
pool (1)
72:5
population (1)
38:15
position (2)
64:1;70:2
possible (6)
30:9;73:6;79:3;
90:14;94:9,21
post (3)
72:14;96:8;97:10
Post-Award (1)
52:13
posted (2)
15:2;96:3
potential (1)
72:5
predecessor (1)
74:5
prepare (1)
90:20
prepared (1)
11:6
preparing (2)
74:15;90:17
PRE-PROPOSAL (1)
5:1
present (2)
76:21;78:12
Presentation (2)
68:8;79:4
Presentations (1)
68:7
pretty (3)
18:3;96:19;97:4
prevent (1)
22:3
previous (1)
69:21
price (3)
16:1;55:8,10
prices (1)
84:19
pricing (3)
56:5,7;87:20
pricings (1)
65:19
primary (1)
24:5
Prime (5)
71:8;72:21;73:9;
77:20,21
Prince (1)
80:16
principles (1)
62:5
prior (12)
28:3;51:6,10;53:18;
57:18;64:20;90:4;
91:12;94:10,13,16;
96:12
Private (1)
43:4
Problem (2)
49:2;61:3
procedure (2)
10:1;61:3
proceed (1)
76:14
process (6)
24:1;26:1;28:8,19,
20;73:9
processed (1)
12:6
processes (3)
29:3;62:21;63:18
processing (4)
20:4;33:4;42:9;
53:5
Procurement (17)
8:3,8,15,18;9:6,8,
10,12;13:20;67:1,5,7,
16;76:20;79:2;80:2;

89:2
Procurements (1)
70:16
procuring (1)
88:10
production (1)
26:6
program (10)
11:21;17:4;32:19;
34:5;37:8,17;38:9;
40:5;70:9,10
programs (5)
24:20;34:6,7,17;
40:6
Project (16)
29:11;32:9;44:6;
45:2;46:19;47:7,8,15;
50:6;53:20;55:2;58:7;
61:6;62:1;78:6,10
projections (1)
23:7
prolong (1)
93:20
promotions (1)
64:17
proof (2)
16:9;17:8
proper (1)
55:3
Proposal (31)
5:10;6:1;10:17;
14:4,6,21;15:5,8,15;
16:9;17:10;56:3,8;
67:20;69:1,2;71:20,
21;74:16;77:15;
84:20;85:13;86:8,19,
21;87:3,16;88:8;89:3;
90:4,11
Proposals (17)
14:11;15:11;16:17;
67:17;68:3,4,5,10;
69:16;87:2,17,21;
88:2,4,5;90:17,20
protect (1)
60:8
Protection (2)
42:17;59:19
provide (15)
11:14;13:1,5;16:9,
16;17:10;27:8;28:12;
46:12;51:8;52:15;
53:13;71:6;93:6,8
provided (14)
5:13;12:6;17:16,17;
19:20;23:9;27:2,11;
40:8;52:17;63:1,19;
84:8;87:21
providing (3)
21:18;23:1;52:3
Provisions (1)
64:10
published (3)
75:7;84:13,16
purpose (6)
13:19;15:4;21:7;
37:17;38:1;56:13
purposes (1)
32:9
put (7)
87:7,11,14;91:21;
92:2,6;97:9

Q

Qualifications (3)
16:6,7,10
qualifier (1)
56:20
quality (2)
33:10;47:6
Quarterly (1)
29:10
quick (3)
10:15;46:16;61:16

