

# Collections Enforcement Modernization Initiative

## Project Kickoff

Thank you for joining us!  
The presentation will begin soon.



**DAVE YOST**  
OHIO ATTORNEY GENERAL

**FICO**  
**Deloitte.**

# Collections Enforcement Modernization Initiative Project Kickoff



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# Welcome

This is the start of something big...

## Kick-off Objectives

There are several things we seek to accomplish today:

1

Introduce the Teams

2

Understand the AGO Vision

3

Understand the Project Timeline

4

Understand the Journey Ahead and Working Together

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# Chief Operating Officer, Gregory Jackson

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# Ohio's Attorney General, Dave Yost



**OCM Partner,**  
**Deloitte - Keith Cherry**

State of Ohio Lead Client Service Partner



**Debt Manager Partner**  
**FICO - Wayne Huyard**

Sales Services and Marketing-Executive Vice President





# State of Maryland

## Central Collection Unit (CCU)

### IT Modernization Project

Anthony S. Fugett  
Director, State of Maryland  
Department of Budget and Management  
Central Collection Unit



# State of Maryland

## Department of Budget and Management

### Central Collection Unit

#### **Mission:**

- Collect delinquent debts owed to the State of Maryland
- Determine when compromise or settlement of a debt is in the State's best interest

#### **Background:**

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



# State of Maryland

## Department of Budget and Management

### Central Collection Unit

#### **Legacy Environment:**

- Utilized customized version of CUBS
- Limited IVR capabilities
- Limited Merchant Services functions

#### **Environment Today:**

- Implemented FICO Debt Manager version 9.8
- Scalable, web-based technology platform
- Implemented Noble VoIP Contact Center with configurable IVR
- Utilized Bank of America merchant services with debtor access to IVR and web-based portal
- Implemented Hyland OnBase document management system



# State of Maryland

## Department of Budget and Management

### Central Collection Unit

## Advantages:

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

## Morale:

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



# State of Maryland

## Department of Budget and Management

### Central Collection Unit

#### **Conclusion:** *Covid environment requires flexibility*

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



# Meet the Team



# Project Organizational Chart

## Executive Steering Committee

**Greg Jackson**  
Executive Sponsor

**Lucas Ward**  
Business Sponsor

**Bill Cahill**  
Assistant Business Sponsor

**Joe Rust**  
OCM Sponsor

**Mark Edwards**  
IT Sponsor

**Cynthia Dungey**  
Legal Sponsor

**Chris Stevens**  
TPV/SC Sponsor

**Herschel Elkins**  
Client Sponsor

**Ted London**  
FICO Executive (non-voting)

**David Doyle**  
Deloitte OCM Executive (non-voting)

## Project Leadership Team

### Herschel Elkins

Business Transformation Lead

### Jason Carbaugh

Deloitte  
OCM Project Manager

### Lucas Ward/Bill Cahill

Business Policy

### Team

<b>David Boals</b>	<b>James Seeto</b>
<b>Shamee Jennings</b>	<b>Steve Sherrod</b>
<b>Susan Kawalec</b>	<b>Chris Stevens</b>
<b>Trish Lazich</b>	<b>Dan Tharp</b>
<b>Andrew Littlefield</b>	<b>Jennifer Zap</b>

### David Montgomery

Program Management Lead

### Roy Bieber

Project Manager

### Ed Jentz

FICO Project Manager

### Marissa Smith

PM (Acct)  
**Bill Miller**  
BA Data Conversion/Mapping

### Steven Heaney

IT Transformation Lead

### Joe Cossin

Chief Information  
Security Officer

### Greg Francis

Director of Application  
Development

### Rodney Fleischer

Director of Infrastructure  
Support

## STAKEHOLDERS

**Client Representatives**

**Taxation:** Brenda McDonald, Steve Gray

**Medicaid:** Steve Voigt, Patrick Tighe

**BWC:** Dan Sendelback, Derek West

**LGC:** Ike Hodson

**ODJFS:** Julie Smith, Ted Maynard

**Universities (UT):** Stephanie Blausey

**Medical (OSU):** Chris Hardgrove

**Special Counsel Representatives:** Charles Geidner, Richard Geiger, Charles Mifsud, Sue Pohler

**3rd Party Vendor Representatives:** Jeff Homer, Jim Mitch

**County Clerk's Association:** Maureen Kelly

## INDEBTED PARTY REPRESENTATIVES

**Debtor Advocate:** Christine Dunkle

**Problem Resolution Officer:** Barb Blazer

## CHANGE AGENTS

Alan McDonie, Amber Hickman, Angela DeVanna, Cathy Jones, Cierra Jones, Dawn Taylor, Jen Clark, John Bumell, John Gifford, Karen Lawson, LaShanna Harris, Adolphia Matthews, Rachel Coleman, Rebecca Hartman, Shawn Headley, Gillian Wells

