

01 FORMS

RESPONSE SIGNATURE PAGE

Type or print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	HORNE LLP		
Address:	1023 Main St, Suite 202		
City:	Conway	State:	AR
		Zip Code:	72032
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit		
Minority and Women Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service-Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Women-Owned <input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American		
	AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>		
PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
<i>Provide contact information to be used for solicitation related matters.</i>			
Contact Person:	Kade Moody	Title:	Contracting Partner
Phone:	(601) 326-1323	Alternate Phone:	
Email:	Kade.Moody@horne.com		
CONFIRMATION OF REDACTED COPY			
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested. <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.</i>			
ILLEGAL IMMIGRANT CONFIRMATION			
By signing and submitting a response to this <i>Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and shall not employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.			
ISRAEL BOYCOTT RESTRICTION CONFIRMATION			
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and shall not boycott Israel during the term of a contract awarded as a result of this solicitation.			
<input checked="" type="checkbox"/> Prospective Contractor does not and shall not boycott Israel.			

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* may cause the Prospective Contractor to be disqualified.

Authorized Signature: _____ Title: Engagement Partner

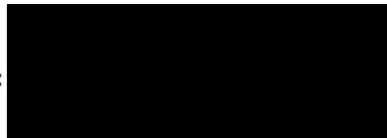
Printed/Typed Name: Kade Moody Date: 5/8/2024

SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and shall fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature: _____



Printed/Typed Name: Kade Moody

Date: 5/8/2024

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: April 25, 2024
SUBJECT: 710-24-074 Eligibility Support Services

The following change(s) to the above referenced RFP have been made as designated below:

☐ Change of specification(s)
☒ Additional specification(s)
☐ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

OTHER

- Attachment K – Remove and replace with 710-23-074 Attachment K Revised
- Attachment J – Remove and replace with 710-23-074 Attachment J Revised

ADDITIONAL SPECIFICATION(S)

- Section 4.1 Payment and Invoice Provisions – add the following language:
This could refer to Attachment C, Page 7 - After satisfactory presentation and review of the monthly status report by the Contractor, the deliverable will be signed off and the invoice can be submitted.
- Or for a shorter version – Contractor will invoice for monthly services. [710-19-1023 Attachment H Invoice Procedures.pdf \(arkansas.gov\)](#)

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Karrie Goodnight, DHS.OP.Solicitations@dhs.arkansas.gov (501) 320-3903

5/8/2024
Date

HORNE, LLP
Company

Contract Number _____
 Attachment Number _____
 Action Number _____

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR NAME:

☐ Yes ☒ No

IS THIS FOR:

 Goods? ☐ Services? ☒ Both? ☐

TAXPAYER ID NAME: HORNE LLP

YOUR LAST NAME: Moody

FIRST NAME: Kade

M.I.:

ADDRESS: 1023 Main St, Suite 202

CITY: Conway

STATE: AR

ZIP CODE: 72032

COUNTRY: USA

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS *

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (✓)	Name of Position of Job Held (senator, representative, name of board/ commission, data entry, etc.)	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	Relation
			From MM/YY	To MM/YY		
General Assembly						
Constitutional Officer						
State Board or Commission Member						
State Employee						

☐ None of the above applies

FOR AN ENTITY (BUSINESS) *

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (✓)	Name of Position of Job Held (senator, representative, name of board/ commission, data entry, etc.)	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?	
			From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%) Position of Control
General Assembly						
Constitutional Officer						
State Board or Commission Member						
State Employee						

☒ None of the above applies

Contract Number _____
Attachment Number _____
Action Number _____

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:


Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the terms and conditions stated herein.

Signature _____ Title Engagement Partner Date 5/8/2024
Vendor Contact Person _____ Title Engagement Partner Phone No. (601) 326-1323

Agency use only
Agency Number 0710 Agency Name Department of Human Services Agency Contact Person _____ Contact Phone No. _____ Contract Phone No. _____ or Grant No. _____

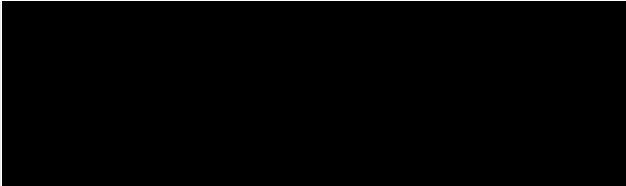
 HORNE	Employment	
	POLICY: Equal Employment Opportunity	EFFECTIVE: 2/1/2015
	PAGE: 1 of 1	REVISED: 1/4/2021

HORNE LLP maintains a continuing policy of non-discrimination in employment. It is our policy to provide equal opportunity to all individuals including persons with disabilities, protected veterans, minorities and females. The policy covers all phases of the employment process and maintains compliance with all applicable federal, state, and local laws and regulations. This policy of non-discrimination shall include, but not be limited to, the following employment decisions and practices: hiring; promotions; demotions or transfers; layoffs; recalls; terminations; rates of pay or other forms of compensation; selection for training, including internship; and recruitment or recruitment advertising.

Employees and applicants of HORNE LLP will not be subjected to any form of harassment or discrimination for exercising rights protected by, or because of their participation in an investigation or compliance review related to the Americans with Disabilities Act, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, the Veterans Employment Opportunities Act of 1998, or any other federal or state non-discrimination law, rule, or regulation.

If you believe that you have been discriminated against in any manner as described above, you should notify the Director of People FIRST. HORNE LLP will continue to direct management personnel to take such action as may be required to prevent behavior prohibited by this policy. All matters will be investigated and appropriate disciplinary action will be taken; up to and including termination of employment, if deemed appropriate. Retaliation against anyone who complains of or witnesses behavior contrary to this policy is also prohibited.

HORNE LLP also maintains affirmative action programs to implement our equal employment opportunity policy. Employees or applicants who wish to review appropriate portions of these programs may schedule and appointment by contacting the Director of People FIRST during normal business hours.



1/4/2021
Date

PROPOSED SUBCONTRACTORS FORM

- **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
TEKsystems Global Services, LLC	7437 Race Road	Hanover, MD 21076

☐ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE
SUBCONTRACTORS TO PERFORM SERVICES.**

State of Arkansas Department of Human Services
710-23-074
Attachment B
Written Questions

Instructions

This Response Template must be used for submission of written questions. All questions should provide the requested information. Those that do not, may not be answered by DHS. The Vendor may add as many lines as needed. DHS would strongly prefer the Vendor to ask multi-part questions as individual questions on separate lines.

Instructions: Complete all cells of each question asked in the Table below. Clearly identify the referenced section or text.

Question ID	Reference (page number, section number, paragraph)	Specific Language	Question	Answers
<i>Example</i>	<i>Page 7, section 1.15, C</i>	<i>J. Vendors may submit multiple bid</i>	<i>May vendors submit more than one bid?</i>	<i>yes See section 1.15, J</i>
1	RFP, Page 3, section 1.7 Definition of Terms, Item I Acronyms and page 12, section 2.3, Scope of Work, Item A	Term FTE: Definition Full Time Employee; the Contractor must provide 100 Eligibility Specialists to perform casework and the necessary amount of key personnel to support the operations plan and quality metrics.	Will the Contractor be limited to providing 100 Full-time Eligibility Specialists headcount or can we contract to provide a higher number to support the FTE definition of full time employee or can the Contractor provide a higher number of trained, full time equivalent staffing to support the 100 FTE requirement to meet the performance requirements?	The State defines full time employee as a 40 hours work week. The State's intention is have 100 specialists present every day. Attachment C - page 2 - If the Contractor has less than 100% of the contracted number of FTE Eligibility Specialists trained and working in production for more than two weeks, the contractor shall submit a CAP to ensure consistent future staffing levels. The State expects the Contractor will employ the number of Eligibility Specialists they will need to meet this requirement.
2	Attachment K, Page 1	THE CONTRACTOR WILL DOCUMENT RELATED EDUCATION AND/OR EXPERIENCE AND PROVIDE TO DHS IF REVIEW IS REQUESTED.	What, if anything, triggers a review?	Refer to Addendum 1 and Revised Attachment K
3	RFP, Page 13, 2.3, B.9		What is the duration of the training for gaining production ARIES system access?	Refer to Section 2.3.C, Page 13 of the solicitation.
4	RFP, Page 22, 1.3 Type of Contract, Item B, and Attachment J Cost Proposal Template	The term of this contract shall be for one (1) year. The anticipated start date for the contract is October 1, 2024. Upon mutual agreement by the Prospective Contractor and agency, the contract may be renewed by OP, on a year-to-year basis, for up to six (6) additional one-year terms or portions thereof.	Section 1.3 states that the base contract period is one year with up to six additional one year periods and the Cost Proposal template states the base period of three years with four optional years. Please clarify whether the base term is for one or three years.	Refer to Addendum 1 and the Revised Attachment J
5	RFP, Page 3, 1.8 RESPONSE DOCUMENTS, A.	A Original Technical Proposal Packet The following items are Proposal Submission Requirements and must be submitted in the original Technical Proposal Response Packet. A hard copy of the original Technical Proposal Packet must be received on or before the bid submittal date and time. Copy should not be two sided	The process of printing/compiling printed proposals is a hands-on process that requires multiple persons in close proximity; no way to social distance. In the interest of both sustainability and preventing spread of illnesses, please consider a change of delivery requirements from hard copy to an all-electronic submission, preferably via email or Portal upload. If not possible, we recommend 1 original in print with multiple USBs.	No.
6	RFP, Page 18, Section 3.1 B	Evaluation will be based on Prospective Contractor's response to the information for Evaluation section included in the Technical Proposal Packet.	Can the State provide more information on the amount of detail or page limitations for the plans requested in the Technical Proposal Packet (e.g., security, training, quality, staffing continuity plans)?	Unless specifically required in the Technical Proposal Packet, page limitations do not apply.
7	RFP, Page 21, RFP, Section 4.1(B.)	B. Payment will be made in accordance with applicable State of Arkansas accounting procedures upon acceptance [of] goods and services by the agency.	Will the State please confirm that Contractor will be paid within 30 days or less from the State's receipt of a properly submitted invoice?	Payment will be made in accordance with applicable State of Arkansas accounting procedures upon acceptance goods and services by the agency. See Section 4.1 of the RFP