R

rapid (1)
25:18
rates (3)
16:1;84:11,17
reach (2)
38:11;89:8
read (4)
11:5;40:21;49:10;
52:10
reading (3)
45:6,11;95:1
real (2)
46:16;61:15
really (14)
10:11,21;11:3,21;
12:1,21;19:14;28:18;
29:3;40:13;44:3;
54:10;74:8;84:15
realtime (1)
43:14
receipt (4)
33:9;88:10,14,19
receive (4)
14:15;37:9;51:5;
89:2
received (8)
15:11;20:13;32:1;
40:12;46:21;83:3,4;
88:8
receives (1)
29:10
receiving (1)
22:6
recent (1)
51:9
recipient (2)
81:8;82:19
recipients (2)
82:8,21
recommends (1)
88:13
reconcile (1)
74:3
record (5)
6:6;20:3;25:12;
52:7,8
recorded (1)
16:1
records (5)
12:6;22:17;25:13;
28:6;51:5
Recovery (5)
57:2,11,17;58:6,11
recruiting (1)
70:3
redone (1)
47:13
reduce (2)
22:5;24:10
reduced (1)
26:2
redundant (1)
19:13
reemployment (1)
28:2
refer (3)
27:10;45:20;88:6
reference (6)
17:11,15;42:14;
55:15;59:21;60:2
referenced (6)
45:21;46:7;48:15;
49:1;61:19;65:17
references (5)
16:18;37:19;45:4;
65:4;66:20
referral (1)
27:4
referred (1)
62:3
refers (1)
33:15
refreshed (1)
20:19
Refusal (1)
73:12
regarding (6)
14:3;20:9,17;44:6;
45:3;92:5
regardless (1)
19:5
regards (1)
34:4
region (1)
41:21
register (1)
34:9
registered (2)
14:16;37:11
registers (1)
39:17
Regulation (2)
21:21;84:13
regulations (4)
31:2;41:11;73:8;
84:18
Regulation's (1)
84:3
regulatory (1)
73:3
rehired (2)
11:19;27:20
Reimbursement (1)
56:18
reject (1)
59:10
relates (2)
27:1;66:2
relating (2)
27:5;37:3
relation (1)
86:17
relay (1)
44:3
relevant (2)
54:9;62:4
remain (1)
19:3
remaining (2)
72:12,16
Remarks (3)
10:2,3,5
remember (1)
96:7
remind (1)
38:9
reminder (1)
71:7
reminding (1)
39:4
remote (1)
43:18
renewal (1)
16:3
replace (2)
26:17;64:15
replacement (4)
26:14;64:8,12;70:4
report (17)
11:18;27:19;28:7;
29:12,12;37:18;38:1,
12;39:2;61:14,20;
62:9,13,14;63:9,14,17
reported (7)
11:17;22:17,20;
24:14;28:4,11;38:3
REPORTER (1)
30:12
Reporters (1)
6:3
reporting (4)
29:15;38:2,10;39:5
Reports (7)
24:20;28:6;32:11;
60:4;61:21;65:4,11
repositories (1)
62:20
representative (1)
68:9
representatives (1)
14:2
representing (1)
23:21
Request (10)
5:9;14:3;15:5;
64:19;68:5,9;69:16;
72:7,9;77:17
requested (2)
14:18;53:14
requesting (1)
41:1
require (2)
41:1;73:9
required (16)
16:20;17:8,13;
19:16;27:18;42:3;
46:11;49:9;60:15;
68:8;71:14,19;72:19;
79:7;86:4,14
requirement (5)
17:9;49:7,8;61:11,
12
Requirements (36)
18:1,4,8;30:5;
38:10,21;39:5,8,9;
41:2,14;42:10,11,16,
20;46:4,7;48:21;49:4,
11,20;50:1,4;55:20;
58:16;59:2,14,16;
60:16;70:6;72:7;
73:17;74:9;78:20;
79:8;85:1
requires (1)
77:7
requiring (1)
83:11
reserves (1)
59:9
resolution (1)
20:9
resort (1)
65:15
resource (5)
39:15;40:2,19;
44:10;57:7
resourceful (2)
35:2,15
resources (4)
43:7;44:5,7;72:5
respective (2)
68:19;88:10
respond (6)
31:5;40:4;86:18;
89:10;95:20;97:10
Response (8)
7:19;49:2;60:20;
85:4;92:10,17;93:11;
96:8

