

REQUEST FOR PROPOSAL CONFERENCE

THURSDAY, JANUARY 19, 2012

DEPARTMENT OF SOCIAL SERVICES

122 North Potomac Street

Hagerstown, Maryland 21740

ATTENDEES:

David A. Engle

Joni Spickler

Karen Christof

L. Bruce Massey

John Kenney

Ann Pittman

Michael Piercy

Cassandra L. Wood, Esquire

Missy DeHaven

1 P R O C E E D I N G S

2 MS. SPICKLER: My name is Joni  
3 Spickler, and I am actually the procurement  
4 officer for the solicitation. Welcome to DSS.  
5 We are here to share some information  
6 concerning the proposal that is entitled,  
7 "Legal Services For Washington County." The  
8 Agency Control Number for the RFP is  
9 WASH/CW/12129-S.

10 I know I just asked and you have  
11 all signed in, which is great. If you do know  
12 if you are an MBE or SBR, please let us know  
13 because the Department does track that.

14 Please note that ELSS Executive  
15 Reporting is transcribing this conference. So  
16 when you are asking questions, we ask that you  
17 at least state your name and the company, just  
18 for the record. A transcript of this whole  
19 conference will be made available on "eM  
20 Marketplace," and the DSS website as well.

21 I'd like to start by having you  
22 introduce yourselves, where you are from.

23 MS. WOOD: My name is Cassandra

1 Wood. I am the owner of the Wood Group, LLC.  
2 I am a Maryland licensed attorney. I have  
3 been practicing law since about the mid '20s  
4 or early '20s, and that's about it.

5 This is my first pre-bid  
6 conference. And I want to get into the game,  
7 and so I am here to find out what the game is  
8 all about, and I want to make money.

9 MS. SPICKLER: Thank you.

10 MS. WOOD: You are welcome.

11 MS. DEHAVEN: My name is Missy  
12 DeHaven. I am standing in for the office  
13 manager, who is home with a sick child, for  
14 the law office of Bernard W. Seamer, II. We  
15 are located just across from the Circuit Court  
16 on West Washington Street.

17 MS. SPICKLER: Okay. We can go  
18 around here and introduce ourselves from the  
19 Department of Social Services.

20 MR. PIERCY: I am Mike Piercy. I  
21 am a child welfare administrator for Child  
22 Protective Services.

23 MS. PITTMAN: I am Ann Pittman

1 from the Department of Social Services, and I  
2 am a child welfare program manager for foster  
3 care.

4 MR. KENNEY: I am John Kenney,  
5 program manager for adult services.

6 MR. ENGLE: Dave Engle, Director  
7 of the Department of Social Services.

8 MR. MASSEY: Bruce Massey. I am  
9 the business manager.

10 MS. SPICKLER: I'm going to  
11 actually turn it over to Mr. Engle, the  
12 Director, and he can give some opening  
13 comments.

14 MR. ENGLE: Welcome, ladies. I  
15 thank you for being with us this morning.

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17 of Social Services intends to acquire the  
18 services of a practicing, attorney licensed in  
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16 to you about the format of the solicitation.

17                   MS. SPICKLER: Thank you, David.  
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22 in the office no later than 4:00 p.m. on  
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12 to hit some parts of that as well. Section  
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14 part of Attachment B on the RFP. This form  
15 has to be completely filled out and submitted  
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19 proposal affidavit. This will be described in  
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21 that if a subcontractor has performed service  
22 under a State contract, they will be paid by  
23 the prime contractor and paid promptly. The

1 State allows the Department some remedies, if  
2 there is an undisputed amount that a prime  
3 contractor is withholding to the  
4 subcontractor. A few of these include  
5 withholding the contract payment to the prime  
6 contractor until the undisputed amount has  
7 been paid, or the Department can pay the  
8 subcontractor directly and reduce that amount  
9 of payment from the prime contractor's  
10 payment. That is referred to in 2.31, and  
11 there is a lot more details in the RFP  
12 regarding payment policy.

13 Section 2.37 is the living wage  
14 requirement that is Attachment G, and I did  
15 actually attach that to your agenda as well.  
16 It is the full details of what the living wage  
17 requirements are for service contracts, so you  
18 can review that. And Section 2.38 is the  
19 hiring agreement. That is also attached to  
20 your agenda. By submitting a bid or proposal  
21 in response to this solicitation, the vendor  
22 agrees to execute and comply with the enclosed  
23 Maryland Department of Human Resources Hiring

1 Agreement. This agreement will be executed by  
2 the offerer and delivered to myself, the  
3 procurement officer, within ten business days  
4 following the receipt of notice that they have  
5 been recommended for the contract award. The  
6 hiring agreement will become effective  
7 concurrently with the award of the contract.