HORNE, LLP
Company

5/8/2024
Date

8	RFP, Page 8, RFP 1.21 Minority and Women-Owned Business Policy	AA minority-owned business is defined by Arkansas Code Annotated § 15-4-303 as a business that is at least fifty-one percent (51%) owned by a lawful permanent resident of this State who is: •African American •American Indian •Asian American •Hispanic American •Pacific Islander American •A Service-Disabled Veteran as designated by the United States Department of Veteran Affairs	With Minority and Woman Owned Business Policy being defined is there any preference given to either primary or subcontractors that are Minority or Woman owned?	No.	
9	Attachment D – Professional Services Contract Terms and Conditions for Non-State Agency and Attachment E – State of Arkansas Services Contract	General Inquiry	RFP Attachments D and E appear to have conflicting clauses regarding certain issues (e.g., indemnification, termination). Will the State please clarify whether Attachment D or Attachment E will take precedence in the event of a dispute?	In the event of a dispute, Attachment D, Terms and Conditions will precede Attachment E.	
10	Attachment D, Page 6, Use and Ownership of Software	Any applications software developed by the Contractor in the performance of the services under this contract must become the property of the State of Arkansas at no additional cost. Any existing software applications owned by the Contractor and used in the performance of the services under this contract must be granted to the State of Arkansas at no additional cost, subject to customary confidentiality and other license terms and conditions.	Will the State please confirm that any pre-existing intellectual property developed and/or owned by the Contractor shall continue to be owned by the Contractor at the conclusion of the contract?	Correct, pre-existing intellectual property developed and/or owned by the Contractor shall continue to be owned by the Contractor.	
11	Attachment C – Arkansas Department of Human Services Performance Based Contracting	General Inquiry	Will the State please consider aggregately capping any Performance Standard damages assessed against the Contractor at 10% of the monthly invoice amount?	DHS may, at its sole discretion, negotiate this provision pursuant to Section 1.20(B) of the solicitation.	
12	Attachment C – Arkansas Department of Human Services Performance Based Contracting	General Inquiry	Will the State please consider adding excused events language into the final contract that protects the Contractor against Performance Standard damage assessments in the following circumstances: (i) when changes in scope, direction, budget, or program funding are made at the request of the State, and such changes adversely affect Contractor's ability to perform in accordance with the Performance Standards; (ii) when force majeure events occur; (iii) when program processes are changed at the request of the State and such changes adversely affect Contractor's ability to perform in accordance with the Performance Standards; and (iv) when Contractor's ability to perform is accordance with the Performance Standards is caused by third-parties under the State's control.	DHS may, at its sole discretion, negotiate this provision pursuant to Section 1.20(B) of the solicitation.	
13	Attachment C – Arkansas Department of Human Services Performance Based Contracting	General Inquiry	Just as the State penalizes the Contractor for performance below the standard, will the State please consider granting the Contractor credits for performing above the standard, which credits could then be converted into bonuses or used to offset any later penalties?	No.	
14	RFP, Section 4.1(B.), Page 21	B. Payment will be made in accordance with applicable State of Arkansas accounting procedures upon acceptance goods and services by the agency.	Will the State please confirm that Contractor will be paid within 30 days or less from the State's receipt of a properly submitted invoice?	Payment will be made in accordance with applicable State of Arkansas accounting procedures upon acceptance goods and services by the agency. See Section 4.1 of the RFP	
15	Attachment K – FTE Job Description and Qualifications	Qualifications •The formal education equivalent of a bachelor's degree in psychology, sociology, or a related field OTHER JOB-RELATED EDUCATION AND/OR EXPERIENCE MAY BE SUBSTITUTED FOR ALL OR PART OF THESE BASIC REQUIREMENTS. THE CONTRACTOR WILL DOCUMENT RELATED EDUCATION AND/OR EXPERIENCE AND PROVIDE TO DHS IF REVIEW IS REQUESTED. A MONTHLY REPORT WILL BE PROVIDED TO DHS FOR ALL CONTRACTORS WHO DON'T MEET THE MINIMUM EDUCATIONAL REQUIREMENTS.	Will the State please provide examples of the types of job-related education and/or experience that would be an acceptable substitute for having a bachelor's degree?	Refer to Addendum 1 and Revised Attachment K	
16	RFP, Section 2.3(B.3) Page 13 / Attachment K	Contractor staff will be remote and located throughout the contiguous U.S. Contractor will make every attempt to fill roles remotely in Arkansas. / Provides information regarding resources, assistance, and services available to applicants and may visit with client and family members in their homes to determine client needs and provide family and/or parent behavior modification counseling.	In attachment K there is a requirement for in-home visits, but the staffing requirement in the RFP states that staffing will be located throughout the contiguous U.S. How would these in-home visits be completed with remote staff?	Refer to Addendum 1 and Revised Attachment K	

5/8/2024
Date

17	RFP, Section 2.3 (B.7) Page 13/ Attachment K	The Contractor shall process tasks as assigned for all appropriate eligibility queues. Queues and tasks assigned to Contractor will include intake/data collection and verification received for applications, renewals, changes of circumstance, and other miscellaneous work such as returned mail, etc. *	The scope outlined in the RFP for Eligibility Specialist does not align with the scope of work in Attachment K. Which document takes precedence on the scope of work for Eligibility Workers?	Refer to Addendum 1 and Revised Attachment K
18	RFP, Section 2.3 (B.1) Page 13	The Contractor shall complete eligibility tasks in ARIES; DHS will provide access to staff. Contractor must work in the appropriate eligibility worker queues and shall process tasks as outlined in this RFP and DHS policies and procedures.	As part of the scope of completing eligibility tasks in ARIES, is any telephonic contact between an eligibility worker and an applicant required?	No. All telephonic contact will take place by DHS and won't be assigned to the 'Contractor queues'. Update Attachment K.
19	RFP, Section 2.3 (B.1) Page 13	The Contractor shall complete eligibility tasks in ARIES; DHS will provide access to staff. Contractor must work in the appropriate eligibility worker queues and shall process tasks as outlined in this RFP and DHS policies and procedures.	If telephonic contact between an eligibility worker and an applicant is required, is the state providing access to a telephony system?	Refer to the answer to question #18
20	RFP, Section 2.3 (B.1) Page 13	The Contractor shall complete eligibility tasks in ARIES; DHS will provide access to staff. Contractor must work in the appropriate eligibility worker queues and shall process tasks as outlined in this RFP and DHS policies and procedures.	If telephonic contact between an eligibility worker is required and the state is not providing access to a telephony system is the contractor required to provide a telephony system?	Refer to the answer to question #18
21	RFP, Section 2.3 (B.1) Page 13	The Contractor shall complete eligibility tasks in ARIES; DHS will provide access to staff. Contractor must work in the appropriate eligibility worker queues and shall process tasks as outlined in this RFP and DHS policies and procedures.	If the contractor is required to provide a telephony system, what are the requirements of the telephony system including security requirements?	Refer to the answer to question #18
22	RFP, Section 2.3 (B.6) Page 13	The Contractor shall provide monitoring of task processing with dedicated quality staff. *	What are the minimum monitoring evaluations that are required to be completed per Eligibility Specialist, per month?	Refer to Section 2.6 Reporting, Page 15-16 of the solicitation.
23	RFP, Section 2.3 (B.8) Page 13	The Contractor must process the open eligibility tasks on a case, not just the task, chosen in queue following DHS policies and procedures. *	What is the difference between an "open eligibility task" and a "task?"	Refer to Section 2.3 (B.7) Page 13 of the solicitation.
24	Attachment K, Page 1	THE CONTRACTOR WILL DOCUMENT RELATED EDUCATION AND/OR EXPERIENCE AND PROVIDE TO DHS IF REVIEW IS REQUESTED.	What is included in the review process?	Refer to Addendum 1 and Revised Attachment K
25	Attachment K, Page 1	A MONTHLY REPORT WILL BE PROVIDED TO DHS FOR ALL CONTRACTORS WHO DON'T MEET THE MINIMUM EDUCATIONAL REQUIREMENTS.	What elements, if any, are required within a monthly report?	Refer to Addendum 1 and Revised Attachment K
26	Attachment C, Page 4	Task Completion Levels	What is the historical performance of DHS staff of average tasks per month?	Not Applicable
27	Attachment C, Page 4	Task Completion Levels	What assumptions did DHS make in the buildup of the target of 180 tasks per FTE per month to generate the expected output?	Refer to Page 13, Section 2.3.C Assumptions and Page 16, Section 2.5 A. Personnel Requirements of the solicitation.
28	RFP, Section 2.3 (B.7) Page 13	The Contractor shall process tasks as assigned for all appropriate eligibility queues. Queues and tasks assigned to Contractor will include tasks throughout the lifecycle of a case, including initial registration, intake/data collection and verification received for applications, renewals, changes of circumstance, and other miscellaneous work such as returned mail, etc.	What are the current average task completion processing/handle time of each of the various listed lifecycle tasks • Initial registration • Intake/data collection and verification for: • Applications • Renewals • Change in circumstance • Returned mail and miscellaneous	Task completion processing/handle times may vary according to task.
29	RFP, Section 2.3 (B.7) Page 13	The Contractor shall process tasks as assigned for all appropriate eligibility queues. Queues and tasks assigned to Contractor will include tasks throughout the lifecycle of a case, including initial registration, intake/data collection and verification received for applications, renewals, changes of circumstance, and other miscellaneous work such as returned mail, etc.	What is the approximate monthly volume for each of the listed lifecycle tasks? • Initial registration • Intake/data collection and verification for: • Applications • Renewals • Change in circumstance • Returned mail and miscellaneous	N/A - Varies by month.
30	RFP, Section 1.32 Schedule of Events, Page 10	SOLICITATION SCHEDULE - General Inquiry	Will the state consider extending the proposal due date so proposals are due no less than 14 days from when final questions are answered?	No, refer to Section 1.32 Schedule of Events.
31	RFP, Section 1.32 Schedule of Events, Page 10	SOLICITATION SCHEDULE - General Inquiry	Depending on answers to questions, will vendors have the opportunity to propose additional questions given the schedule for the RFP submission?	No.

5/8/2024

Date

32	Page 22, Section 4.3, C	The Contractor agrees to the Performance Based Contracting standards...and the Organizational or Personal Conflict of Interest policy as presented in Attachment G.	The current provider has extensive familiarity with existing processes, protocols, pricing and expectations of DHS regarding this scope of services. Does the current provider from being selected as the awardee?	No.	Pricing is inclusive and not separate - Attachment J - Cost Proposal Template-Tab #4, LTSS and TEFFRA could be up to 10% of the Eligibility Staff. This percentage is subject to change with the needs of DHS.
33	Page 2, Section 1, 1.1	The Contract will assist AR DHS in processing Medicaid applications, changes, and renewals and assisting with case processing. The Contractor will provide resources to supplement the AR DHS team across several work threads to address the backlog, increase throughput, evaluate issues, and identify areas for enhancement or automation. The Contractor will provide specialized resources to deliver data driven analysis and recommendations on workload, throughput, and work capacity. This includes, but is not limited to, analysis of case and task volume and assignments, worker resource (e.g., clerical, eligibility, supervisor) assignment and alignment, work capacity, and planned/actual throughput. The eligibility specialists will process tasks in all the specified Queues.	Page 14, Section "Contractor will work Medicaid-only case types. This will include MAGI and ABD eligibility tasks." To confirm, will there be an opportunity to assist with LTSS, Clerical/Admin or TEFFRA work? If so, should their assistance be priced separately?	No.	Pricing is inclusive and not separate - Attachment J - Cost Proposal Template-Tab #4, LTSS and TEFFRA could be up to 10% of the Eligibility Staff. This percentage is subject to change with the needs of DHS.
34	Page 12, Section 2, 2.3, A.	The Contractor must provide 100 Eligibility Specialists to perform casework and the necessary amount of key personnel to support the operations plan and quality metrics.	With the contract being fixed price and the requirement of 100 Eligibility Specialists, in the event an increase of staff is needed above 100, how should we submit our pricing model to account for the additional staff that may be required?	Refer to Page 15, Section 2.4.E of the solicitation and Revised Attachment J	
35	Page 14, Section 2, 2.3, C. Inventory	At AR DHS direction, Contractor will plan to process at a minimum 18,000 tasks per 100 FTEs each month excluding supervisor review, returns for correction, and case cleanup tasks.	Please confirm the case cleanup tasks (and RFC tasks) referenced here are the errors performed by existing staff and not case cleanup tasks assigned during the auto-assignment process (where they were performed by staff no longer with DHS, Surge Support, etc.). If assumed the case cleanup tasks (and RFC tasks) referenced here are those self-induced.	Yes, self-induced RFC and case cleanup tasks.	
36	Page 14, Section 2, 2.3, C. Quality	Contractor will configure a 'second party review' in the ARIES system to allow QC review by Contractor QC staff prior to the completion of eligibility tasks for the first thirty (30) days for each new Specialist (FTE). Contractor shall meet a monthly quality measurement of 95% (Refer to Attachment C Performance Based Contracting).	Beyond the initial 30-days for each new Specialist (FTE), is there a specific QC requirement for each FTE within the ARIES system?	Technical Response Packet E1-F	
37	Page 4, 1.9 Organization of Response Documents	N/A	May bidders include a Table of Contents with their submittal?	Yes.	
38	Technical Response Packet, Page 5, Information for Evaluation	Prospective Contractor may expand the space under each item/question to provide a complete response.	To accommodate and ease the use of graphics and tables in Offerors response, are Offerors allowed to provide their response not within a table cell, but outside of the table, as long as the RFP table or table row precede the response?	Yes.	
39	Page 5, 1.14 Pricing	N/A	May bidders include a narrative and assumptions as part of their Cost Proposal?	No.	
40	Page 3-4, Section 1.8 Response Documents	N/A	Would the State consider revising the response requirements from a hardcopy to an all-electronic submission, preferably via email or Portal upload; or alternatively, 1 original hardcopy and multiple USBs?	No.	
41	Page 24, Section 5, Item 3 Bid Submission	The signature must be in ink.	May e-signatures be accepted in lieu of ink signatures?	Yes, electronic signatures are acceptable as defined in § 19-11-203(29).	
42	Attachment I, Page 2-3, Client History Form	N/A	May bidders provide their responses to questions 1 and 2 as an attachment to this page?	Yes, as long as each item on the client history form is referenced and addressed and signature is provided on the form.	
43	Page 16, Section 2, 2.5 A. Personnel Requirements	The Contractor must provide number of tasks processed in the previous month, total cases escalated to DHS for review, the amount of fully skilled staff processing cases and quality control review results. The Contractor must provide a Deliverable Expectations Document within one (1) week of the project start date for the Monthly Status Report.	Please confirm the definition of fully skilled is as follows: Staff shall be "Fully Skilled" in Core Medicaid on the 1st day of the month following their: - Completion of training; and - 60 days of consistently working in production (60 days after commencement of work on Core Medicaid tasks).	Yes, Refer to Page 16, Section 2.5 A. Personnel Requirements of the solicitation.	