Responses (4)
15:1;67:12;90:10;
96:14
Responsibilities (7)
27:6,14;32:7;33:3,
14;41:19;60:21
responsible (4)
19:4;23:1;31:11;
32:21
rest (1)
89:6
restored (1)
57:16
result (2)
19:2;86:12
retain (1)
63:15
retrieval (3)
25:19;54:17,19
return (2)
27:20;54:12
returned (4)
23:16;31:4,12;33:5
review (2)
48:11;70:15
reviewing (1)
33:8
RFP (12)
10:11;13:19;14:9;
18:3;19:2;21:8;26:10;
27:2;56:18;78:18;
88:11;89:3
right (25)
6:18;7:2,16,20;8:5;
9:4,20;11:7;13:11,16;
34:17;40:11;59:10;
63:15;67:3;71:10;
75:18;78:13;83:15;
85:5;91:4;93:19;94:8;
97:1,6
rigorous (1)
60:10
robust (1)
57:11
role (2)
21:15;70:1
room (7)
8:1;10:13;13:14;
45:6,11;92:13;95:1
Root (1)
49:15
rule (1)
82:12

S

Saad (5)
7:5,5,9,9,13
Sam (2)
71:1;75:3
same (10)
12:3;24:2;27:5;
28:12;31:18;38:20;
46:5;60:19;95:8,14
sample (1)
66:3
SAMUEL (41)
5:4,5;6:18;7:2,7,12,
16,20;8:2,21;9:4,20;
13:11,16;14:14;16:8;
67:3;74:19;75:5,18;
76:7,13,17;78:13;
85:5;86:20;90:5,13;
91:4,7,14,16;92:1,7,
11,18;93:9;95:9,17;
97:1,6
Sang (10)
9:5,5;74:19;75:15;
76:15,17,19,19;78:14;
90:18
Saratoga (1)
14:13
satisfy (2)
71:9,11
satisfying (1)
73:16
SBE (1)
6:17
SBR (2)
5:19;6:13
scan (1)
26:1
scanned (1)
21:1
scans (1)
43:14
Schedule (3)
56:2;73:6;74:6
Scope (1)
18:1
SDLC (1)
44:9
Sealed (1)
67:17
seamless (1)
50:16
search (1)
84:5
seasonal (4)
38:14,15,17;39:3
second (2)
10:16;90:7
section (68)
8:15;17:21;27:5,10;
30:15;32:13;41:4,18;
42:15,16,18,21;45:21;
46:2,8,10;48:14;
52:13;53:10;54:5;
56:12;57:1;58:11,15;
59:1,18;60:1,3,19;
61:2,10;62:1,2,4,6;
64:6,19;65:2,6,9,14,
17;66:1,11;67:2,8,11,
15,19,21;68:12,17;
69:1,9,14;76:16;77:6;
78:15,18;79:2;85:7,
15;86:1,7,10,21;88:3;
90:2
sections (6)
45:4;49:1;58:18;
66:21;67:9;69:11
secure (4)
25:16,19;43:10;
88:17
Security (17)
19:9;42:15,18;
44:12;51:18;59:2,14,
17;60:4,7,9,10,15,20;
61:1;62:19;63:8
seeing (1)
96:13
segment (1)
43:10
selected (2)
72:2,15
self-explanatory (2)
41:3;89:7
send (12)
30:21;34:11;37:14;
39:16;46:19;47:11;
75:9;77:12,14;89:9;
90:18;91:12
sent (7)
14:11;31:4,8;41:8,
12;69:4;87:15
sentence (1)
70:9
seriously (1)
10:19
serves (1)
34:3
service (17)
21:17;30:2;46:1,8;
48:15,17,20;49:7,15;
53:8;66:13,17;79:11,
13;82:13;83:6,20
service-related (1)
79:9
Services (44)
5:7;12:5,10,13,14,
15,16,21;14:12;17:6,
15,17;18:9,14,16,17,
18,20;19:15,19;21:8,
13,13;23:2;27:2,11;
29:5;30:4,5,7,16;
33:19;50:8;53:16;
57:15,20;81:9;82:9;
83:1,3,4,7;86:3,5
set (1)
59:14
setting (1)
79:10
setup (1)
51:18
seven (4)
34:2;45:18;57:2;
66:15
SFY (2)
24:3,3
SFY16 (1)
23:10
SFY17 (1)
23:11
shall (27)
16:16;17:1,10;19:3;
22:21;26:20;42:5,8;
50:5,12,21;53:13;
54:15;57:10,21;58:4,
6,16;60:8,11;61:21;
63:15;64:18;66:4,14;
85:10;87:21
share (1)
5:8
shared (1)
21:3
sharing (1)
43:18
Sheet (5)
5:13,18;13:15,18;
88:7
shop (2)
35:5,14
short (1)
32:18
show (1)
73:10
showing (1)
10:10
shows (4)
22:19;23:18,20;
74:1
shut (1)
34:3
sign (4)
5:13;79:20;81:12;
85:11
signed (1)
88:17
Sign-In (2)
5:13,18
similar (1)
33:3
SIMON (6)
8:10,11;83:9,10;
94:18;96:1
simplify (1)
83:13
single (1)
19:2
sister (1)
24:9
site-to-site (1)
43:4
six (4)
24:5;48:20;49:3;
64:13
size (1)
18:3
SLA (3)
49:4,13,15
Small (3)
65:10;77:2,4
SMITH (2)
8:19,20
smooth (2)
50:7;53:21
SOC (9)
61:12,13,19,19,20,
20;63:9,13,17
Social (1)
19:9
software (4)
43:13,19;60:1;66:4
sole (2)
13:21;59:12
solely (1)
66:4
solicitation (14)
8:4;12:11;14:8;
22:14;40:7;70:7,19,
21;71:18;72:10;77:1,
7;83:19;86:13
Solution (1)
25:15
sorry (8)
30:9;76:2;83:3;
86:8;90:1;95:7,9,13
sounding (1)
82:10
source-codes (1)
66:7
speakup (1)
92:19
special (1)
72:3
specific (7)
11:9;17:18;40:17;
45:8;48:5;79:13;
80:15
specifically (4)
35:19;36:19;49:1;
72:13
specified (4)
62:1;63:14;66:13;
89:4
spell (1)
54:17
spelled (1)
49:18
SQL (1)
16:14
staff (3)
13:4;42:6,9
Standards (2)
44:13,16
stands (1)
20:5
staple (1)
5:15
start (9)
6:9;7:7,21;8:5;
18:8;30:13;39:21;
89:12,13
started (1)
32:5