MEET THE TEAM

# Executive Steering Committee



**Gregory Jackson**  
Executive Sponsor



**Lucas Ward**  
Business Sponsor



**William Cahill**  
Asst. Business Sponsor



**Joseph Rust**  
OCM Sponsor



**Mark Edwards**  
IT Sponsor



**Cynthia Dungey**  
Legal Sponsor



**Herschel Elkins**  
Client Sponsor



**Shawn Busken**  
Outside Counsel Sponsor



**Christopher Stevens**  
TPV/SC Sponsor



MEET THE TEAM

## Project Team – Business SMEs



**Sharnee Jennings**  
Deputy Director of  
Taxation



**Susan Kawalec**  
Senior AAG



**Trish Lazich**  
Director of Bankruptcy &  
Legal Support



**Andrew Littlefield**  
Deputy Director of  
Resolution



**James Seeto**  
Director of Non-Legal  
Operations



**David Boals**  
Deputy Director of  
Accounting



**Jennifer Zap**  
Associate AAG/Collections  
Manager



**Daniel Tharp**  
Deputy Director of Non Tax



**Steve Sherrod** Deputy  
Director of Third Party  
Vendors

MEET THE TEAM

## Project Team – Project Management & IT



**David Montgomery**  
Program Management  
Lead



**Steven Heaney**  
IT Transformation Lead



**Roy Bieber**  
Project Manager



**Marissa Smith**  
Project Management



**Bill Miller**  
Data Conversion /  
Mapping



**Rodney Fleischer**  
Director of  
Infrastructure support



**Joe Cossin**  
Chief Information Security  
Officer



**Greg Francis**  
Director for Applications  
Development

MEET THE TEAM

# Deloitte's Organizational Change Management (OCM) Team



**David Doyle**  
Project Executive



**Jason Carbaugh**  
Project Manager



**Cassie Leggiero**  
Project Lead



**Johnathan Fingado**  
Operational Readiness Lead



**Mallory Sparks**  
Operational Readiness Analyst



**Andrew Rigney**  
OCM Lead



**Jessica Waters**  
OCM Analyst



**Abigail Rhodes**  
PMO/OCM Analyst

MEET THE TEAM

## FICO Team



**Ted London**  
Project Executive / Governance



**Rob Robb**  
Client Partner / Governance



**Anne Andrews**  
Project Lead



**Jon Lux**  
Customer Success Manager



**Chris Hausman**  
Technical Lead



**Michael Cohen**  
Business Analyst Consultant



**Ed Jentz**  
Senior Project Manager



**David Taylor**  
Technical Consultant



**Lori Gutshall**  
Functional Consultant



**Robin Grubbs**  
Functional Consultant



**Satyendra Netala**  
Quality Assurance



**Jason Waites**  
Middleware / Installation



**Travis Godfrey**  
Functional Consultant



**Eric Markle**  
Functional Consultant

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# Vision & Strategic Priorities

## Collections Enforcement Vision

### Collections Enforcement's vision:

*"The Ohio Attorney General's Office leads the nation in providing professional, innovative, data driven, and efficient debt resolution service that maximizes recovery, service to indebted parties, and client engagement to protect all Ohioans."*



# Collections Enforcement Seven Strategic Priorities

A	We introduce a <b>state-of-the-art collections system and supporting technology</b> to streamline and address process and system limitations that have gone unresolved for years.	Technology
B	We collaboratively engage with our clients to introduce technical solutions that align our collections ecosystems to <b>automate manual processes</b> .	
C	While we prioritize revenue recovery for our state and local clients, we monitor, evaluate and continually improve the <b>internal staff experience</b> .	People
D	While we prioritize revenue recovery for our state and local clients, we monitor, evaluate and continually improve the <b>indebted parties experience</b> .	
E	While we prioritize revenue recovery for our state and local clients, we monitor, evaluate and communicate to continually improve the <b>client service experience</b> .	
F	We strategically review and place accounts (internal and external) to ensure a <b>balanced approach</b> to customer and client service as well as recovery.	Process
G	We <b>simplify our business</b> rules, fee structures, and processes for external collection vendors.	



# Organizational Change Management

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# Organizational Change Management

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



## Stakeholders

*Identifying all impacted stakeholders and defining engagement plans to support them with all changes*