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44	Attachment C, Personnel Quality Requirements	<p>Contractor shall meet a monthly quality measurement of 95%. This performance standard is defined as:</p> <ul style="list-style-type: none"> - Meeting at least a 95% accuracy of the monthly quality measurement. - 10% of task will be randomly reviewed for every eligibility specialist by the contractor each month. - The percent of tasks that are returned for correction created for each eligibility specialist shall not exceed 5% of the task reviewed. <p>The Count/Percent of Case Clean-Up Complete Change tasks created for each eligibility specialist monthly shall not exceed 5%.</p>	Please confirm new staff not yet fully skilled are waived from the 95% accuracy, RFC and Clean-up task requirements until they are considered fully skilled?	New hires are waived. New hires will follow DHS eligibility worker experience ramp up to 100% production. New hires should remain under 100% quality review during the first 12 weeks and be able to complete tasks at 95% accuracy after the 12 week ramp up post training completion. After 4 weeks the production expectation is 50%. After 8 weeks the production expectation is 75%. After 12 weeks the production expectation is 100%.
45	Attachment K, FTE JOB DESCRIPTION AND QUALIFICATIONS	Summary The Eligibility Support Specialist is responsible for obtaining client information, preparing, and monitoring case plans, coordinating services with providers, and preparing information and recommendations.	Can the State please confirm if Contractor staff will be coordinating services with providers?	Refer to Addendum 1 and Revised Attachment K
46	Attachment K, FTE JOB DESCRIPTION AND QUALIFICATIONS	Qualifications Ability to provide technical assistance. The formal education equivalent of a bachelor's degree in psychology, sociology, or a related field.	Can the State please define what tasks that comprise the ability to provide technical assistance?	Refer to Addendum 1 and Revised Attachment K
47	Attachment K, FTE JOB DESCRIPTION AND QUALIFICATIONS	The formal education equivalent of a bachelor's degree in psychology, sociology, or a related field OTHER JOB-RELATED EDUCATION AND/OR EXPERIENCE MAY BE SUBSTITUTED FOR ALL OR PART OF THESE BASIC REQUIREMENTS. THE CONTRACTOR WILL DOCUMENT RELATED EDUCATION AND/OR EXPERIENCE AND PROVIDE TO DHS IF REVIEW IS REQUESTED. A MONTHLY REPORT WILL BE PROVIDED TO DHS FOR ALL CONTRACTORS WHO DON'T MEET THE MINIMUM EDUCATIONAL REQUIREMENTS.	Typically, 4 years job-related experience could replace the bachelors requirement, please confirm if this is acceptable.	Yes, other job-related experience may be substituted for all or part of the basic requirements. Refer to Addendum 1 and Revised Attachment K
48	Attachment K, FTE JOB DESCRIPTION AND QUALIFICATIONS	Provides information regarding resources, assistance, and services available to applicants and may visit with client and family members in their homes to determine client needs and provide family and/or parent behavior modification counseling. Writes individualized plan of care and contacts participating private and public service providers for assistance.	A) Can you please confirm if Contractor staff will be asked to visit with family members in their homes? B) Will Contractor staff be writing individualized plans of care?	Refer to Addendum 1 and Revised Attachment K
49	RFP Section 1.3.B, pg. 2	The term of this contract shall be for one (1) year. The anticipated start date for the contract is October 1, 2024	Can the State provide an anticipated timeline for implementation/transition?	The State expects the vendor to propose the necessary implementation time to hire, train, and get the contractor staff up to 100% production expectation. A DHS employee is expected to be at 100% production after training and 12 weeks of ramp up.
50	RFP Section 1.3.B, pg. 2	The term of this contract shall be for one (1) year. The anticipated start date for the contract is October 1, 2024	Can the State confirm the start of the implementation period?	The State expects the vendor to propose the necessary implementation time to hire, train, and get the contractor staff up to 100% production expectation. A DHS employee is expected to be at 100% production after training and 12 weeks of ramp up.
51	RFP Section 1.3.B, pg. 2	The term of this contract shall be for one (1) year. The anticipated start date for the contract is October 1, 2024	Can the State confirm the operational go-live date? When is the vendor expected to begin providing services?	The State expects the vendor to propose the necessary implementation time to hire, train, and get the contractor staff up to 100% production expectation. A DHS employee is expected to be at 100% production after training and 12 weeks of ramp up.



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52	RFP Section 2.3.3, pg. 13	100 FTE – Eligibility Specialists – Primary responsibility for performing eligibility tasks included in the Scope of Work. (Refer also to Attachment K for FTE Job Description and Qualifications). The total amount of FTEs may be increased but not to exceed 350 FTE based on the casework needs of DCO. After the first year, if less than 100 are required to support DCO eligibility support services the amount may be decreased below the 100 FTE amount	Can you please confirm that the 100 FTE eligibility specialist requirement refers to a full time employee count and not a daily employee headcount? For example, a project started with 100 full time employee specialists will not be staffed to 100 specialists each day due to employee absenteeism. A) Is it the State's intention to have at least 100 specialists present every day of operations or that the Contractor employ 100 full time eligibility specialists? B) How does the State define full time employee (FTE)?	The State defines full time employee as a 40 hours work week. The State's intention is have 100 specialists present every day. Attachment C - page 2 - If the Contractor has less than 100% of the contracted number of FTE Eligibility Specialists trained and working in production for more than two weeks, the contractor shall submit a CAP to ensure consistent future staffing levels. The State expects the Contractor will employ the number of Eligibility Specialists they will need to meet this requirement.
53	RFP Section 1.3.B, pg. 2; Attachment J - Cost Proposal, Tab 2, Introduction	RFP: The term of this contract shall be for one (1) year. The anticipated start date for the contract is October 1, 2024. Upon mutual agreement by the Prospective Contractor and agency, the contract may be renewed by OP, on a year-to-year basis, for up to six (6) additional one-year terms or portions thereof. Att. J. Arkansas is anticipating to award a "Base" Contract for a maximum duration of three (3) years followed by 4 "one year" options not to exceed a total of seven (7) years.	The RFP states there will be a one year base term and the cost proposal workbook is setup for a three year base term. Will the State please confirm how many years the Base term of the Contract will be?	See answer to question 4
54	RFP Section 1.2, page 2	In accordance with Arkansas Code §19-11-249, this proposal and resulting contract is available to any State Agency or Institution of Higher Education that wishes to utilize the services of the selected proposer, and the proposer agrees, they may enter into an agreement as provided in this solicitation	Does the State have any plans to utilize this contract for other functions or other agencies?	Unknown at this time.
55	RFP Section 2.4, page 15	A. The Contractor must provide an Allocation Fund to be used for additional resources as required by the State. B. The Allocation Fund is not guaranteed to be executed. C. The Allocation Fund requires a Change Request to be executed and approved by the State. D. DHS will use the rate card and hours requested to draw against the fund allocated with any combination of FTEs and hours. E. The size of the allocation fund will be determined by using the following formula: 250 Eligibility Support Specialists plus management x Rate \$_____ x 2000 hours x 7 years = F. The allocation fund is not guaranteed to be used in whole or part over the contract but an optional service that may be requested of the Contractor in whole or part. G. Allocation Fund resources must start within sixty (60) calendar days of acceptance of the approved Change Request or mutually agreed upon timeline with DHS. H. The unused allocation fund can be carried forward to subsequent years.	A. Is use of the Allocation Fund limited to 2,000 hours per year if no Allocation Funds have been carried forward to that year? B. Will the State please remove Section 2.4.H, and remove the ability for unused Allocation Fund to be carried forward to subsequent years?	Refer also to Addendum 1 and the Revised Attachment J A) The Unused allocation fund amount can be carried forward to the next optional year - IE Contract Year 2. B) No



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56	RFP Section 4.5, page 22; Attachment C - Performance Bonding - pages 11-12	<p>4.5 PERFORMANCE BONDING</p> <p>A. The Contractor shall be required to obtain performance bonds to protect the State's interest as follows:</p> <ol style="list-style-type: none"> 1. The amount of the performance bonds shall be one hundred percent (100%) of the annual contract price, unless the State determines that a lesser amount would be adequate for the protection of the State. Such performance bond must be provided to DHS prior to signing the contract. 2. The State shall require additional performance bond protection when a contract price is increased or modified. 3. The additional performance bond must be delivered to the Arkansas Department of Human Services Chief Procurement Officer within fourteen (14) calendar days of request. 4. The contractor shall notify the State of any changes, modification, or renewals for the performance bond during the term of the contract. The performance bond documentation must be provided to the State with each required notice. 5. Failure to provide is a breach of contract and may result in immediate contract termination, prohibition against future bidding with the State, the addition of Contractor to the DHS excluded provider list, etc. 	Performance bonds are typically used for construction contracts rather than service contracts, especially when bidders will mainly utilize State systems. Will the State please remove the requirement to provide a performance bond (and the corresponding SLA) or allow for the requirement to be waived if bidders can demonstrate satisfactory financial standing?	DHS may, at its sole discretion, negotiate this provision pursuant to Section 1.20(B) of the solicitation.
57	Attachment C - Performance Based Contracts	N/A	Will the State give bidders the opportunity negotiate a reasonable cap on the amounts of damages for performance?	DHS may, at its sole discretion, negotiate this provision pursuant to Section 1.20(B) of the solicitation.
58	Attachment E - Pro Forma Contract Attachment #1 - Certification of Contractor. Section B.	<p>B. List any other contracts or subcontracts Contractor has with any other state government entities. (Not applicable to contracts between Arkansas state departments. If no contracts or subcontracts, please put "Not applicable" or "None.")</p>	<p>A. Maximus has thousands of state government contracts, will the State please narrow the scope of this request to a particular type, like Medicaid?</p> <p>B. For the purposes of this list, does the State consider public universities to be state government entities?</p> <p>C. What specific information must bidders provide in the list?</p> <p>D. This form has insufficient space for such a list = can the list be provided electronically, upon request?</p>	Attachment E is not to be completed and returned at this time. This is for information only. Please refer also to Section 4.3.C of the solicitation.
59	Attachment D - General Terms and Conditions, page 4	The Contractor agrees to retain all protected health information as defined by the Privacy Rule promulgated pursuant to HIPAA for six (6) years or as otherwise required by HIPAA.	<p>Given the use of State systems, will the State please describe what with PHI will be in Contractor's possession that Contractor will be required to retain?</p>	Attachment D - General Terms and Conditions, page 5 - The contractor shall safeguard the use and disclosure of information concerning applicants for or recipients of Title XIX services in accordance with 42 CFR Part 431, Subpart F, and shall comply with 45 CFR Parts 160 and 164 and shall restrict access to and disclosure of such information in compliance with federal and state laws and regulations.
60	Attachment J - Tab 2. Introduction	Introduction box - "Key Assumptions."	The key assumptions in this box are cutoff - will the State please provide the key assumptions?	Refer to Addendum 1 and Revised Attachment J
61	RFP Section 4.1. Payment and Invoice Provisions	N/A	Will the State please confirm Contractor shall invoice monthly?	Yes. Refer to Addendum 1, Section 4.1