8 Are you okay so far? All right.  
9 Let's go on. Section 4 is the requirements  
10 for the proposal. The proposal has two  
11 volumes; it's a technical volume and a  
12 financial volume. Accompanying those two  
13 volumes is a transmittal letter. This letter  
14 needs to be on company letterhead and contain  
15 the name of your company, the title of the  
16 solicitation, your federal tax ID number, your  
17 social security number, and be signed by the  
18 individual who is authorized to bind the  
19 company to this information contained in the  
20 proposal.

21 The transmittal letter should  
22 also acknowledge receipt of any amendments to  
23 the RFP that have been issued. You can refer

1 to Section 4.2(b) for the format of the  
2 technical proposal. Make sure you address all  
3 sections that are listed. Please ensure that  
4 your discussion of proposed service follows  
5 the format as listed in that section as well.

6 Section G, 4.2(g), the  
7 references, please ensure that your reference  
8 letters are sent to you in a separately sealed  
9 envelope to include in your proposal.  
10 Reference letters should not be sent directly  
11 to myself, the procurement officer.

12 Section I is the financial  
13 responsibility and stability. You only need  
14 to submit one of the four forms that are  
15 listed to satisfy that requirement. You can  
16 refer to Section 4.2(i) for that information.

17 Section J, economic benefits to  
18 the State. Please ensure that you only  
19 include percentages in this section. Do not  
20 put any dollar amounts, just percentages.

21 Section N is forms. These forms  
22 only need to be submitted with the original  
23 copy. You do not have to submit copies of

1 these documents along with the proposal, just  
2 one with the original. Section 4.3 is  
3 financial. The financial proposal contains  
4 all cost information for all products and  
5 services proposed. Financial information  
6 should not be presented in any portion in the  
7 technical proposal. And please ensure that  
8 your financial proposal is sealed separately  
9 from the technical proposal, and remember to  
10 include a budget narrative in this section.

11 Okay. We are going to go to  
12 Section 3, which is the specifications, and  
13 Karen Christof will speak to those.

14 MS. CHRISTOF: In terms of  
15 Section 3, it's really about the services for  
16 child welfare and adult services. Background  
17 is that in administering those programs here,  
18 it's routinely necessary for us to have  
19 representation in Washington County Courts in  
20 matters of child protective services, and  
21 child welfare, and adult services. Legal  
22 consultation and advisement is also needed  
23 with matters of adult protective services,

1 child welfare, purchase of care services, and  
2 services to families and children, families  
3 with children, and other general legal matters  
4 in our area.

5                   There are approximately 75 agency  
6 staff who may interact with the attorney on  
7 these legal matters. Every Thursday is a full  
8 day of court for hearings, adjudication, and  
9 disposition hearings. Emergency shelter  
10 hearings and adult guardianship cases can be  
11 heard at any time during the week. They are  
12 filed as needed.

13                   And in the packet that you have,  
14 in terms of numbers, during fiscal year 2010,  
15 the attorney represented the department in 233  
16 adjudication hearings and shelter care  
17 hearings, 67 permanency plan hearings, 13 TPR  
18 hearings, 847 review hearings. And he  
19 represents approximately, in that year,  
20 represented approximately 197 children in  
21 foster care and 77 families in child  
22 protective services. Washington Department of  
23 Social Services also has 23 ongoing active

1 adult guardianship cases during fiscal year  
2 2010, and that's stayed about the same. And  
3 other than that, I think the rest is pretty  
4 self-explanatory. I'm not going to go through  
5 the details of all of the specifications under  
6 each of the areas. So that's a summary of  
7 what is expected from legal services.

8 MS. SPICKLER: Thank you, Karen.

9 Under Section 4 is actually the  
10 evaluation procedure. There will be an  
11 evaluation committee established by the  
12 Department that will evaluate all proposals  
13 received by the closing deadline. The  
14 committee will rank the proposals according to  
15 criteria listed in 5.5 of the RFP.