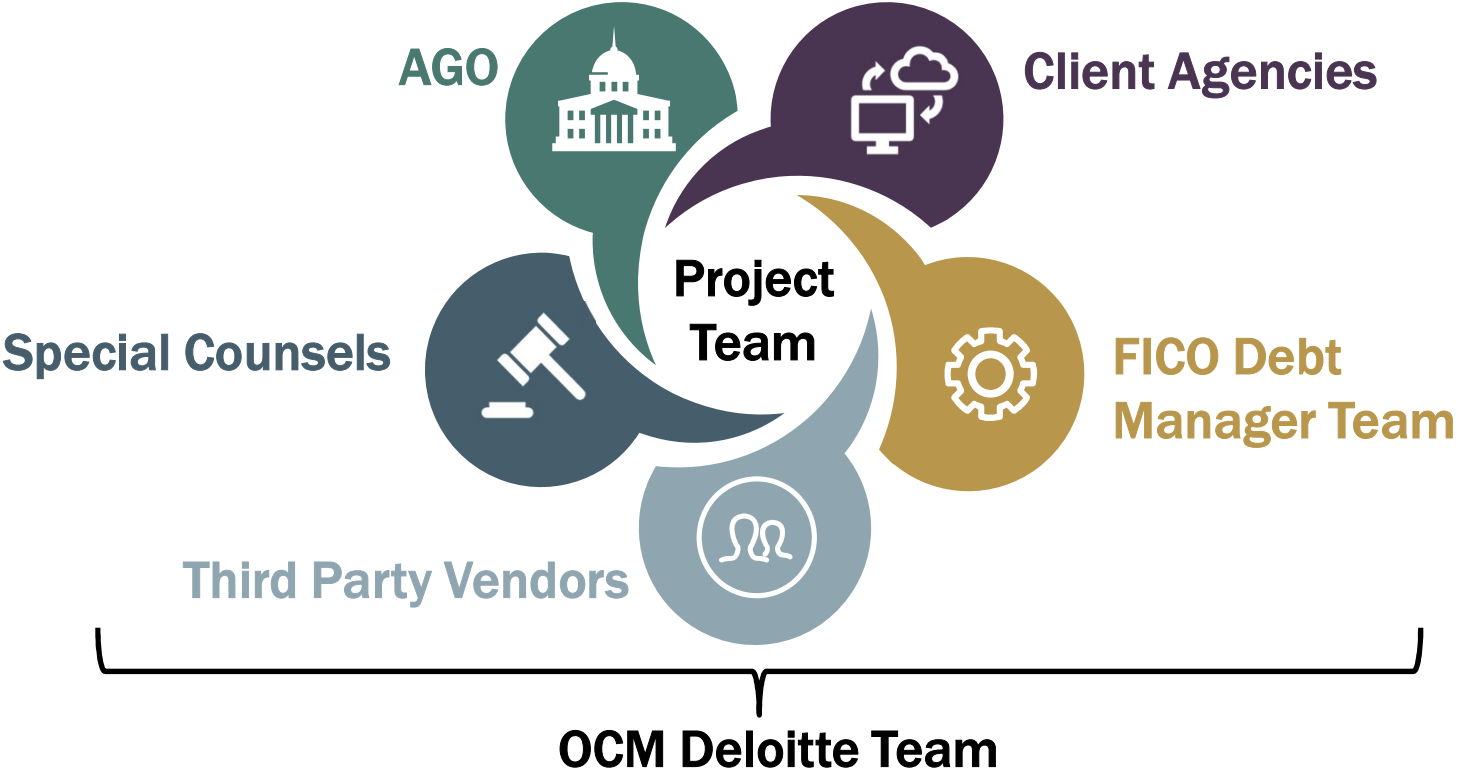
## System Changes

*Documenting change impacts related to system changes and providing guidance on how to implement the new solution*

## Process Changes

*Defining the current state of business processes and developing new business processes that align to the new collections system*

# Collections Enforcement Modernization Stakeholders



## OCM Approach & Strategy



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

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# FICO Debt Manager Solution

# FICO Collections & Recovery Ecosystem

## Debt Manager



### FICO's Debt Manager is the Industry leading enterprise collection & recovery system

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



### Significant investments in the Debt Manager™ product

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



### Professional Services & Support Organization

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

## FICO Approach & Strategy



Phased Approach	Reduces Risk and Expense, and ensures success
Best Practices	Using best practices, refined over 120+ implementations
Out of the Box	Leverage core functionality to meet AGO business needs, limiting customizations
Standardization	Standardize data exchanges where possible to reduce customizations
"A" Team	FICO's best and most experienced implementation team

## FICO Debt Manager Implementation

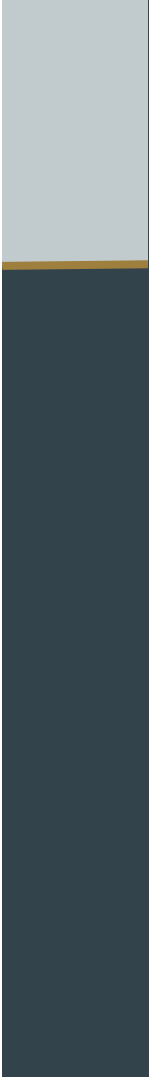
- Goal is to Help Ohio AGO Implement your vision for Collections
  - Debt Manager provides the flexibility to implement your vision with the out-of-the-box configuration
  - Allows for long-term continual improvement because of this flexibility
  - Increased customer service and revenue
- Phase 0: Discovery
  - Confirm Requirements
  - Demonstrate how requirements will be met with Debt Manager
  - Develop implementation approach:
    - Phasing Approach
    - Integrated Master Schedule
    - Plans: Interfaces, Infrastructure, Training, Security
  - Timeline: May - November 2020