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62	RFP Section 4 - General Contractual Requirements	N/A	<p>Will the State please add an equitable adjustment clause to the contract, such as follows?</p> <p>Equitable Adjustment</p> <p>A. Subject to subsections B. and C. below, the Contracting Officer may, at any time, by written request make changes within the general scope of the contract. If such change causes an increase or decrease in the cost of performance of this contract, or in the time required for performance, an equitable adjustment shall be made. Any claim for adjustment under this paragraph must be asserted within ten (10) business days from the date the change is offered.</p> <p>B. In the event that (a) the basic assumptions under which (i) the contract was executed and/or (ii) the proposal was submitted in response to the RFP have materially changed or have proven to be inaccurate, or (b) a party wishes to make a change to the scope of the services, or (c) there has been a change to State or federal law, rules, regulations, or policies (including, but not limited to laws, rules, regulations or policies affecting taxes, wage requirements, or data and information security), or (d) or there has been an incorrect wage determination, and, as a result of one or more of the foregoing there is a financial impact on Contractor, either party may issue a change request and the parties shall negotiate an amendment to the contract detailing the nature of the change and impact on the performance requirements and liabilities as well as an appropriate equitable adjustment to Contractor's price.</p> <p>C. If the parties fail to agree upon an equitable adjustment proposed pursuant to Subsections A and B, the dispute shall be determined as provided in [a dispute resolution provision]. The Contractor shall not be obligated to undertake any action pursuant to a change request prior to the parties agreeing on the scope of the change and the appropriate equitable adjustment, and both parties executing an amendment to the Contract.</p>	No.
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INFORMATION FOR EVALUATION

HORNE is prepared to immediately mobilize to provide the Arkansas Department of Human Services and Division of County Operations with Medicaid eligibility support. Thanks to our strategic partnership with TEKsystems Inc., our approach to meeting DHS and DCO's requirements will expedite results for Arkansan families in need while simultaneously creating much-needed opportunities and support systems for jobseekers across the state. **We always seek to deliver our services with care,** and in serving Arkansas DCO we will prioritize compassion for your Medicaid applicants as well as the teams we employ to serve them.

DEDICATED QUALITY AND CARE

The HORNE Team employs rigorous staff pre-vetting and quality control mechanisms that will help DCO get to the next level of service quality starting on day one. We care about the communities we serve, and we care about the hard-working individuals we hire to serve them. **This is why we pledge to source at least 50% of our eligibility specialists from within the state by targeting counties facing high unemployment,** creating stable, high-paying jobs in communities that need them.

HORNE has served more than 946,800 vulnerable households nationwide, including on programs specifically designed to target low-income, socially disadvantaged, unstably housed, unemployed, migrant, and elderly populations. Our recent experience includes work here in Arkansas as the administrators of the Homeowner Assistance Fund and Low-income Household Water Assistance Program, in which we served 3,500+ rural and low-income households across the state. Our team's dedication to meeting the most demanding data security requirements in the country further exemplifies our commitment to delivering our services with utmost care for the vulnerable individuals we serve.

HORNE donated \$394,000 to charities across the country in 2022 to celebrate our 60th anniversary, including \$10,000 to Immerse Arkansas, a local nonprofit that counsels vulnerable and at-risk youth.

Highlighted HORNE Capabilities:

- ✓ **Reducing barriers** for applicants by working to resolve application deficiencies.
- ✓ **Completing high-volume workloads** associated with initial application review.
- ✓ **Efficient application processing,** production, and eligibility review.
- ✓ **Reporting** and addressing bottlenecks.
- ✓ **Rapid scaling** for quick-turn deadlines.
- ✓ **Third-party** and program transitions.



Currently supporting
Medicaid eligibility efforts
IN 24 STATES.



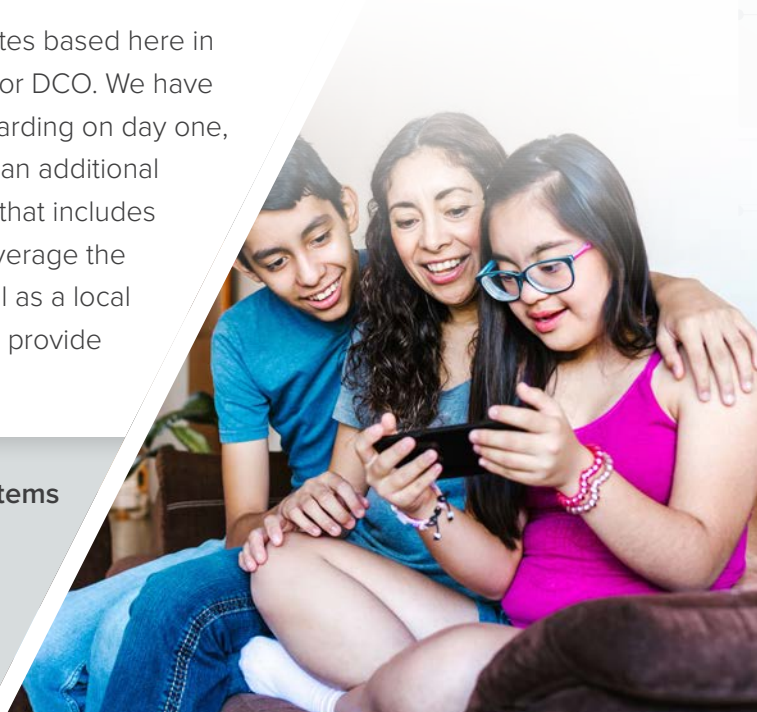
*we deliver
with care*



RAMP-UP EXPERIENCE FOR EXPEDITED AND ACCURATE REVIEWS

Our team has a large, prescreened pool of qualified candidates based here in Arkansas that will allow us to immediately ramp up services for DCO. We have 150 experienced local candidates on standby to begin onboarding on day one, with more than 30 having experience using ARIES. We have an additional and expanded roster of 2,900+ Arkansas-based candidates that includes nearly 300 Spanish speakers. HORNE is also prepared to leverage the physical presence of our team members in Little Rock as well as a local nonprofit partner and other Arkansas-based organizations to provide client-facing services or outreach as needed.

Ramp-Up Success In California, HORNE and TEKsystems launched the largest COVID-19 rental assistance program in the country within 10 days of contract start, deploying 1,000 call center and case management staff within that time frame and ramping up to over 2,600 staff at peak.



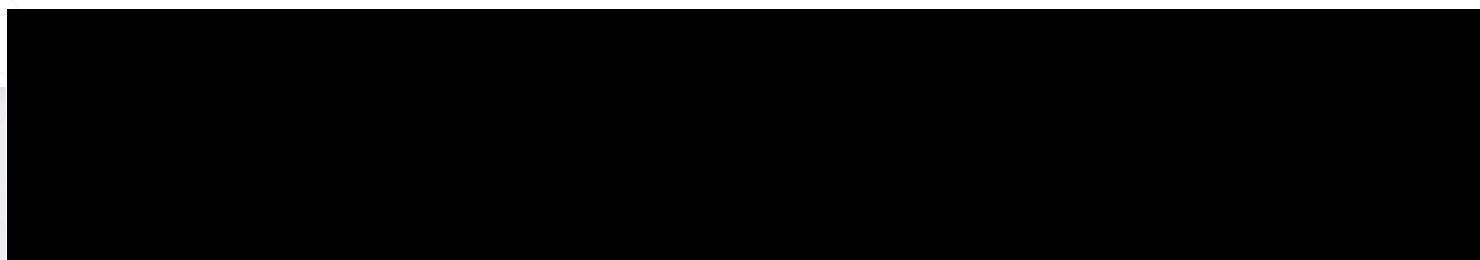
1.9+
MILLION APPLICATIONS
PROCESSED IN
CALIFORNIA

3.5+
MILLION APPLICATIONS
PROCESSED
NATIONWIDE



MEDICAID EXPERTISE AND PROVEN, ADAPTABLE PROCESSES

HORNE has been supporting Medicaid access since the program's inception in 1965, and our commitment to supporting the healthcare of vulnerable populations around the country is just as strong today as it was when we started. We are ready to help DCO realize its vision for this program by adapting our proven methodology to your unique needs – all while prioritizing flexibility. We design our internal processes and systems to facilitate streamlined resource management, enabling us to quickly provide DCO with the right person for the right task at the right time.



LEVERAGING LOCAL AND NATIONAL EXPERTISE

One of our key strengths lies in the strategic composition of our team, which combines local knowledge from our team currently embedded across Arkansas with broad national subject matter expertise. **This gives our Arkansas team access to a legacy of specialized Medicaid and Medicare eligibility knowledge from subject matter experts across the country who stand ready to assist starting on day one.** The flexibility provided by our deep bench of experts and broad recruiting pool supports our commitment to aligning our services precisely with your objectives.



SCOTT STRINGER
OPERATIONS MANAGER

24 YEARS
EXPERIENCE

In state health plan management and healthcare eligibility systems.



MATTHEW VAN DRUNEN, MBA
PROJECT DIRECTOR

9 YEARS
EXPERIENCE

In Medicaid consulting across 26 states.



CLARK HUNTER, JD, MBA
OPERATIONS SME

13 YEARS
EXPERIENCE

In healthcare, program management, and regulatory compliance.

Our approach is strategically and mindfully crafted to address the challenges DCO is facing. **We deliver with care** – care for your vulnerable communities, care for Arkansans in need of assistance, and care for the local team members we hire to administer this program. Our technology solutions for reporting and data management are secure and system-agnostic, meaning we can deploy with any degree of integration with your existing systems as required. And most importantly, we are outcome-oriented and committed to getting Arkansans' applications completed and reviewed quickly and accurately so they can get the critical help they need.



we deliver
with care



E.1 TECHNICAL APPROACH AND SOLUTIONS

A. Schedule

HORNE has 17+ years of successful eligibility determination experience which we will leverage to execute DCO's request quickly and effectively. We understand your expectations and will remain flexible to accommodate application priorities. Our timeline contains the kickoff, initial onboarding, training, eligibility, and recommendations.

[REDACTED]

[REDACTED]



B. Implementation of Services

Managing services to deliver results requires a successful implementation strategy and visibility on progress for stakeholders. With over 17 years of eligibility program management experience, HORNE can efficiently implement services and achieve outcomes that exceed Arkansas's eligibility needs. Our experience and resources enable us to offer a pre-vetted pool of local candidates ready to work immediately for DCO and DHS as well as the ability to scale up as needed. As is our purpose, we will deliver with care for DCO regardless of expedited timelines or increased capacity needs. We will deliver quality, compassionate care to you, your communities, and Arkansas's most vulnerable individuals throughout the duration of our partnership.

[REDACTED]



[REDACTED]

IMPLEMENTATION PREPARATION

[REDACTED]

[REDACTED]

[REDACTED]

As part of our commitment to meeting the dynamic requirements of this contract, we have established a flexible workforce expansion strategy that adheres to specific, documented, and agreed-upon procedures.

[REDACTED]

IMPLEMENTATION PROCESS

Our implementation process [REDACTED]



we deliver
with care

We understand the crucial importance of involving county offices and stakeholders before eligibility determinations can begin, [REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]  [REDACTED]

[REDACTED]

Medicaid eligibility for all populations and the services they seek is complex. Inevitably, we know we will encounter outlier policy questions as we are serving Arkansas's vulnerable populations. HORNE will consistently collaborate and proactively communicate throughout the program to be most effective. Our plan includes regularly scheduled briefings to cover weekly operations reports, program highlights, and eligibility policy questions.