16 The evaluation committee will  
17 evaluate the proposals according to the  
18 following criteria, which is listed in  
19 descending order of importance. First is the  
20 proposed service, qualifications,  
21 understanding the problem, personnel financial  
22 responsibility, and stability, the references,  
23 and then the economic benefit to the State.

1       These are all detailed in Section 4.2(c)(j) of  
2       this RFP. If necessary, the committee may  
3       request clarification for any information in  
4       your proposal.

5                       In addition, offerers may be  
6       required to give an oral presentation of their  
7       technical proposal in order to further clarify  
8       the information included in the proposals, and  
9       this could be on short notice. Oral  
10       discussions may also be used in order to  
11       answer any questions that were not resolved  
12       through clarification.

13                      The technical proposal will then  
14       be ranked based on the evaluation criteria  
15       stated. Proposals will be determined to  
16       either be susceptible for award or not  
17       reasonably susceptible for award. Technical  
18       proposals deemed to be reasonably susceptible  
19       for award will continue on the evaluation  
20       process. Any technical proposal found not to  
21       be susceptible for contracts award will be  
22       dropped from any further consideration and the  
23       financial proposal will be returned to you

1 unopened.

2                   During the technical evaluation,  
3 the financial proposals will be opened and  
4 evaluated -- I'm sorry, following the  
5 technical evaluation. If necessary and if  
6 determined to be in the best interest of the  
7 State, the best and final offer of the  
8 financial proposal may be requested of the  
9 offerer.

10                   After review of the financial  
11 proposals and your best and final offer, the  
12 financial proposals will be evaluated and  
13 ranked based upon price. A recommendation for  
14 award will be made based upon which proposal  
15 represents the best value to the State,  
16 considering price and technical factors. In  
17 the overall evaluation, the technical proposal  
18 is given equal weight to the financial  
19 proposals.

20                   That's sort of a brief rundown  
21 of what is listed in the RFP, and I'm sure if  
22 you have any questions that you need to ask, I  
23 just ask if you do state your name before

1 asking the questions, for the recorder  
2 purposes.

3 MS. DEHAVEN: My name is Missy  
4 DeHaven from the law office of Bernard W.  
5 Seamer.

6 Should the financial be on a per  
7 case or a blanket pricing; so, in other words,  
8 say you guys had 700 cases, should they price  
9 it per case or should they say we'll do an  
10 overall amount?

11 And then the next one is, the  
12 A(1) attachment would not print.  
13 How else do we have access to that? And I  
14 tried again this morning. I was able to print  
15 A, but not A(1).

16 MS. SPICKLER: Off of "eM  
17 Marketplace?"

18 MS. DEHAVEN: I was on your  
19 website, DHR.

20 And what is the time frame for  
21 the transcript to be on the websites? And you  
22 mentioned that it had to you by a certain day.  
23 Is it sufficient to hand-deliver; is that

1 allowed?

2 MS. SPICKLER: Yes, you can hand-  
3 deliver it.

4 Ms. DEHAVEN: Okay. I just  
5 wanted to be sure.

6 MS. SPICKLER: Just to remind her  
7 that all these questions will be posted out  
8 for everyone to hear the question and the  
9 response, so everyone hears each question.

10 MS. WOOD: No questions at this  
11 time.

12 My name is Cassandra Wood. Can  
13 the questions be e-mailed to you, the  
14 procurement officer, after this conference, if  
15 I have any questions?

16 MS. SPICKLER: Yes, ma'am.

17 MS. WOOD: Thank you.

18 MS. SPICKLER: Okay. I want to  
19 thank you all for coming, and just remember  
20 the proposals are due February 10th, and no  
21 later than 4:00 p.m.

22 MS. WOOD: Thank you.

23 MS. SPICKLER: Thanks. I will

1 see you all out.

2 (The conference ended at  
3 approximately 10:30 a.m.)

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CERTIFICATE OF NOTARY PUBLIC

I, Jackie Smith, Notary Public in and for the State of Maryland, before whom the foregoing conference was taken, that the testimony of said parties was taken by me at the time and place mentioned in the caption hereof and thereafter transcribed by me; that said conference is a true record of the testimony given by said parties; that I am neither counsel for, related to, nor employed by any of the parties to the action in which this conference was taken; and further, that I am not a relative or employee of any counsel or attorney employed by the parties hereto, nor financially or otherwise interested in the outcome of this action.