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# Project Timeline

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# State of Ohio

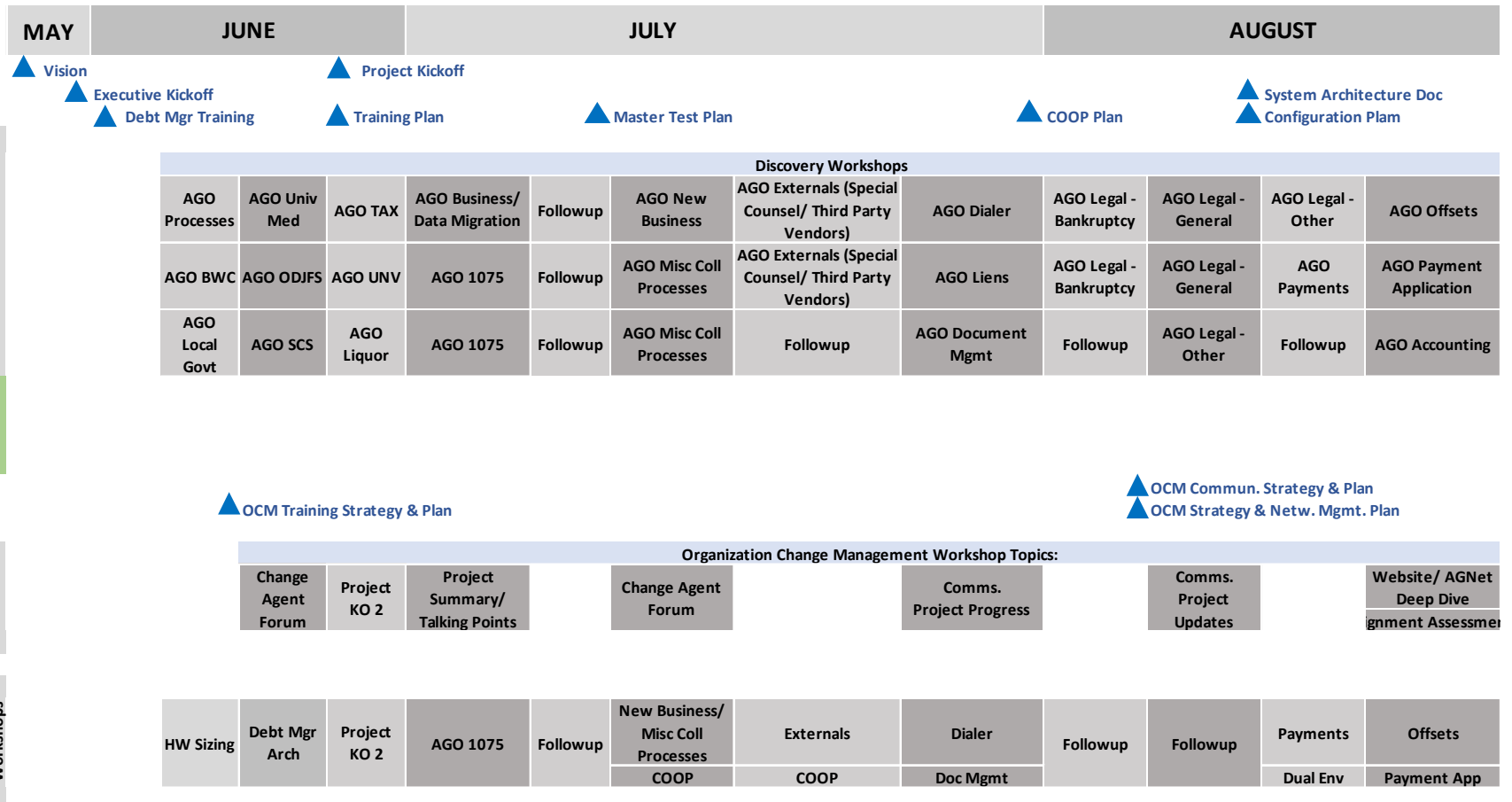
## Attorney General Office

### New