We will track eligibility policy questions and resolutions in a shared access log containing the following:

- ✓ A description and status of each active policy question or issue.
- ✓ The measures taken, or that will be taken, to remedy the policy question or issue.
- ✓ The date the measure will be, or was, completed.

Once policy directives are finalized, our program management team will work with our training manager to issue policy memos or schedule new training sessions with all staff as necessary.

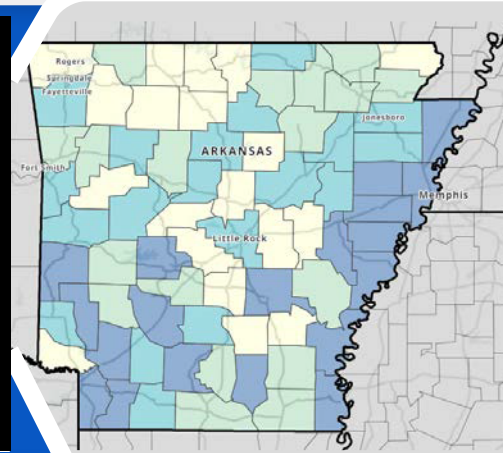
OUTREACH ACTIVITIES

[REDACTED]

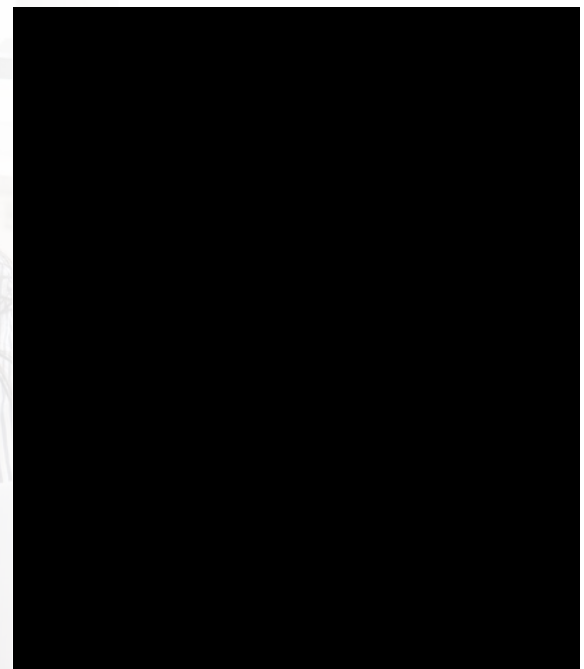
[REDACTED]



HORNE recognizes that Arkansas's vulnerable population is not located in one area of the state. With our experience working in the state, we are equipped to engage in effective outreach in both the urban and rural settings if subsequently requested.



We believe the following approach will provide a comprehensive metric for mitigating barriers within the state:



we *deliver* with *care*

C. Reporting Capabilities

As we have for previous clients across the country, HORNE will report on the program to Arkansas DCO and stakeholders as directed by DCO and DHS and align our reporting to the priorities determined in the strategic planning process. With Arkansas's established goals, we will design our infrastructure specifically to meet and exceed your expectations. Our team will collaborate with you to accumulate data and report on staffing, quality, eligibility determinations, and all other program progress items identified at kickoff.

[REDACTED]

[REDACTED]



[REDACTED]



[REDACTED]



[REDACTED]



[REDACTED]

[REDACTED]

TEXAS DIVISION OF EMERGENCY MANAGEMENT

The Texas Division of Emergency Management has particularly benefited from our integration of technology, data management, and user-friendly reporting systems and dashboards.

To support Texas' recovery from the COVID-19 pandemic and provide much-needed relief to its residents, [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



[REDACTED]

[REDACTED]

WEEKLY CONFERENCE CALLS AND VIRTUAL MEETINGS

Constant communication promotes alignment and consistency and helps us maintain standards for managing a large team under tight timelines. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

When launching large-scale, time-sensitive projects, the hallmark of success is clear and constant communication, which we dedicate ourselves to because we know your time is valuable. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

- ✓ [REDACTED]

- ✓ [REDACTED]

D. Security Plan

HORNE has honed our data security solutions over the course of 17 years while serving a variety of state government clients and maximizing protections for sensitive personally identifiable information (PII) and protected health information (PHI). We have designed our data management systems to meet the most demanding audit requirements. [REDACTED]

LAPTOP DEPLOYMENT AND CONNECTION TO DHS NETWORK

For laptop deployment to program staff, we implement a standardized configuration on each device based on DHS and federal configuration guidelines, so all laptops meet required minimum-security settings. [REDACTED]

HIPAA, HITECH, AND ARRA COMPLIANCE

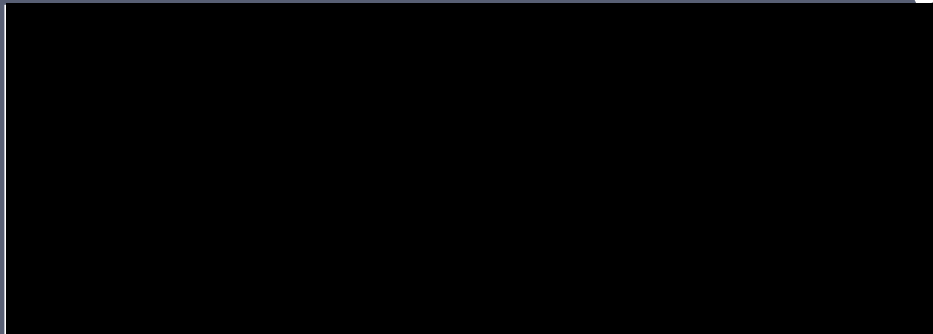
[REDACTED]

DOCUMENT & DATA PURGING

[REDACTED]

[REDACTED]

HORNE has clear mechanisms to sanitize equipment and destroy system media containing PII, PHI, and other sensitive data before disposal or release for reuse.



Microsoft maintains a FedRAMP High accreditation for these environments, which affirmatively demonstrate adherence to NIST SP800-88, Guidelines for Media Sanitization. It also guarantees all managed data storage is erased, encrypted, or destroyed to ensure no usable data is retrievable prior to disposal or reuse.

IT SECURITY AND PRIVACY STAFF

HORNE retains qualified information security and privacy staff to help us maintain our rigorous data security standards. Our internal system security plan staffs all security-related positions with qualified individuals who have the requisite skill sets:

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

RISK MANAGEMENT

The HORNE Team will hold quarterly meetings to assess Arkansas's data security risks and operations. We will document these meetings and their content and archive them within our system. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

RISK-BASED SECURITY CATEGORIZATION

[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

RISK REGISTER

[REDACTED]

The HORNE Team will actively monitor organizational systems and inbound and outbound communication traffic to detect and guard against potential attacks. We have established the following policies regarding system monitoring:

[illegible]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

A horizontal bar chart titled "U.S. should take action to address climate change" showing the percentage of respondents who believe the U.S. should take action to address climate change, broken down by age group. The y-axis lists five age groups: 18-29, 30-49, 50-64, 65-79, and 80+. The x-axis represents the percentage, ranging from 0 to 100. The bars show that the majority of respondents in all age groups believe the U.S. should take action, with the highest percentage in the 30-49 age group (93%) and the lowest in the 18-29 age group (82%).

Age Group	Percentage
18-29	82%
30-49	93%
50-64	91%
65-79	89%
80+	80%

[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

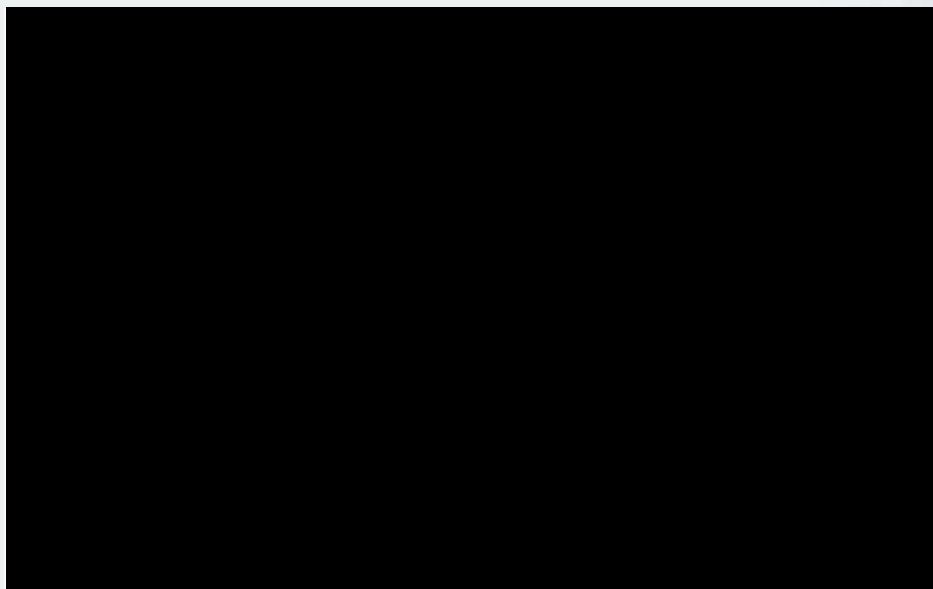
[REDACTED]
[REDACTED]
[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

TECHNICAL APPROACH
NETWORK SECURITY CONTROLS

[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
[REDACTED]
- ✓ [REDACTED]
[REDACTED]
[REDACTED]
- ✓ [REDACTED]
[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

PENETRATION TESTING

HORNE will have a penetration test performed on its application after security related changes, major releases, or new applications are live. As a component of our testing process, we test and document integrations, system performance, and application integrity. If there are security or privacy components related to the development, we perform a penetration test on new release and changes prior to and after moving to production by the security team.

[REDACTED]

MONITORING & REPORTING

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]

[REDACTED]

[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

Comprehensive Reporting: The HORNE Team maintains a standard operating procedure for the escalation and reporting of security events. We document and categorize all events based on severity.

[REDACTED]

A collage of images related to technology and global communication. It features a hand holding a glowing blue globe with orbital lines, a hand holding a pen over a document, and a hand holding a smartphone. The background is white with faint, stylized text and graphics.



SECURITY TEST PROCEDURES

[REDACTED]

HORNE IT performs an extensive due diligence process prior to procuring new technologies. This process includes:

[REDACTED]



[REDACTED]