-----

Jackie Smith

My commission expires: March 30, 2012

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3 contractor is withholding to the  
4 subcontractor. A few of these include  
5 withholding the contract payment to the prime  
6 contractor until the undisputed amount has  
7 been paid, or the Department can pay the  
8 subcontractor directly and reduce that amount  
9 of payment from the prime contractor's  
10 payment. That is referred to in 2.31, and  
11 there is a lot more details in the RFP  
12 regarding payment policy.

13 Section 2.37 is the living wage  
14 requirement that is Attachment G, and I did  
15 actually attach that to your agenda as well.  
16 It is the full details of what the living wage  
17 requirements are for service contracts, so you  
18 can review that. And Section 2.38 is the  
19 hiring agreement. That is also attached to  
20 your agenda. By submitting a bid or proposal  
21 in response to this solicitation, the vendor  
22 agrees to execute and comply with the enclosed  
23 Maryland Department of Human Resources Hiring

1 Agreement. This agreement will be executed by  
2 the offerer and delivered to myself, the  
3 procurement officer, within ten business days  
4 following the receipt of notice that they have  
5 been recommended for the contract award. The  
6 hiring agreement will become effective  
7 concurrently with the award of the contract.

8 Are you okay so far? All right.

9 Let's go on. Section 4 is the requirements  
10 for the proposal. The proposal has two  
11 volumes; it's a technical volume and a  
12 financial volume. Accompanying those two  
13 volumes is a transmittal letter. This letter  
14 needs to be on company letterhead and contain  
15 the name of your company, the title of the  
16 solicitation, your federal tax ID number, your  
17 social security number, and be signed by the  
18 individual who is authorized to bind the  
19 company to this information contained in the  
20 proposal.

21 The transmittal letter should  
22 also acknowledge receipt of any amendments to  
23 the RFP that have been issued. You can refer

1 to Section 4.2(b) for the format of the  
2 technical proposal. Make sure you address all  
3 sections that are listed. Please ensure that  
4 your discussion of proposed service follows  
5 the format as listed in that section as well.

6 Section G, 4.2(g), the  
7 references, please ensure that your reference  
8 letters are sent to you in a separately sealed  
9 envelope to include in your proposal.  
10 Reference letters should not be sent directly  
11 to myself, the procurement officer.

12 Section I is the financial  
13 responsibility and stability. You only need  
14 to submit one of the four forms that are  
15 listed to satisfy that requirement. You can  
16 refer to Section 4.2(i) for that information.

17 Section J, economic benefits to  
18 the State. Please ensure that you only  
19 include percentages in this section. Do not  
20 put any dollar amounts, just percentages.

21 Section N is forms. These forms  
22 only need to be submitted with the original  
23 copy. You do not have to submit copies of

1 these documents along with the proposal, just  
2 one with the original. Section 4.3 is  
3 financial. The financial proposal contains  
4 all cost information for all products and  
5 services proposed. Financial information  
6 should not be presented in any portion in the  
7 technical proposal. And please ensure that  
8 your financial proposal is sealed separately  
9 from the technical proposal, and remember to  
10 include a budget narrative in this section.

11 Okay. We are going to go to  
12 Section 3, which is the specifications, and  
13 Karen Christof will speak to those.

14 MS. CHRISTOF: In terms of  
15 Section 3, it's really about the services for  
16 child welfare and adult services. Background  
17 is that in administering those programs here,  
18 it's routinely necessary for us to have  
19 representation in Washington County Courts in  
20 matters of child protective services, and  
21 child welfare, and adult services. Legal  
22 consultation and advisement is also needed  
23 with matters of adult protective services,

1 child welfare, purchase of care services, and  
2 services to families and children, families  
3 with children, and other general legal matters  
4 in our area.

5 There are approximately 75 agency  
6 staff who may interact with the attorney on  
7 these legal matters. Every Thursday is a full  
8 day of court for hearings, adjudication, and  
9 disposition hearings. Emergency shelter  
10 hearings and adult guardianship cases can be  
11 heard at any time during the week. They are  
12 filed as needed.

13 And in the packet that you have,  
14 in terms of numbers, during fiscal year 2010,  
15 the attorney represented the department in 233  
16 adjudication hearings and shelter care  
17 hearings, 67 permanency plan hearings, 13 TPR  
18 hearings, 847 review hearings. And he  
19 represents approximately, in that year,  
20 represented approximately 197 children in  
21 foster care and 77 families in child  
22 protective services. Washington Department of  
23 Social Services also has 23 ongoing active

1 adult guardianship cases during fiscal year  
2 2010, and that's stayed about the same. And  
3 other than that, I think the rest is pretty  
4 self-explanatory. I'm not going to go through  
5 the details of all of the specifications under  
6 each of the areas. So that's a summary of  
7 what is expected from legal services.