Collection System

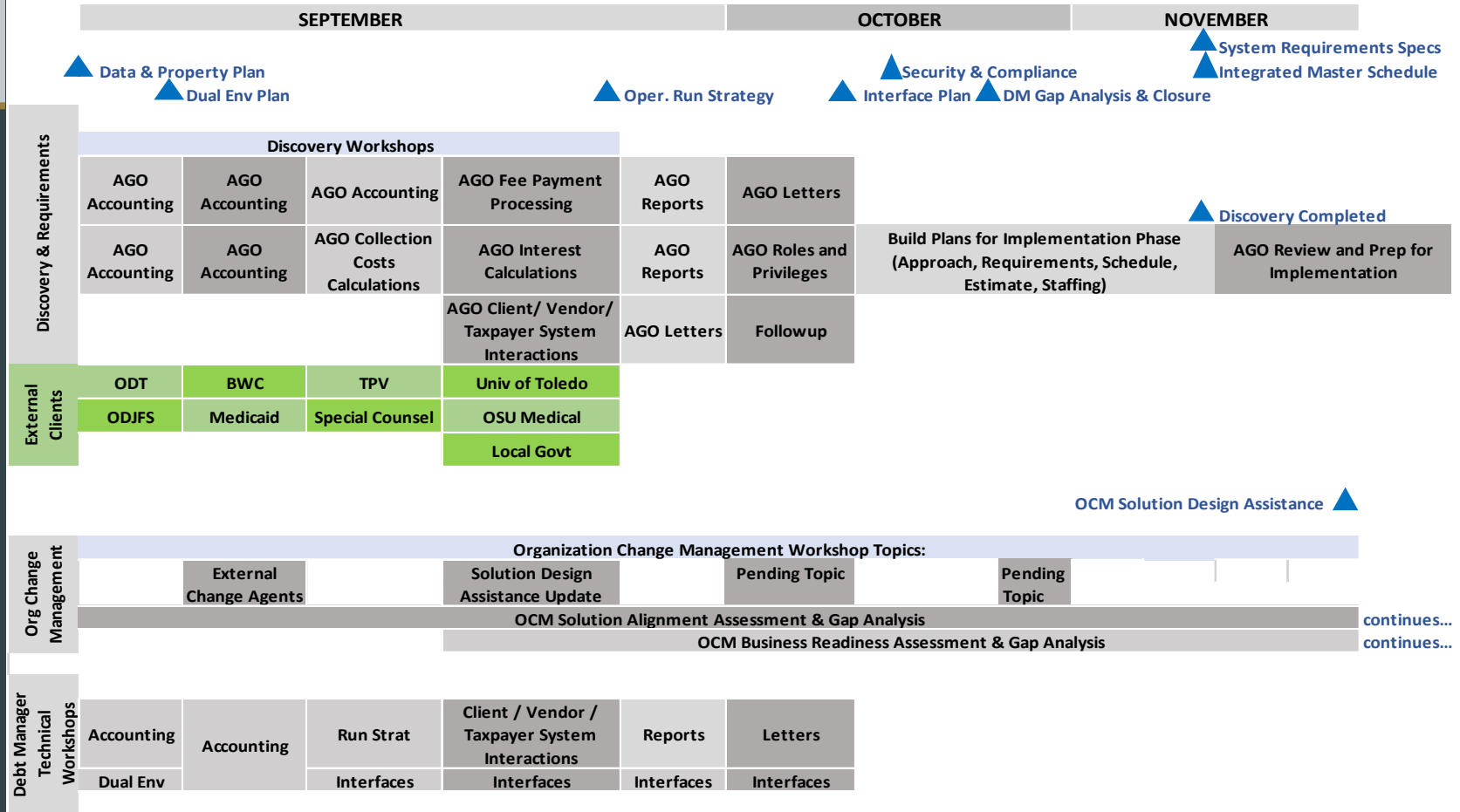
**Key Message:** *Discovery Phase timeline is critical for FICO to learn about AGO Collections prior to submitting an Implementation Schedule and Estimate by Yearend*