SECURE COMMUNICATIONS OVER THE INTERNET

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

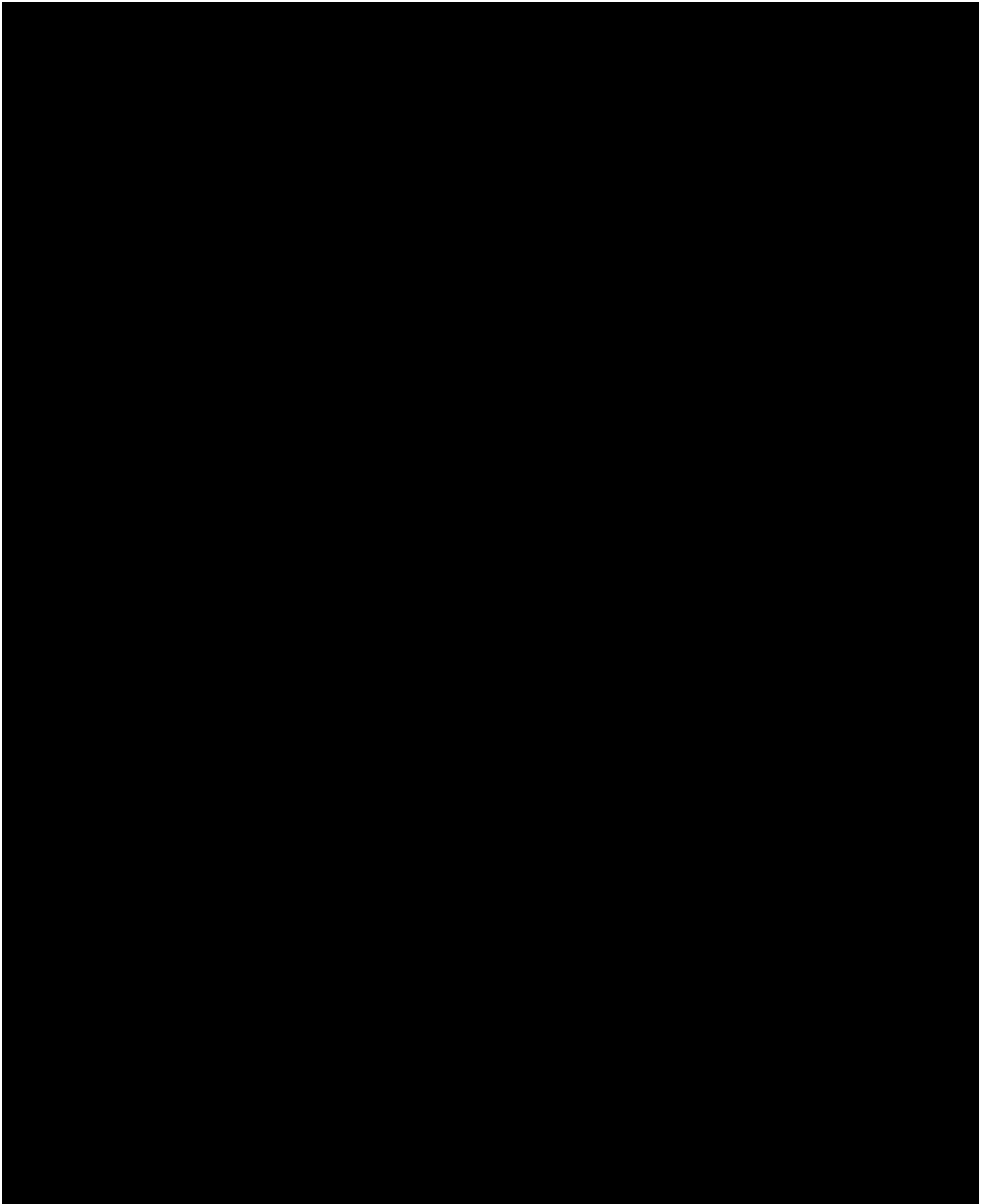
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



The transfer of information between a device used to connect to the AVD infrastructure and the AVD hosts is limited to the following:

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

AZURE STORAGE

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

✓ [REDACTED]

✓ [REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

OFFICE 365 GCC HIGH

Office 365 GCC High is a set of dedicated, Microsoft-hosted, cloud computing-based messaging and collaboration solutions including Microsoft Exchange Online, Microsoft SharePoint Online, Microsoft Teams, and Microsoft Skype for Business.

**EXCHANGE ONLINE**

Microsoft Exchange Online is a hosted messaging solution which delivers email, calendar, contacts, and tasks from PCs, the web, and mobile devices.

**SHAREPOINT ONLINE**

Microsoft SharePoint is a cloud-based service which helps organizations share and manage content, knowledge, and applications.

**MICROSOFT TEAMS**

Microsoft Teams is the hub for teamwork in Microsoft 365. It enables instant messaging, audio and video calling, rich online meetings, mobile experiences, and extensive web conferencing capabilities. In addition, Teams collaborates file and data and extensibility features and integrates with Microsoft 365.

**ONEDRIVE**

OneDrive in Microsoft 365 is online storage for individual users within an organization. It's the place where people can store, sync, and share their work files across multiple devices with ease and security.

AVEPOINT ONLINE SERVICES

AvePoint Online Services provides SaaS based cloud to cloud backup services for Office 365 GCC High organizational data.

FORTIGATE SECURITY APPLIANCE

Fortinet's FortiGate next-generation firewalls protect organizations against web-based network threats, including known and unknown threats and intrusion strategies. Within the secure enclave, the FortiGate sits between the VDI machines and the general internet to filter traffic and provide security services such as DNS filtering, Botnet detection, certificate validation, intrusion prevention, and intrusion detection.

FORTICLIENT FABRIC AGENT

FortiClient is a fabric agent that delivers protection, compliance, and secure access in a single, modular lightweight client. A fabric agent is a bit of endpoint software that runs on an endpoint, such as a laptop or mobile device, and communicates with the Fortinet security fabric with information, visibility, and control to that device. It also enables secure, remote connectivity to the security fabric.

The FortiClient Fabric Agent can:

- ✓ Report to the security fabric on the status of a device, including applications running and firmware version.
- ✓ Enable the device to connect securely to the security fabric over either VPN (SSL or IPsec) or ZTNA tunnels, both encrypted. The connection to the security fabric can either be a FortiGate next-generation firewall or SASE service.
- ✓ Send any suspicious files to a fabric sandbox.
- ✓ Enforce application control, USB control, URL filtering, and firmware upgrade policies.
- ✓ Apply CASB controls to users accessing cloud-based applications.
- ✓ Provide malware protection and application firewall service.

AZURE VIRTUAL DESKTOP CLIENTS

Windows Desktop Client

The Azure Virtual Desktop Windows Desktop Client installs onto end user devices as a prerequisite to accessing the secure enclave. Once installed, users must authenticate with the Azure Virtual Desktop service utilizing two-factor authentication prior to gaining access to their assigned desktops.

The Desktop Client, in conjunction with settings configured within Azure Virtual Desktop, works to control the flow of information between an end user's device and a secure session host to only authorized channels.

Web Client

The Azure Virtual Desktop Web Client adds support for end users to access the secure enclave using an HTML 5 supported web browser. Prior to gaining access and being able to initiate a remote session with secure hosts, users must authenticate with the Azure Virtual Desktop utilizing two-factor authentication.

The Web Client, in conjunction with settings configured within Azure Virtual Desktop, works to control the flow of information between an end user's device and a secure session host to only authorized channels.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

✓ [REDACTED]

✓ [REDACTED]

✓ [REDACTED]

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✓ [REDACTED]

✓ [REDACTED]

✓ [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

SECURITY, PRIVACY, AND CONSENT MANAGEMENT

HORNE has a comprehensive privacy policy and procedures that ensure compliance with all statutory and regulatory requirements. This includes collecting, storing, and retaining PII and other sensitive data.

[REDACTED]

[REDACTED]

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

CONFIDENTIALITY PLAN

HORNE follows a strict vendor management program, which includes executing appropriate access, confidentiality, and privacy agreements before granting access to any HORNE systems.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

OTHER RELEVANT PROTOCOLS

HORNE requires all employees to complete and maintain DHS privacy and PII training and HIPPA PHI and ePHI training. Training records and background checks are verified by our security team prior to providing employees access to the secure enclave.

ROLES AND RESPONSIBILITIES

Our system security and related controls were designed with the assumption that certain controls would be in place at our user organization. Our clients, in conjunction with HORNE's data security measures should establish their own internal controls or procedures to complement those provided by HORNE as outlined in this section.

For DHS to rely on the controls reported in this section, HORNE recommends an evaluation of DHS' own internal controls to meet the procedures listed below:

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

MAINTAINING CURRENCY WITH PRIVACY AND SECURITY STANDARDS

HORNE performs an annual HIPPA compliance audit as a function of its internal audit department based on the most current version. The most recent HIPPA compliance audit was conducted in March of 2024.



E. Training Plan

The HORNE Team follows a train-the-trainer approach to give staff an effective onboarding that emphasizes team accountability and collaboration. Working with state resources, our team uses existing training materials and templates to then tailor the curriculum to the required processes and policies teams need to perform their work. We implement an approach to our training groups in which our team of eligibility specialists and team leaders go through the designed courses together so they can build trust and collaboration skills. Our team of eligibility specialists can range in size from 25 up to 145 depending on ramp-up needs, but we find that 30 to 60 is a good median size for training team members.

SUCCESSFUL OUTCOMES



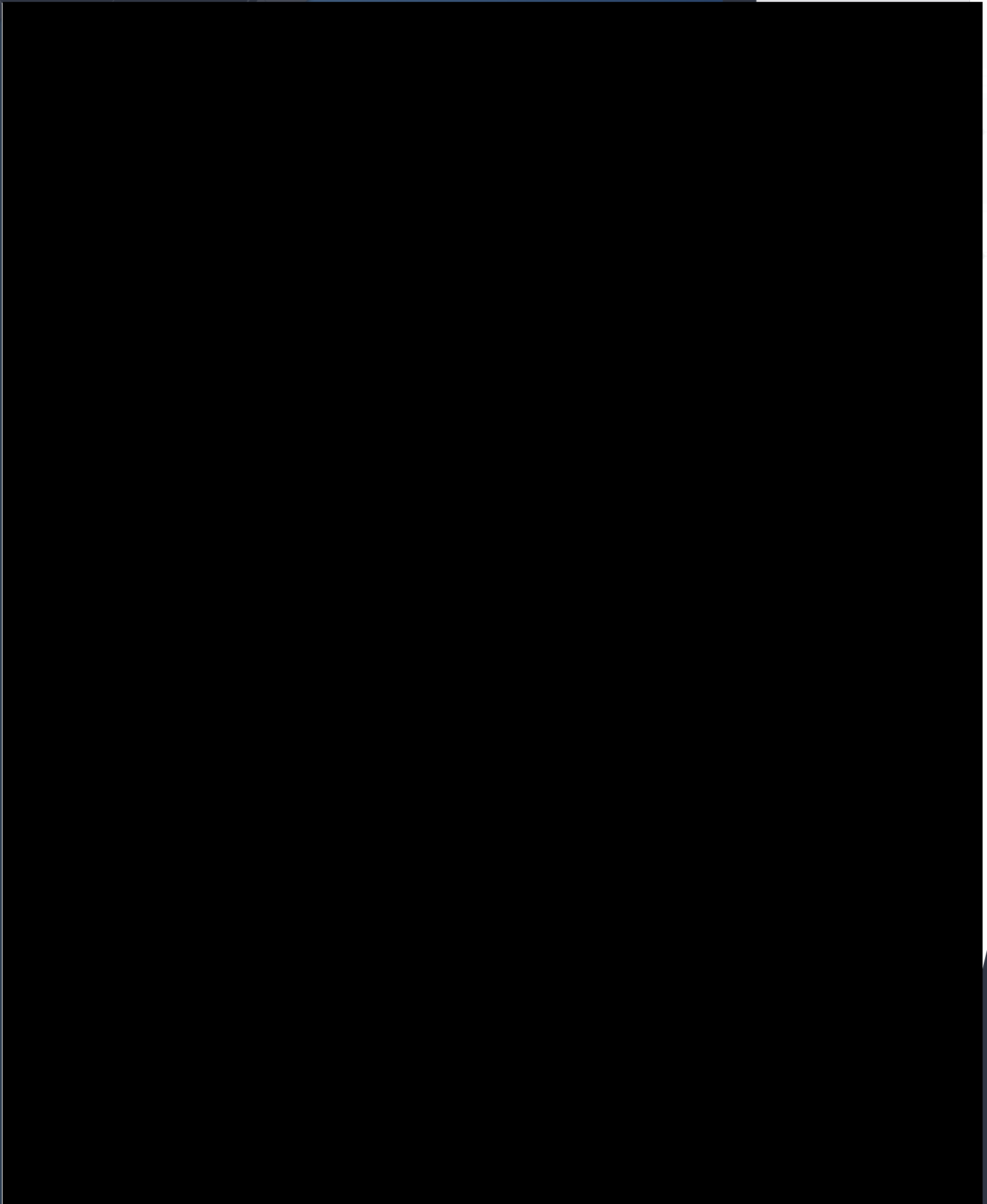
In South Carolina, we have successfully deployed over 30 weeks of ongoing training and testing to our employees. As a result, our learners are confident in guiding applicants through the intake process and understand the policies and procedures that frame the eligibility requirements. Our project managers can develop additional courses within two days should regulations or procedures change.