starting (1)
32:13
State (71)
5:10;6:4,12;11:12, 15;13:21;14:2,7;17:3; 18:11;19:18;21:9,19; 23:9,10;24:2,3;25:4; 27:6,8,9,11,15,18; 29:10;30:12;32:9; 33:21;34:18,21; 37:12;38:3,16;39:18; 42:6;43:20;44:8,11, 15;46:19;47:7;50:6; 52:19;53:15,16,20; 54:13,19;55:2;58:7; 60:8,11,12;61:6,21; 63:5;64:7;66:4,16; 78:10;79:6;80:2,4,6, 14;81:3,12;84:2; 88:12;90:2;95:10
stated (2)
67:21;81:10
Statements (1)
69:10
states (4)
19:7;80:10,11; 81:17
State's (2)
54:19;70:14
State-side (1)
47:8
statewide (3)
17:5;23:2;59:4
stations (1)
42:5
statistics (2)
23:4,21
stats (1)
23:18
statute (1)
70:11
Stellar (3)
7:15;76:1;91:8
steps (3)
28:18;29:16,21
still (1)
39:2
storage (2)
25:18;26:3
storing (2)
11:16;28:10
strategy (1)
50:15
Street (1)
14:13
stress (1)
50:3
subcontracting (3)
15:14,20;70:16
subcontractor (4)
19:5;73:1;74:2; 78:6
subcontractors (2)
59:11;79:7
subgoal (4)
71:2,3,4,12
subgoals (2)
15:16;70:21
subject (1)
84:11
subjected (1)
84:16
Submission (6)
12:19;14:21;44:20; 46:17;56:2;94:10
submit (7)
22:7;34:9;35:13; 64:18;85:13;87:1; 96:20
submitted (15)
14:20;15:6;55:19; 58:7;61:21;71:20,21; 72:20;85:19,20;88:4, 5;90:15;93:7;96:3
Subsection (1)
85:9
Substitution (3)
64:5,9,18
successful (3)
19:3;26:20;86:13
successfully (1)
50:15
successor (1)
51:8
succinct (1)
79:3
Summary (4)
13:15,18;88:6;89:5
summertime (1)
38:17
supply (1)
60:11
Support (31)
8:9,17;9:19;10:8, 21;12:13;13:1;18:17; 20:2,7,8,12;21:12; 22:8,13;23:15;24:1,7; 25:13;30:18;31:4; 32:17;33:2,7;42:8; 45:5,12,17;46:4; 52:14;72:9
supporting (1)
73:20
supposed (2)
29:18,21
sure (6)
11:10,11;51:19; 52:1;70:12;73:1
system (27)
20:1,2,3;21:14,19; 25:3,11,12,15,17; 26:4,5,10;28:4,9,21; 31:6,15,17;33:6,7; 36:1,13,16;44:8;46:6; 96:13
systems (12)
21:4;24:17;25:6,7; 26:14,17;27:3,9;36:7, 11;43:10;62:20