8 MS. SPICKLER: Thank you, Karen.

9 Under Section 4 is actually the  
10 evaluation procedure. There will be an  
11 evaluation committee established by the  
12 Department that will evaluate all proposals  
13 received by the closing deadline. The  
14 committee will rank the proposals according to  
15 criteria listed in 5.5 of the RFP.

16 The evaluation committee will  
17 evaluate the proposals according to the  
18 following criteria, which is listed in  
19 descending order of importance. First is the  
20 proposed service, qualifications,  
21 understanding the problem, personnel financial  
22 responsibility, and stability, the references,  
23 and then the economic benefit to the State.

1 These are all detailed in Section 4.2(c)(j) of  
2 this RFP. If necessary, the committee may  
3 request clarification for any information in  
4 your proposal.

5 In addition, offerers may be  
6 required to give an oral presentation of their  
7 technical proposal in order to further clarify  
8 the information included in the proposals, and  
9 this could be on short notice. Oral  
10 discussions may also be used in order to  
11 answer any questions that were not resolved  
12 through clarification.

13 The technical proposal will then  
14 be ranked based on the evaluation criteria  
15 stated. Proposals will be determined to  
16 either be susceptible for award or not  
17 reasonably susceptible for award. Technical  
18 proposals deemed to be reasonably susceptible  
19 for award will continue on the evaluation  
20 process. Any technical proposal found not to  
21 be susceptible for contracts award will be  
22 dropped from any further consideration and the  
23 financial proposal will be returned to you

17

1 unopened.

2           During the technical evaluation,  
3 the financial proposals will be opened and  
4 evaluated -- I'm sorry, following the  
5 technical evaluation. If necessary and if  
6 determined to be in the best interest of the  
7 State, the best and final offer of the  
8 financial proposal may be requested of the  
9 offerer.

10           After review of the financial  
11 proposals and your best and final offer, the  
12 financial proposals will be evaluated and  
13 ranked based upon price. A recommendation for  
14 award will be made based upon which proposal  
15 represents the best value to the State,  
16 considering price and technical factors. In  
17 the overall evaluation, the technical proposal  
18 is given equal weight to the financial  
19 proposals.

20           That's sort of a brief rundown  
21 of what is listed in the RFP, and I'm sure if  
22 you have any questions that you need to ask, I  
23 just ask if you do state your name before

18

1 asking the questions, for the recorder  
2 purposes.

3           MS. DEHAVEN: My name is Missy  
4 DeHaven from the law office of Bernard W.  
5 Seamer.

6           Should the financial be on a per  
7 case or a blanket pricing; so, in other words,  
8 say you guys had 700 cases, should they price  
9 it per case or should they say we'll do an  
10 overall amount?

11           And then the next one is, the  
12 A(1) attachment would not print.  
13 How else do we have access to that? And I  
14 tried again this morning. I was able to print  
15 A, but not A(1).

16           MS. SPICKLER: Off of "eM  
17 Marketplace?"

18           MS. DEHAVEN: I was on your  
19 website, DHR.

20           And what is the time frame for  
21 the transcript to be on the websites? And you  
22 mentioned that it had to you by a certain day.  
23 Is it sufficient to hand-deliver; is that

19

1 allowed?

2           MS. SPICKLER: Yes, you can hand-  
3 deliver it.

4           Ms. DEHAVEN: Okay. I just  
5 wanted to be sure.

6           MS. SPICKLER: Just to remind her  
7 that all these questions will be posted out  
8 for everyone to hear the question and the  
9 response, so everyone hears each question.

10           MS. WOOD: No questions at this  
11 time.

12           My name is Cassandra Wood. Can  
13 the questions be e-mailed to you, the  
14 procurement officer, after this conference, if  
15 I have any questions?

16           MS. SPICKLER: Yes, ma'am.

17           MS. WOOD: Thank you.

18           MS. SPICKLER: Okay. I want to  
19 thank you all for coming, and just remember  
20 the proposals are due February 10th, and no  
21 later than 4:00 p.m.

22           MS. WOOD: Thank you.

23           MS. SPICKLER: Thanks. I will

20

1 see you all out.

2           (The conference ended at  
3 approximately 10:30 a.m.)