[REDACTED]

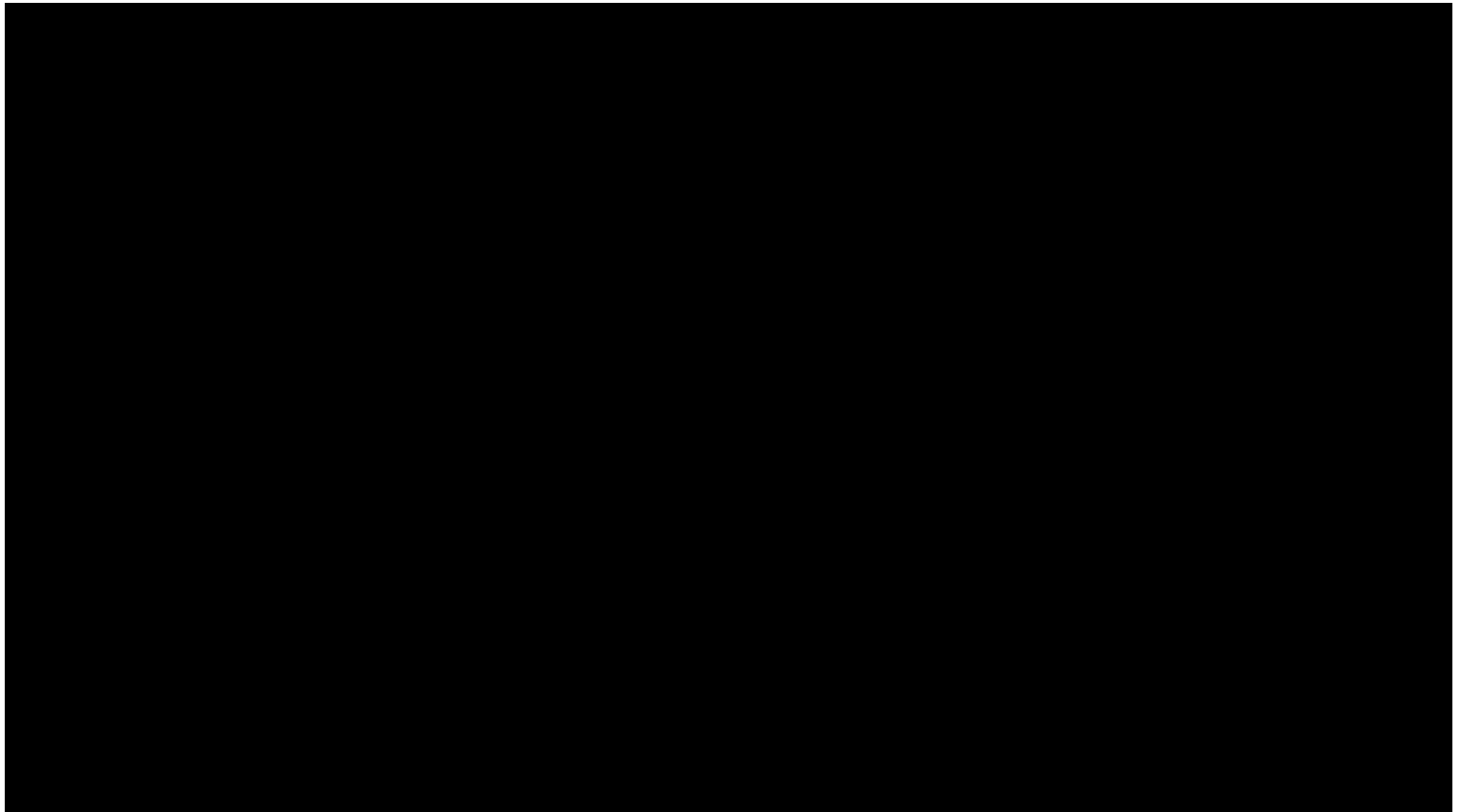
[REDACTED]

EXAMPLE ONBOARDING TRAINING

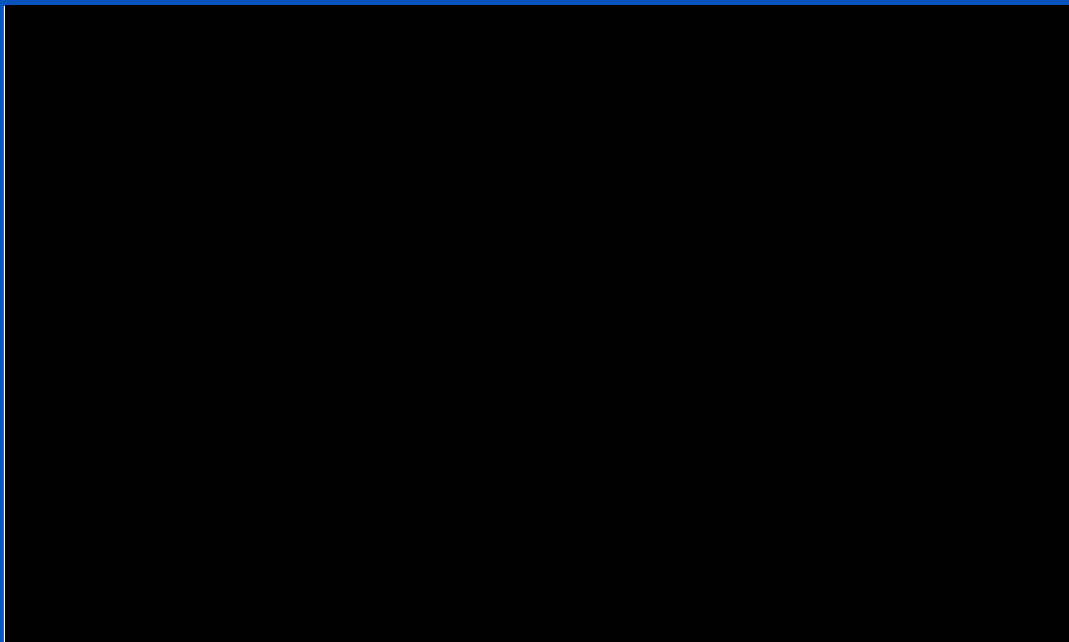
This plan includes the current modules being used along with modules from job aids, targeted trainings, and other in-house materials to provide a more complete understanding. (YouTube videos have been converted to instructor-led presentations.)



ONGOING TRAINING AND CONTINUOUS LEARNING

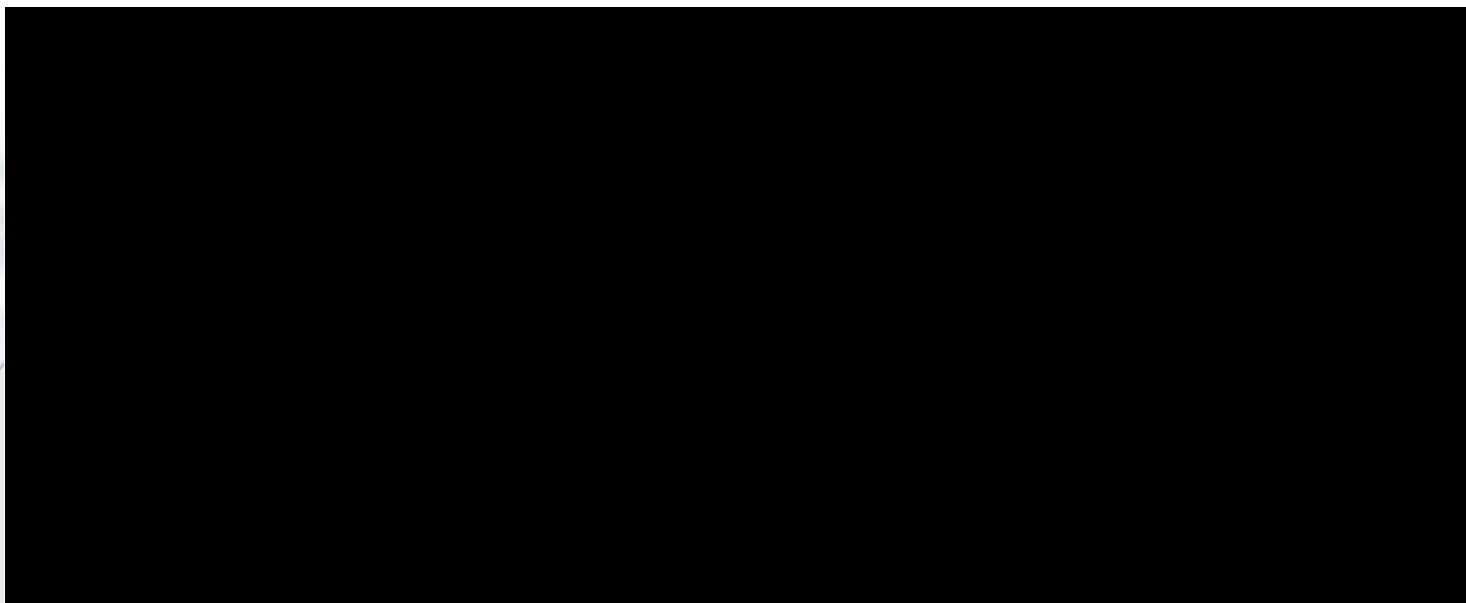


Below is a sample overview of our team leader training topics:



F. Quality Improvement Plan

We believe quality is an outcome of accountability and individual performance. The HORNE Team is committed to meeting and exceeding 95% accuracy, which is why we programmatically implement measurable quality standards and hold staff accountable for the quality of their work. Our standardized and proven approach is designed with quality in mind, and we support quality outcomes through the following areas:



[Redacted text block]



[Redacted text block]



[Redacted text block]



[REDACTED]



[REDACTED]



[REDACTED]



[REDACTED]



E.2 BACKGROUND, EXPERIENCE, AND QUALIFICATIONS

Attachment I

Client History Form
RFP # 710-23-074

Client History Form

Instructions: This form is intended to help the State gain a full understanding of each Respondent's background and experience in eligibility determinations for Medicaid. This form **must** be accurately completed and signed by the same signatory who signed the Proposal Signature Page (please see final page below).

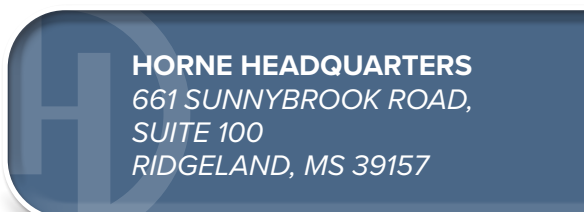
The State reserves the right to verify the accuracy of responses by contacting any of the listed clients; therefore, all applicable clients **must** be listed. For purposes of this form, the "client" is not an individual, but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas's DHS will be the client. For each listed client, Respondents **must** include the client entity's name, address, and phone number. Additionally, Respondents are encouraged to provide an individual's contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts the clients listed, the State reserves the right to either contact the listed individual and/or another person at the client entity. Omission of a relevant client will constitute a failure of form completion.

The boxes below each prompt will expand if necessary. If there are no contracts which meet the definition, Respondent **must** state "none."

1. Provide a company background summary including the date established, location, type of ownership, and the total number of employees that provide eligibility support services.

A. Background Summary

HORNE LLP is a professional services firm committed to supporting vulnerable and recovering communities across the country through management and administration of public funds. HORNE has supported healthcare services and Medicaid access since the inception of the Medicaid program in 1965. Our healthcare industry expertise has only been amplified with the creation of our Government Services branch following Hurricane Katrina in 2005. With a proven record of service across the country, clients continually turn to us for the anticipatory insights, straight talk, and collaboration to navigate the uncertainties and opportunities of large-scale recovery initiatives. As a healthcare leader since 1962, HORNE has served more than 6,000 healthcare clients and health-related state agencies.



We pioneered the cost reimbursement handbook for the State of Mississippi in 1965, and in 1967, HORNE designed the first Medicare and Medicaid journals used by medical centers throughout the state.