T

table (21)
19:12;20:14,15; 22:15;23:17,20; 30:10;35:18;36:18, 20;37:7;40:8,13,16; 49:5,12;50:21;57:13; 58:9;60:18;61:9
Tables (1)
49:16
TABUTEAU (5)
9:17,18;10:6,7; 13:13
talk (3)
69:15;76:15;86:9
talking (1)
38:17
talks (13)
67:8,11,15;68:2,12, 17,21;69:1,6,9;85:15; 86:2;88:3
Tasks (2)
41:19;50:18
team (6)
10:16;11:1,8;13:4; 50:17,17
Technical (7)
42:11;45:17;46:3; 87:3,9,14,21
technologies (2)
16:14,15
Technology (3)
44:12,16;63:6
template (1)
59:5
templates (1)
72:18
ten (4)
72:14;79:15,17; 81:16
term (3)
26:15,16;63:13
terminate (1)
73:10
Termination (2)
23:14;54:13
terminations (1)
73:7
Terms (9)
68:18;79:13;80:7; 81:4,6,7,10;82:3,18
test (3)
51:4;57:21;58:5
testing (1)
26:21
thanks (3)
13:7;69:18;85:2
Thereupon (1)
13:13
Thirty (4)
50:9,10,11,11
though (2)
39:2,15
three (8)
16:3,12;17:2;40:14; 42:1;48:16;52:21; 69:11
threshold (2)
79:13,18
throughout (1)
48:8
throw (1)
66:19
Tier (17)
80:8,8,9,10,13,13, 14,20,21;81:2,21; 82:2,18;83:5,8,10,14
Tiers (3)
80:7;81:4,6
time-being (1)
74:18
timeframe (3)
24:2;46:21;58:8
timeliness (1)
33:12
timely (1)
88:12
Times (1)
49:3
time-stamped (1)
88:18
title (4)
14:6;19:8;34:5; 80:1
Today (8)
5:8;10:11;11:2; 13:8;19:12;29:2;44:2; 70:5
together (1)
87:12
tool (3)
35:2,15;40:2
TORRIENTE (2)
9:7,8
Total (4)
26:11;71:9;82:15; 83:7
touch (8)
29:8;43:1,21;46:15; 57:4;61:15;65:1;67:6
touchdown (1)
29:4
touched (1)
25:9
touching (1)
48:14
towards (1)
78:3
track (6)
5:20;20:9;31:21; 33:9,11;73:3
transcribed (1)
6:2
transcript (1)
6:6
Transfer (8)
41:5,17;47:14; 51:12;52:3;53:15; 54:17,18
transferred (2)
36:12;41:6
transfers (1)
64:17
transition (5)
50:16,19,20;53:13, 14
Transition-In (11)
27:12;41:15;48:6; 50:8,8,13;51:13,16; 52:13,18;53:6
Transition-Out (3)
53:21;54:5,7
transmit (1)
22:11
Transmittal (1)
14:20
transmitted (1)
34:13
transmitting (1)
28:10
Travel (1)
56:17
tried (1)
48:3
trust (1)
62:4
try (3)
19:14;79:2;90:13
tunnel (1)
43:5
turn (1)
78:5
twentieth (1)
28:3
twenty (1)
27:21
twice (1)
58:1
two (14)
16:3;23:9;42:5; 47:2;56:4;60:5;64:10; 67:9;68:13;77:12; 81:6;87:1;89:20; 90:12
type (7)
15:21;19:10;61:13, 17,19;84:4,5
types (1)
40:17
typical (1)
88:9