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

# Discovery Phase Integrated Project Timeline



# Discovery Phase Integrated Project Timeline





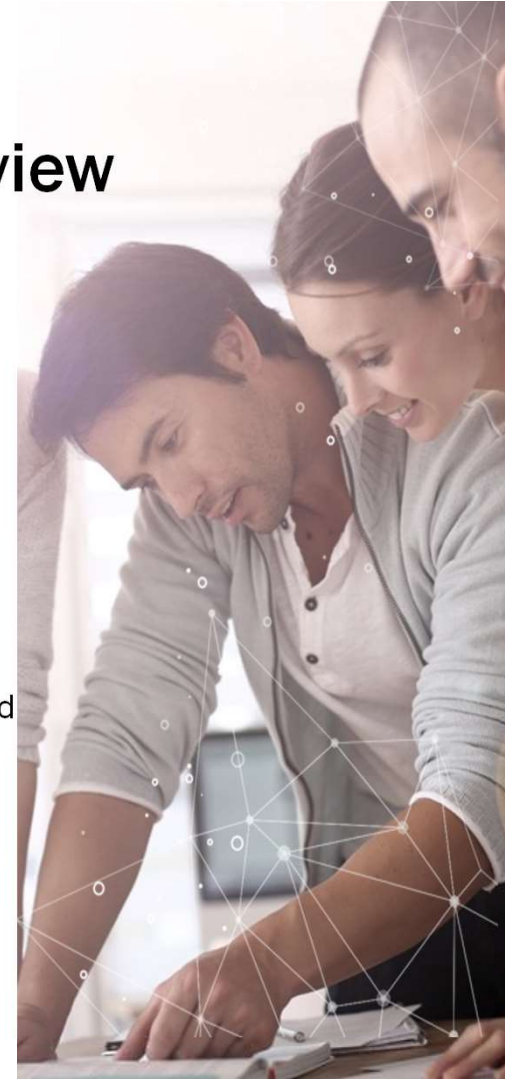
# Roles & Expectations

# AGO CE Project Team Responsibilities

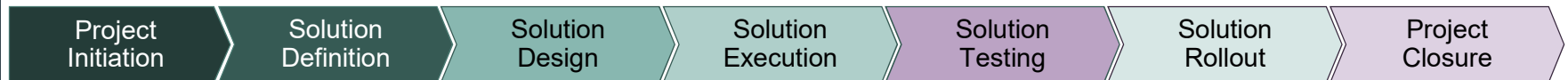
Stakeholders	Initial Project Responsibilities
<b>AGO Executive Steering Committee</b>	<ul style="list-style-type: none"> <li>• Provide leadership insight and executive direction into AGO vision through active participation in the monthly Executive Steering Committee meetings</li> <li>• Monitor the health of the projects and provide guidance on all major system, process and organizational decisions</li> </ul>
<b>AGO Project Team</b>	<ul style="list-style-type: none"> <li>• Participate in FICO and OCM workshops and review deliverables related to the workshops</li> <li>• Contribute feedback to the OCM and FICO teams to provide insight into system and process design decisions</li> </ul>
<b>AGO Change Agents</b>	<ul style="list-style-type: none"> <li>• Extension of the project team responsible for sharing project information and updates with their teammates</li> <li>• Provide insights and feedback from AGO staff on the project, including soliciting feedback on OCM strategies</li> </ul>
<b>Client Agencies</b>	<ul style="list-style-type: none"> <li>• Participate in FICO requirement workshops related to their debt type</li> <li>• Provide information on their business type and interfaces</li> </ul>
<b>Special Counsels / TPVs</b>	<ul style="list-style-type: none"> <li>• Participate in FICO requirement workshops related to their step in the business process</li> <li>• Provide information on current business processes</li> </ul>
<b>FICO Team</b>	<ul style="list-style-type: none"> <li>• Collaborate to determine ultimate technical solution and implementation approach for the AGO</li> <li>• Facilitate requirement sessions and technical deliverables through the Discovery Phase to identify the right solution for the AGO</li> </ul>
<b>Deloitte OCM Team</b>	<ul style="list-style-type: none"> <li>• Participate in FICO requirement sessions to capture change impacts for all audiences to develop the Operational Readiness deliverables</li> <li>• Drive change management activities including communications and stakeholder engagement</li> </ul>

## FICO Project Delivery – Overview

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



## FICO Project Delivery – Stages Overview

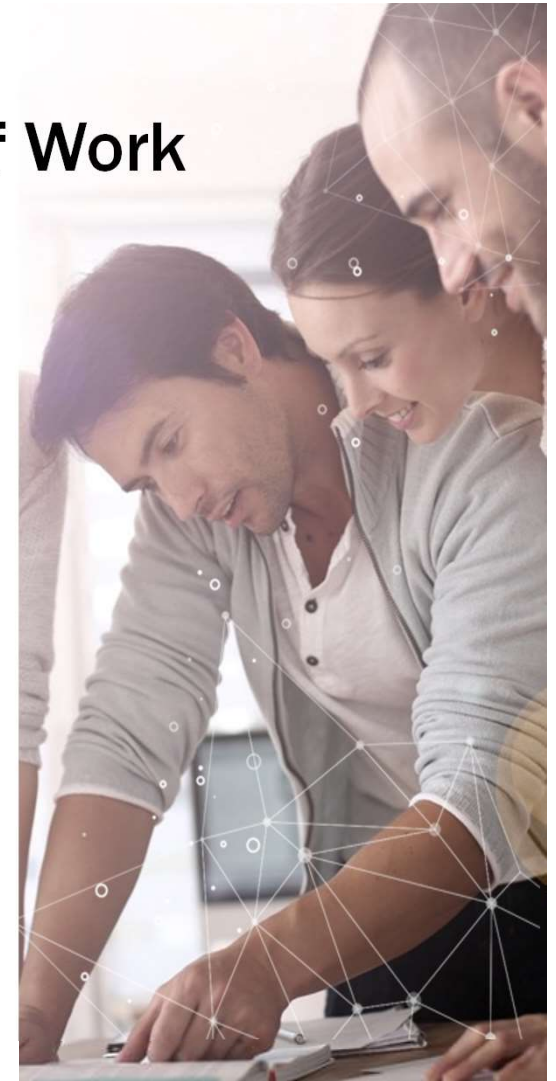


The FICO Delivery management lifecycle (DMLC) approach employs seven distinct phases to project lifecycle. Each phase focuses on a key aspect of delivering a successful solution utilizing each of the disciplines.