## 1 CERTIFICATE OF NOTARY PUBLIC

2 I, Jackie Smith, Notary Public in and  
3 for the State of Maryland, before whom the  
4 foregoing conference was taken, that the  
5 testimony of said parties was taken by me at  
6 the time and place mentioned in the caption  
7 hereof and thereafter transcribed by me; that  
8 said conference is a true record of the  
9 testimony given by said parties; that I am  
10 neither counsel for, related to, nor employed  
11 by any of the parties to the action in which  
12 this conference was taken; and further, that I  
13 am not a relative or employee of any counsel  
14 or attorney employed by the parties hereto,  
15 nor financially or otherwise interested in the  
16 outcome of this action.

17 \_\_\_\_\_  
18 Jackie Smith

19 My commission expires: March 30, 2012  
20  
21  
22  
23

able

department

<b>A</b>	
<p>able (5:22) (18:14)  <b>acceptable</b> (7:8)  <b>accepted</b> (7:2) (7:3)  <b>access</b> (18:13)  <b>accompanying</b> (11:12)  <b>according</b> (15:14) (15:17)  <b>acknowledge</b> (11:22)  <b>acquire</b> (4:17)  <b>across</b> (3:15)  <b>action</b> (21:11) (21:16)  <b>active</b> (14:23)  <b>actually</b> (2:3) (4:11) (10:15) (15:9)  <b>addition</b> (8:7) (16:5)  <b>additional</b> (5:4)  <b>address</b> (12:2)  <b>adjudication</b> (14:8) (14:16)  <b>administering</b> (13:17)  <b>administrator</b> (3:21)  <b>adult</b> (4:5) (4:21) (4:22) (13:16) (13:21) (13:23) (14:10) (15:1)  <b>advised</b> (6:1) (8:21)  <b>advisement</b> (13:22)  <b>affidavit</b> (7:13) (7:19) (8:13)  <b>again</b> (18:14)  <b>agency</b> (2:8) (4:19) (14:5)  <b>agenda</b> (10:15) (10:20)  <b>agreement</b> (10:19) (11:1) (11:6)  <b>agrees</b> (10:22)  <b>ahead</b> (5:15)  <b>allow</b> (6:5) (7:4)  <b>allowed</b> (19:1)  <b>allows</b> (10:1)  <b>along</b> (13:1)  <b>already</b> (8:6)  <b>although</b> (9:15)  <b>amendments</b> (11:22)  <b>amount</b> (10:2) (10:6) (10:8) (18:10)  <b>amounts</b> (12:20)  <b>ann</b> (1:14) (3:23)  <b>annual</b> (8:21)  <b>answer</b> (16:11)  <b>anticipated</b> (5:1)  <b>approximately</b> (14:5) (14:19) (14:20) (20:3)  <b>april</b> (5:3)  <b>area</b> (14:4)  <b>areas</b> (15:6)  <b>arrive</b> (6:21)  <b>arriving</b> (7:2)  <b>asking</b> (2:16) (6:10) (18:1)  <b>assessments</b> (8:2)  <b>assist</b> (6:6)  <b>attach</b> (10:15)  <b>attached</b> (10:19)  <b>attachment</b> (7:14) (8:18) (10:14) (18:12)  <b>attendees</b> (1:8)  <b>attention</b> (5:13)  <b>attorney</b> (3:2) (4:18) (14:6) (14:15) (21:14)  <b>authorized</b> (11:18)  <b>available</b> (2:19)  <b>award</b> (8:11) (8:14) (9:6) (11:5) (11:7) (16:16) (16:17) (16:19) (16:21) (17:14)  <b>awarded</b> (5:2)</p>	<p><b>bid/proposal</b> (7:13)  <b>billing</b> (8:17)  <b>bind</b> (11:18)  <b>blanket</b> (18:7)  <b>both</b> (6:20)  <b>brief</b> (17:20)  <b>bruce</b> (1:12) (4:8)  <b>budget</b> (13:10)  <b>business</b> (4:9) (8:4) (9:15) (9:16) (11:3)</p>