U

UI (4)
22:2,3,5;24:11
unacceptable (1)
57:19
unavailability (1)
57:20
Undeliverable (2)
31:14;33:5
under (40)
19:8;40:6,21;41:2;
42:2,11,20;45:9;
47:17;48:17,19;54:5,
8;55:2,21;56:18;57:1,
15;59:18,19;60:5;
61:12;63:1,19;64:2,6,
9,12;66:9,11;67:1,15;
69:10;73:15;80:1,13,
13,20;81:2;82:1
understood (1)
52:11
Unemployment (1)
22:2
Unit (2)
8:18;88:11
United (3)
80:10,11;81:17
unless (2)
43:19;66:12
unresponsive (2)
32:11;72:1
up (11)
32:6;36:14;40:1;
52:16;53:17;71:9,11;
73:5;75:6;76:5;91:3
update (3)
22:10;35:8;37:6
updated (2)
37:3;43:12
updates (2)
60:13;66:7
updating (2)
33:6;37:6
upgrade (1)
66:16
upload (2)
28:5;34:12
uploaded (2)
20:21;21:2
Upon (1)
54:13
use (6)
22:9;28:14;31:6;
36:3;38:7;67:16
used (5)
20:10;21:4;35:20;
38:2;43:9
uses (2)
20:1;21:21
using (2)
16:13;31:13
usually (1)
73:18
Utilization (2)
71:17;77:5
utilize (3)
43:16,18;44:5
utilized (3)
35:12;36:16;63:18
utilizes (1)
20:7

V

VA (1)
15:19
vacant (1)
70:3
validation (1)
60:12
value (3)
17:16;82:15;83:8
valued (1)
17:7
various (3)
36:11;81:4,21
VASHTI (25)
8:6,7;10:17;11:6,8;
13:10;17:20;18:2;
19:18;23:20;30:8;
33:16,18;50:2;72:19;
75:9;93:13,16;94:2,7,
12;95:5,18;96:10,16
vendor (9)
12:2;14:1,19;35:7;
36:9;54:1;83:11;
86:13;88:21
Vendors (9)
14:16;29:1;50:19;
85:10;86:4,11;87:1;
88:16;96:4
verbally (1)
31:20
verified (2)
77:3;88:15
verify (1)
31:15
version (1)
51:9
Veteran-Owned (1)
77:2
Veterans (1)
65:10
via (6)
20:13;24:8;31:9;
34:11;43:4;45:7
view (1)
20:8
Virtual (1)
43:4
virus (2)
43:13,13
volume (1)
40:9
volumes (1)
22:19
VPN (1)
43:5
VSBE (9)
65:10;76:3,15,18,
21,21;77:10;78:1,3
VSBEs (3)
77:2,9;78:1