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

# FICO Discovery Statement of Work

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







# AGO Change Agents

# AGO Change Agents

## CHANGE AGENT NETWORK



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

## OBJECTIVES FOR CHANGE AGENTS



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

## KEY ACTIVITIES



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

# AGO Change Agent Responsibilities

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

## Build Accountability and Ownership

...by gathering **feedback, answering questions and calming concerns** without waiting for formal / official communications.

## Accelerate Adoption of Change

...by **quickly sharing** information and **minimizing rumors** that might derail the effort.

## Increase Understanding

...by **helping teams to deal with uncertainty and ambiguity** as changes approach.

## Promote Positive Change

...through **two-way communications** to include all staff and change behaviors and attitudes.

## Quickly Identify and Escalate Potential Risks

...related to adoption by **discovering concerns** and the **ability to spot trends and patterns** within the business.

CHANGE AGENTS

# Change Agents



**Adolphia Matthews**  
Claims Account Representative



**Amber Hickman**  
Computer Operator



**Gillian Wells**  
Claims Account Representative



**LaShanna Harris**  
Claims Account Representative



**Catherine Jones**  
Paralegal



**Shawn Headley**  
Claims Account Representative



**John Gifford**  
Claims Account Representative



**Dawn Taylor**  
Intake Supervisor



**Rebecca Hartman**  
Internal Collections Supervisor



**Karen Lawson**  
Claims Account Representative



**John Brunell**  
File Clerk



**Cierra Jones**  
Claims Account Representative



**Jennifer Clark**  
Account Clerk



**Rachel Coleman**  
Claims Account Representative



**Alan McDonie**  
Claims Account Representative



**Angela DeVanna**  
Internal Collections Supervisor

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*Collections enforcement staff have nominated names for the new collections system. After conducting a vote on the names submitted*

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**the Winner is...**

NEW COLLECTIONS SYSTEM NAME

# 'CARES'

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Collections **A**ccount **R**esolution and **E**nforcement **S**ystem



*Thank you **Kong Bounemany** for submitting the new name*



# Question & Answer Session

# Collections Enforcement Modernization Initiative

## Project Kickoff

Thank you for attending!



**DAVE YOST**  
OHIO ATTORNEY GENERAL

**FICO**  
**Deloitte.**





# APPENDIX

FICO Workshops	Deloitte Workshops	Date	Type	Description
1		8-Jun	Requirements	Ohio Attorney General Office (AGO) - Collections
2		9-Jun	Requirements	Ohio Bureau of Workers Compensation (BWC) - Unpaid Premiums, Fraud, Non-Compliance Injury
		10-Jun	OCM	n/a
3		10-Jun	DM Technical	Hardware Sizing
4		11-Jun	Requirements	Local Government - Miscellaneous Debt (Voluntary)
5		15-Jun	Requirements	State University Medical Accounts - State Hospital and Physician Claims
6		16-Jun	Requirements	Ohio Dept of Job & Family Services (ODJFS) - Benefit Overpayment, Unemployment Comp., Contribution Accts
	1	17-Jun	OCM	Change Agent Forum - Review the approach and logistics for the internal change agent network
7		17-Jun	DM Technical	Debt Manager System Architecture
8		18-Jun	Requirements	State Client Services (SCS) - Miscellaneous State Agencies
9		22-Jun	Requirements	Ohio Dept of Taxation (TAX) - Personal Income Tax, Business Taxes, Abatements, Corp & Officer Accts
10		23-Jun	Requirements	State University Debts (UNV) - State Grants, Scholarships, Fed. Perkins Loan, Parking, etc.
		24-Jun	OCM	N/A - Project Kickoff
11		24-Jun	DM Technical	N/A - Project Kickoff
12		25-Jun	Requirements	Liquor - Liquor Licenses, Collections and Hearings
13		29-Jun	Requirements	Business & Data Migration
14		30-Jun	Requirements	1075 Requirements / Compliance - Functional and Technical
	2	1-Jul	OCM	Project Summary / Talking Points - Develop high and medium level talking points for internal and external usage on project purpose, goals and timeline
15		1-Jul	DM Technical	1075 Requirements / Compliance continued - Functional and Technical
16		2-Jul	Requirements	HOLIDAY?
		6-Jul	Requirements	Followup
		7-Jul	Requirements	Followup
		8-Jul	OCM	n/a
		9-Jul	DM Technical	Followup
17		13-Jul	Requirements	New Business - Functional and Technical
18		14-Jul	Requirements	Miscellaneous Collection Process - Functional and Technical
	3	15-Jul	OCM	Change Agent Forum 1 - Review agenda and content for the first Change Agent Forum
19		15-Jul	DM Technical	New Business/Miscellaneous Coll Processes/COOP