	<b>C</b>
	<p><b>call</b> (9:11)  <b>cannot</b> (7:2)  <b>caption</b> (21:6)  <b>care</b> (4:3) (4:22) (4:23) (14:1) (14:16) (14:21)  <b>case</b> (18:7) (18:9)  <b>cases</b> (14:10) (15:1) (18:8)  <b>cassandra</b> (1:16) (2:23) (19:12)  <b>certain</b> (7:23) (18:22)  <b>certificate</b> (21:1)  <b>child</b> (3:13) (3:21) (4:2) (4:21) (4:22) (13:16) (13:20) (13:21) (14:1) (14:21)  <b>children</b> (4:23) (14:2) (14:3) (14:20)  <b>christof</b> (1:11) (13:13) (13:14)  <b>circuit</b> (3:15)  <b>clarification</b> (16:3) (16:12)  <b>clarify</b> (16:7)  <b>closing</b> (6:18) (15:13)  <b>coming</b> (19:19)  <b>comments</b> (4:13)  <b>commission</b> (21:19)  <b>committee</b> (15:11) (15:14) (15:16) (16:2)  <b>company</b> (2:17) (8:6) (11:14) (11:15) (11:19)  <b>completely</b> (7:15)  <b>comply</b> (10:22)  <b>concerning</b> (2:6)  <b>concurrently</b> (11:7)  <b>conference</b> (1:1) (2:15) (2:19) (3:6) (5:22) (6:9) (6:13) (19:14) (20:2) (21:4) (21:8) (21:12)  <b>consideration</b> (8:10) (16:22)  <b>considering</b> (17:16)  <b>consultation</b> (13:22)  <b>contact</b> (5:8) (5:9)  <b>contain</b> (11:14)  <b>contained</b> (11:19)  <b>contains</b> (13:3)  <b>contingent</b> (8:22)  <b>continue</b> (16:19)  <b>contract</b> (5:2) (8:11) (8:12) (8:14) (8:21) (9:6) (9:22) (10:5) (11:5) (11:7)  <b>contractor</b> (9:23) (10:3) (10:6)  <b>contractor's</b> (10:9)  <b>contracts</b> (10:17) (16:21)  <b>control</b> (2:8)  <b>copies</b> (6:20) (7:18) (12:23)  <b>copy</b> (12:23)  <b>corporate</b> (7:22)  <b>cost</b> (13:4)  <b>counsel</b> (21:10) (21:13)  <b>county</b> (2:7) (4:16) (4:20) (13:19)  <b>court</b> (3:15) (14:8)  <b>courts</b> (4:20) (13:19)  <b>criteria</b> (15:15) (15:18) (16:14)</p>
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	<p><b>date</b> (6:18) (7:6) (7:7) (9:10)  <b>dave</b> (4:6)  <b>david</b> (1:9) (5:17)  <b>day</b> (14:8) (18:22)  <b>days</b> (11:3)  <b>deadline</b> (7:1) (15:13)  <b>deemed</b> (16:18)  <b>dehaven</b> (1:17) (3:11) (3:12) (18:3) (18:4) (18:18) (19:4)  <b>deliverables</b> (8:23)  <b>delivered</b> (11:2)  <b>department</b> (1:4) (2:13) (3:19) (4:1) (4:7) (4:16) (8:2) (10:1) (10:7) (10:23) (14:15) (14:22) (15:12)</p>
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<p><b>background</b> (13:16)  <b>based</b> (8:20) (16:14) (17:13) (17:14)  <b>become</b> (11:6)  <b>beginning</b> (5:3)  <b>being</b> (4:15) (8:10)  <b>benefit</b> (15:23)  <b>benefits</b> (12:17)  <b>bernard</b> (3:14) (18:4)  <b>best</b> (17:6) (17:7) (17:11) (17:15)  <b>between</b> (5:8) (6:12)  <b>bid</b> (10:20)</p>	