W

wage (18)
12:17;20:11,13,18;
24:8;32:11;78:20;
79:5,8;80:5,7,9;83:18,
20;84:5,11,15,21
Wages (1)
78:16
Waiver (4)
72:7,8,10;77:17
walk (2)
17:21;78:17
Ware (3)
7:15;76:1;91:9
warm (1)
57:5
way (1)
70:13
website (29)
6:8;15:3;24:21;
33:20;34:1,3,8,12,15,
20;35:8,10;37:19;
39:15;44:10,13,16,21;
45:8,9;57:5,6,6,9;
60:2;67:14;77:6;84:3;
97:11
week (1)
34:2
weekly (2)
20:19;41:8
weeks (1)
90:12
Welcome (2)
5:3,6
West (1)
14:13
who's (1)
11:1
whose (1)
28:2
Withholding (9)
12:12,17;18:16;
20:6;21:11;23:8;30:3,
6,16
Withholdings (1)
45:3
within (12)
16:11;19:21;27:21;
28:20;32:1,7;57:16;
58:8;62:2;70:1;72:14;
83:12
without (1)
32:14
Women-Owned (3)
15:18;70:17;71:5
Work (13)
18:1;19:6;20:9;
27:20;31:21;38:20;
42:5;55:20;65:14,16;
77:11;78:2;79:9
worked (4)
11:1;20:11;36:14;
39:9
workers (1)
26:1
workers' (1)
32:12
working (2)
10:16;33:9
worth (1)
73:4
write (1)
86:18
writing (7)
26:9;31:20;43:20;
92:2,6;96:6;97:10
written (1)
60:9
wwwDLLRstatemdus (1)
84:4

Y

year (10)
12:7;17:6,19;22:18;
23:10,10;24:2,3;26:6;
84:14
years (10)
16:3,11,12,18,20;
17:2,11,13;23:9;
40:14

1

1 (26)
16:17;17:6,11,19;
22:15;53:2;55:4;
56:15;57:18;64:4;
72:21,21;80:8,9,13,
14,20;81:21;82:2,18;
83:5,8,11,14;87:5,8
1% (2)
15:20;76:21
10 (6)
19:7;72:14;79:15,
17,19;81:16
10.49 (1)
80:11
100% (2)
71:12;78:2
100,000 (5)
79:14,21;81:11,13;
83:2
10th (1)
72:20
11 (2)
22:14;55:5
11:13 (1)
97:14
12 (3)
23:6,17;46:6
13.96 (1)
80:10
14 (2)
27:7;28:17
15 (2)
51:10;64:20
15% (1)
71:10
15-215 (1)
55:13
15-223 (1)
55:13
16 (3)
23:10;24:3,3
16th (1)
51:13
17 (3)
23:10;24:3,4
18 (4)
15:7;28:17;40:15;
80:1
18th (3)
90:2,8,19
19 (6)
29:7,20;30:2,15;
32:5,14
1st (1)
79:6
1-year (1)
16:3

2

2 (24)
16:3;17:21;47:2;
53:4;56:4;61:12,13,
13,19,19,19,20,20;
63:9,13,17;66:21;
77:12;80:8,11,13,21;
81:2;87:1
2% (2)
15:17;71:3
2.2.2 (1)
65:17
2.3.3 (1)
30:15
2.3.4 (1)
32:16
2.3.9 (1)
41:4
2.4 (1)
41:18
2.4.1 (1)
42:2
2.5 (1)
42:12
2.5.2 (1)
42:21
2.6 (1)
46:10