FICO		Deloitte		
Workshops	Workshops	Date	Type	Description
20		16-Jul	Requirements	Miscellaneous Collection Process continued- Functional and Technical
21		20-Jul	Requirements	Externals (Special Counsel/Third Party Vendors) - Functional and Technical
22		21-Jul	Requirements	Externals (Special Counsel/Third Party Vendors) continued - Functional and Technical
		22-Jul	OCM	n/a
		23-Jul	DM Technical	Externals/COOP
23		27-Jul	Requirements	Dialer Discussions - Functional and Technical
24		28-Jul	Requirements	Liens - Functional
	4	29-Jul	OCM	Comms. - Project Updates - Review the updates and project progress ready for for project communications
25		29-Jul	DM Technical	Dialer/Document Management
26		30-Jul	Requirements	Document Management - Functional and Technical
27		3-Aug	Requirements	Legal - Bankruptcy - Functional
28		4-Aug	Requirements	Legal - Bankruptcy continued - Functional
		5-Aug	OCM	n/a
		6-Aug	DM Technical	Followup
29		10-Aug	Requirements	Legal - General - Functional
30		11-Aug	Requirements	Legal - General continued - Functional
	5	12-Aug	OCM	Comms. - Project Progress - Review the updates and project progress ready for for project communications
31		12-Aug	DM Technical	Followup
32		13-Aug	Requirements	Legal - Other - Functional
33		17-Aug	Requirements	Legal - Other continued - Functional
34		18-Aug	Requirements	Payments - Functional and Technical
		19-Aug	OCM	n/a
		20-Aug	DM Technical	Payments/Dual Environment
35		24-Aug	Requirements	Offsets - Functional and Technical
36		25-Aug	Requirements	Payment Application - Functional and Technical
	6	26-Aug	OCM	Website and Agnet Deep Dive - Review the messages and locations for updates on external and internal websites
37		26-Aug	DM Technical	Offsets/Payment App
38		27-Aug	Requirements	Accounting - Functional and Technical

FICO Workshops	Deloitte Workshops	Date	Type	Description
39		31-Aug	Requirements	Accounting continued- Functional and Technical
40		1-Sep	Requirements	Accounting continued- Functional and Technical
		2-Sep	OCM	n/a
		3-Sep	DM Technical	Accounting/Dual Environment
		1-Sep	External Clients	ODT - Ohio Department of Taxation Meeting (Brenda McDonald, Steve Gray)
		2-Sep	External Clients	ODJFS - Ohio Department of Job & Family Services Meeting (Julie Smith, Ted Maynard)
41		7-Sep	Requirements	HOLIDAY
42		8-Sep	Requirements	Accounting continued- Functional and Technical
	7	9-Sep	OCM	External Change Agent Network - Explore the idea of an external change agent network with SCs and TPVs
43		9-Sep	DM Technical	Accounting
44		10-Sep	Requirements	Accounting continued- Functional and Technical
		8-Sep	External Clients	BWC - Bureau of Workers Compensation Meeting (Dan Sendelback, Derek West)
		9-Sep	External Clients	Medicaid - Office of Medicaid Meeting (Steve Voigt, Patrick Tighe)
45		14-Sep	Requirements	Accounting continued- Functional and Technical
46		15-Sep	Requirements	Collection Costs Calculations - Functional
		16-Sep	OCM	n/a
		17-Sep	DM Technical	Run Strategy/Interfaces
		15-Sep	External Clients	TPV - Third Party Vendors Representatives Meeting (Jeff Horner, Jim Mitch)
		16-Sep	External Clients	Special Counsel Representatives Meeting (Charles Geidner, Richard Geiger, Charles Mifsud, Sue Pohler)
47		21-Sep	Requirements	Fee Payment Processing - Functional
48		22-Sep	Requirements	Interest Calculations -Functional
	8	23-Sep	OCM	Solution Design Assistance Update
49		23-Sep	DM Technical	Client / Vendor / Taxpayer System Interactions - Interfaces
50		24-Sep	Requirements	Client / Vendor / Taxpayer System Interactions - Functional and Technical
			External Clients	Univ of Toledo - University of Toledo Meeting (Stephen Blausey)
			External Clients	OSU Medical - The Ohio State University Medical School Meeting (Chris Hardgrove)
			External Clients	Local Govt - Local Government Representatives Meeting (Ike Hudson)

FICO Workshops	Deloitte Workshops	Date	Type	Description
51		28-Sep	Requirements	Reports - Functional and Technical
52		29-Sep	Requirements	Reports continued - Functional and Technical
		30-Sep	OCM	n/a
53		1-Oct	DM Technical	Reports/Interfaces
54		2-Oct	Requirements	Letters - Functional and Technical
55		5-Oct	Requirements	Letters continued - Functional and Technical
56		6-Oct	Requirements	Roles and Privileges - Functional
	9	7-Oct	OCM	Pending
57		7-Oct	DM Technical	Letters/Interfaces
58		8-Oct	Requirements	Followup