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<p> <b>department's</b> (5:20)  <b>descending</b> (15:19)  <b>described</b> (7:19)  <b>desk</b> (9:12)  <b>detail</b> (7:20)  <b>detailed</b> (16:1)  <b>details</b> (10:11) (10:16) (15:5)  <b>determined</b> (16:15) (17:6)  <b>dhr</b> (6:15) (18:19)  <b>dhr's</b> (6:4) (9:20)  <b>direct</b> (5:12)  <b>directly</b> (10:8) (12:10)  <b>director</b> (4:6) (4:12)  <b>discrepancies</b> (6:12)  <b>discretion</b> (5:5)  <b>discuss</b> (7:20)  <b>discussion</b> (12:4)  <b>discussions</b> (16:10)  <b>disposition</b> (14:9)  <b>documents</b> (13:1)  <b>does</b> (2:13)  <b>dollar</b> (12:20)  <b>dropped</b> (8:10) (16:22)  <b>dss</b> (2:4) (2:20)  <b>due</b> (7:6) (7:7) (19:20)  <b>during</b> (6:13) (14:11) (14:14) (15:1) (17:2) </p>	<p> <b>financial</b> (6:21) (11:12) (12:12) (13:3) (13:5) (13:8) (15:21) (16:23) (17:3) (17:8) (17:10) (17:12) (17:18) (18:6)  <b>financially</b> (21:15)  <b>find</b> (3:7)  <b>first</b> (3:5) (15:19)  <b>fiscal</b> (14:14) (15:1)  <b>following</b> (8:19) (11:4) (15:18) (17:4)  <b>follows</b> (12:4)  <b>foregoing</b> (21:4)  <b>form</b> (7:14) (8:13)  <b>format</b> (5:16) (12:1) (12:5)  <b>formatting</b> (6:7)  <b>forms</b> (12:14) (12:21)  <b>foster</b> (4:2) (4:22) (14:21)  <b>found</b> (16:20)  <b>four</b> (12:14)  <b>frame</b> (18:20)  <b>friday</b> (6:23) (7:9)  <b>full</b> (8:22) (10:16) (14:7)  <b>further</b> (16:7) (16:22) (21:12) </p>
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<p> <b>each</b> (8:21) (15:6) (19:9)  <b>early</b> (3:4)  <b>economic</b> (12:17) (15:23)  <b>effective</b> (11:6)  <b>electronically</b> (6:11)  <b>else</b> (18:13)  <b>elss</b> (2:14)  <b>e-mailed</b> (19:13)  <b>emergency</b> (14:9)  <b>employed</b> (21:10) (21:14)  <b>employee</b> (21:13)  <b>enclosed</b> (10:22)  <b>encourage</b> (9:18)  <b>end</b> (5:22)  <b>ended</b> (20:2)  <b>engle</b> (1:9) (4:6) (4:11) (4:14)  <b>ensure</b> (7:5) (12:3) (12:7) (12:18) (13:7)  <b>enterprise</b> (9:16)  <b>enterprises</b> (9:15)  <b>entitled</b> (2:6)  <b>envelope</b> (12:9)  <b>equal</b> (17:18)  <b>esquire</b> (1:16)  <b>established</b> (9:17) (15:11)  <b>evaluate</b> (15:12) (15:17)  <b>evaluated</b> (17:4) (17:12)  <b>evaluation</b> (15:10) (15:11) (15:16) (16:14) (16:19) (17:2) (17:5) (17:17)  <b>every</b> (14:7)  <b>everyone</b> (19:8) (19:9)  <b>execute</b> (10:22)  <b>executed</b> (11:1)  <b>executive</b> (2:14)  <b>expected</b> (15:7)  <b>expires</b> (21:19)  <b>extensions</b> (7:1) </p>	<p> <b>game</b> (3:6) (3:7)  <b>general</b> (7:11) (14:3)  <b>get</b> (3:6)  <b>give</b> (4:12) (16:6)  <b>given</b> (6:12) (17:18) (21:9)  <b>goal</b> (9:17)  <b>goes</b> (9:14)  <b>going</b> (4:10) (5:15) (5:18) (7:10) (7:11) (13:11) (15:4)  <b>great</b> (2:11)  <b>group</b> (3:1)  <b>guardianship</b> (14:10) (15:1)  <b>guys</b> (18:8) </p>
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	<p> <b>hagerstown</b> (1:6)  <b>hand-deliver</b> (18:23) (19:3)  <b>hands</b> (7:8)  <b>has</b> (7:8) (7:15) (9:21) (10:6) (11:10) (14:23)  <b>having</b> (2:21)  <b>hear</b> (19:8)  <b>heard</b> (14:11)  <b>hearings</b> (14:8) (14:9) (14:10) (14:16) (14:17) (14:18)  <b>hears</b> (19:9)  <b>help</b> (9:12)  <b>here</b> (2:5) (3:7) (3:18) (13:17)  <b>hereof</b> (21:7)  <b>hereto</b> (21:14)  <b>highlights</b> (5:19)  <b>hiring</b> (10:19) (10:23) (11:6)  <b>hit</b> (7:12)  <b>home</b> (3:13)  <b>however</b> (6:2)  <b>human</b> (10:23) </p>
	<b>I</b>
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