2.6.3 (1)
47:10
2.6.4 (1)
47:17
2.7 (4)
45:21;46:2,8;48:14
2.7.2 (1)
48:19
2.7.7 (1)
49:1
2.7.8 (1)
49:2
2:00 (4)
15:6,9;90:2,8
20 (1)
28:1
2000 (1)
12:5
2007 (1)
79:6
2010 (2)
12:8;22:18
2016 (1)
40:15
2018 (1)
22:18
2019 (3)
14:10;15:7,10
2020 (1)
26:7
20-day (1)
29:16
21,100 (1)
23:14
21201 (1)
14:14
22 (4)
32:6,14,16;33:13
2200 (1)
40:11
24 (3)
33:14;34:1;57:16
24th (1)
14:10
26 (1)
39:10
28 (4)
15:10;39:10;40:13;
90:1
29 (1)
40:16

3

3 (11)
16:3,12;17:2,21;
23:17,20;48:16;
52:21;53:7;66:21;
69:11
3.10 (2)
61:11;62:6
3.12 (1)
64:7
3.12.3 (1)
64:19
3.13 (2)
65:2,6
3.14 (1)
65:9
3.15 (2)
27:5;65:14
3.16 (2)
66:1,9
3.16.4 (1)
66:11
3.2 (1)
27:10
3.2.2 (1)
53:10
3.3 (1)
54:9
3.3.4 (1)
54:6
3.4.4 (1)
56:12
3.6 (1)
57:1
3.7 (1)
58:15
3.7.1 (1)
58:18
3.7.6 (1)
58:19
3.8 (3)
42:15;59:2;62:4
3.8.3 (1)
59:18
3.8.4 (3)
42:16;59:19;60:1
3.8.5 (1)
60:3
3.8.6 (1)
42:18
3.8.7 (1)
60:19
3.9 (1)
61:2
30 (7)
37:12;50:9,10,11,
12;62:12;65:12
30% (3)
15:15;70:20;71:11
311 (1)
14:12
35 (1)
47:20

4

4 (6)
40:8,13;46:18;54:2;
67:2;85:9
4.13 (1)
68:12
4.17 (1)
68:17
4.18 (1)
69:1
4.19 (1)
69:6
4.2 (1)
67:8
4.22 (1)
69:9
4.26 (1)
69:14
4.27 (2)
76:16;77:6
4.28 (1)
78:15
4.3 (1)
67:11
4.3.1 (1)
90:2
4.30 (1)
85:8
4.31 (1)
85:15
4.35 (1)
86:1
4.36 (1)
86:10
4.4 (1)
67:15
4.5 (1)
67:19
4.6 (1)
68:1
40 (2)
46:14;48:10
41 (2)
47:20;48:13
41,800 (1)
23:13
43 (2)
49:6,17
45 (3)
32:2;49:6,17
46 (1)
51:1
47 (3)
51:2;52:7,16
48 (1)
52:17

5

5 (11)
16:11,18;17:11;
29:19;40:16;54:15;
86:7,21;87:6,11;90:3
5.2.3 (1)
88:3
50 (2)
83:6,7
50% (6)
71:9;81:19;82:12,
14,15;83:3
500,000 (2)
79:14;81:17
58 (1)
59:18

6

6 (3)
48:20;49:3;64:13
6/18 (1)
91:12
60 (2)
53:17,18
65 (1)
63:10
66 (1)
64:2
67 (2)
64:11,14
68 (1)
64:14

7

7 (5)
45:18;56:15;57:2;
64:4;66:15
7% (2)
15:16;71:2
7:00 (2)
39:19,19
70s (1)
70:12
75 (1)
68:1
76 (1)
68:6
77 (1)
68:16
78 (2)
68:21;69:9

8

8 (1)
40:20
8% (2)
15:18;71:4
80 (1)
69:13
83 (1)
76:16
85 (1)
78:18
86 (2)
85:9;87:1
88 (1)
86:2

9

9:30 (1)
5:2
90 (1)
84:13
9th (1)
14:13