Below are a few examples of our team's Medicaid experience:



ARKANSAS MEDICAID

Assisted in modernizing the Arkansas Medicaid program providing advice for negotiations with the Centers for Medicare and Medicaid Services, reviewing waiver applications, and designing health care reforms.



WISCONSIN DEPARTMENT OF HEALTH

Led efforts for the Wisconsin Department of Health to reduce a two-year budget gap of over \$550 million for the state's Medicaid program and successfully negotiated Medicaid waivers with the federal government.



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Oversight of \$350 billion in U.S. Department of Health and Human Services programs and guided insurance-developed provisions of the Health Insurance Portability and Accountability Act. Also created three model waivers used to expand health insurance eligibility and services.

Founded as a public accounting firm in 1962, HORNE was later incorporated in Delaware in 2004 as a limited liability partnership. Over the years, the firm has grown to more than 1,600 employees who work in various focus areas and offices throughout the United States and its territories, **including more than 540 employees who provide eligibility services.** We provide a wide array of services, including program management, case management, technology solutions, eligibility, verification of benefits, construction management, staff augmentation, audit, compliance, and tax services.

BOARD OF DIRECTORS

MANAGING PARTNER

PARTNER GROUP

Federal

Public and
Middle Market

Healthcare

Government Services

Franchise

Construction

Led by 30 partners, HORNE has six subsidiary organizations, including HORNE Federal LLC, HWS Client Services LLC, Capital Strategies LLC, NCS Disaster LLC, SSHF LLC, and HORNE Puerto Rico LLC. At its highest level, a board of directors leads HORNE, guiding our strategic priorities and financial health.



Our team is supplemented by a teaming partner, **TEKsystems Inc.**, a global provider of technology, business, and talent solutions for more than 80% of the Fortune 500. TEKsystems' qualifications include supporting 35 state Medicaid programs by providing over 3,500 staff. They also support Medicaid eligibility efforts in 24 states. TEKsystems brings scalable solutions and experienced eligibility specialists local to DCO's Little Rock office in addition to a pool of pre-vetted candidates located around the state.

HORNE and TEKsystems have a history of successful collaboration across the country and a demonstrated ability to rapidly ramp up services to meet unprecedented needs. Our two firms partnered for the California COVID-19 Rent Relief Program when our client required an immediate staffing surge. Our team quickly met the client's targeted resources to cure application deficiencies. We will work the same way in partnership with DCO to scale up or down as needed to meet your evolving staffing requirements, assuring that staffing issues never impede the progress of DCO's pipeline.





Kade Moody, CPA, FHFMA, CHFP Engagement Partner

Areas of Expertise

- ✓ Audit/Financial Reporting
- ✓ Risk Assessment & Mitigation
- ✓ Governance/Oversight
- ✓ Strategic Planning & Execution
- ✓ Internal Control/Integrity
- ✓ Complex Financing
- ✓ Covenant Compliance
- ✓ Federal Funding Compliance
- ✓ 2 CFR 200
- ✓ Program Implementation & Monitoring

Education

BS, Accounting, *University of Southern Mississippi*

Years of Experience

Total: 32

Certifications/Training

- ✓ Certified Public Accountant
- ✓ American Health Lawyers
- ✓ Certified Healthcare Financial Professional

Kade is the managing partner of HORNE's Healthcare Practice and has served multiple terms on the firm's board of directors. Kade also has served key firm roles such as the firm-wide director of assurance, where he has primary oversight of all of the firm's attest services. Kade has over 30 years of experience providing assurance, risk management, and program management services to government agencies, hospitals, health systems, and large nonprofit and for-profit entities.

RELEVANT AND RELATED EXPERIENCE

Mississippi Department of Human Services, Early Childcare Program Management Services

Engagement Partner 2023 - Present

Kade leads a team that is assisting MDHS with efforts to enhance early childcare development in the state of Mississippi. He oversees services including program design, application intake, eligibility verification, compliance documentation, fraud monitoring, information technology infrastructure design and development, and, ultimately, benefit disbursements. He leads a team consisting of approximately 100 dedicated team members with layered quality control and oversight. Under Kade's direction the program successfully masters the complexity of time constraints with the requirement to responsibly deploy over \$100 million of ARPA funds dedicated to this initiative.

Mississippi Department of Human Services, Subgrantee Monitoring Services

Engagement Partner | 2022 — Present

Kade leads a team that coordinates with and executes monitoring engagements of subrecipients of funding granted through the client consisting of temporary assistance for needy families, low-income home energy and water assistance, aging, certain block grants, and numerous other avenues of funding for social services. The monitoring engagements that he leads include assessing compliance with 2 CFR Part 200, determining if the subgrantee is carrying out activities in accordance with the subgrant agreement, and determining if the subgrantee has the capacity and internal control structure to continue to carry out the programs.

Kade Moody, CPA, FHFMA, CHFP Engagement Partner



Engagement Partner | 2022 — Present

For the client's Childcare Strong Stabilization Grant Monitoring project, Kade leads a team that coordinates with and executes monitoring engagements of recipients of grants offered to childcare providers as part of the American Rescue Plan Act. Under Kade's direction, monitoring procedures include coordination/data requests, examining supporting documents, onsite observations, review of high-risk expenditures and use of funds, completing forensic and compliance risk assessments, and completing forensic support.

Federal and State COVID Relief Efforts

Partner/Primary Oversight | 03/2020 — Present

Kade served as a knowledge leader throughout the pandemic, providing program management and compliance services to healthcare facilities and tribal governments across the Southeast. For certain larger clients, Kade's scope included facilitating weekly funding and compliance meetings with the HORNE COVID team and health system executive leadership. Kade also leads the provision of audit services in accordance with Uniform Guidance at 2 CFR 200 to health systems (uniform administrative requirements, cost principles, and audit requirements for federal awards).

Mississippi Band of Choctaw Indians

Engagement Partner | 2020 — 2022

Kade led the team that assisted the tribe with program design and compliance related to numerous federal and state funding streams for the tribe to prevent, respond to, and recover from the COVID-19 pandemic. Kade served as a technical advisor to the tribe as it managed over \$100 million in funding from federal, state, and tribal sources. He conducted risk assessments of sources and uses of funds and associated documentation and facilitated discussions among tribal leaders to prioritize needs and actions.

Louisiana Department of Health, Block Grant Evaluation

Partner Primary Oversight/Partner | May 2019 — July 2019

Kade led a team of internal auditors during a three-month project to evaluate the efficiency and effectiveness of a block grant within the Office of Public Health. Kade provided the Louisiana Department of Health with formal written policies and procedures that comply with the Centers for Disease Control requirements to receive federal awards.



**Matthew Van
Drunen**
Project Director

Areas of Expertise

- ✓ Medicaid Policy
- ✓ Medicaid Eligibility
- ✓ School-Based Services
- ✓ Certified Public Expenditures
- ✓ Random Moment Time Study
- ✓ Cost Reporting & Cost Settlement
- ✓ Medicaid Waivers
- ✓ Project Management

Education

BA, Sociology, *Lakeland University*

MBA, Finance, *Loyola University Chicago*

Years of Experience

Total: 9

Matthew is a Medicaid consulting professional with nearly a decade of experience helping clients succeed with their technical, financial, and program goals. Throughout his career, Matthew has worked on Medicaid projects in 26 different states.

RELEVANT AND RELATED EXPERIENCE

Public Consulting Group

Center of Excellence Team Lead/Consultant | 04/2021 — 04/2023

Matthew led PCG's school-based Medicaid service centralization from a regional model that included 19 unique state school-based Medicaid programs. He managed operations and client engagement for seven state school-based Medicaid projects, including Medicaid eligibility checks and outreach related to both Medicaid and CHIP. On those projects, Matt coordinated with stakeholders on compliance, policy, and end-user support.

While managing these clients, he played a major role in the revision of state plan amendments and federal cost allocation plans for school-based services in Illinois, Kentucky, Utah, and Oklahoma. Matthew was nominated to lead the school-based services and Medicaid administrative claiming financial and claim committee that standardized policies and procedures and developed national best practices across all 19 school-based Medicaid programs at PCG. He was the designated subject matter expert of school-based claiming for the system development team.

State clients during this period included:

- Arizona Health Care Cost Containment System
- Colorado Department of Health Care Policy & Financing
- Family and Social Services Administration of Indiana
- Georgia Department of Community Health
- Illinois Department of Family and Child Services
- Kansas Department of Health and Environment
- Kentucky Department of Education and Department of Medicaid Services
- Michigan Department of Health and Human Services
- Pennsylvania Department of Human Services

Matthew Van Drunen

Project Director



- South Dakota Department of Social Services
- Utah Department of Health and Human Services
- Wisconsin Department of Health Services
- West Virginia Department of Health and Human Resources.

Robert Half Management Resources

Director of Client Services | 12/2019 — 04/2020

Matthew was responsible for the Chicago territory, covering Fortune 500 and mid-market businesses with an annual revenue target exceeding \$1 million per year. He exceeded long-term productivity goals during the first months in his role, including meeting with more than 15 potential clients per week. Matthew completed the accelerated onboarding process and signed the first deal during the third week. He negotiated billing rates with clients and salaries with senior accounting and finance professionals that met the company's desired gross margins. Matthew managed three recruiters and set priorities on candidate searches.

Fairbanks LLC

Senior Consultant | 04/2014 — 11/2019

Matthew led successful school-based Medicaid software implementation in California based on a revised state plan amendment, where he also provided technical support to the Department of Health Care Services. Matthew managed two separate statewide Medicaid reimbursement projects that were responsible for over \$30 million dollars in federal reimbursement to state and local governments annually. During this time he worked on Medicaid projects in 7 different states.

Matthew trained, mentored, and monitored teams of four to seven business analysts and oversaw Medicaid eligibility rate calculations. Matthew wrote and coordinated feedback on technical proposals between clients, partners, state oversight agencies, and Fairbanks IT. Matthew implemented financial reporting and Random Moment Time Study software systems and provided Medicaid reimbursement policy analysis and expertise to government agencies. He delivered accounting and audit assistance to public officials reporting fiscal data. Matthew improved and automated data quality assurance processes companywide and updated and analyzed databases with Microsoft Access and Excel, SQL and JavaScript.

Project References

Nebraska Department of Health and Human Services, Nebraska School-Based Medicaid Program

Dawn Sybrant | Program Manager Medicaid and LTSS | Phone: (402) 840-3707

Kentucky Department of Education, Kentucky School-Based Medicaid Program

Lindsey Kimbleton | Federal Programs Specialist | Phone: (502) 892-6707



Scott Stringer
Operations Manager

Areas of Expertise

- ✓ State Health Plan Management
- ✓ Eligibility
- ✓ Training
- ✓ Operations
- ✓ Compliance

Education

MA, Computer Resource and Information Management,
Webster University
BS, General Science,
Mississippi State University

Years of Experience

Total: 24+

Certifications/Training

- ✓ Executive Leadership Course, *Duke University*
- ✓ Contract Negotiation Course, *Harvard University*

Scott is an experienced operations manager with over 24 years of experience in healthcare eligibility systems with a wealth of diverse experience rising through the ranks from process engineer to COO. He has experience in “Big Four” consulting and Air Force mission leadership roles. Scott is a builder of integrated processes, technology infrastructure, and teams that align with corporate strategy and deliver measurable results. Scott has specialized expertise in analyzing corporate performance, business modeling, driving cost reductions and revenue growth, and solving the most complex, highest value opportunities. He is a change leader with proven project management capabilities and the unique ability to bring together technical and business staff into a cohesive team achieving common goals.

RELEVANT AND RELATED EXPERIENCE

Blue Cross and Blue Shield of Mississippi

State Health Plan Executive | 2020 — 2021

Scott achieved the corporation’s top strategic priority of winning renewal of the company’s largest account with 196,000 members. He reported directly to the CEO of the health benefits company serving 4,300 providers, 7,000 employers, and 912,000 members statewide. Scott restored and solidified business relationships with account decisionmakers and transformed account operations and service models to meet service-level agreements of new contracts. He developed strategy and led several cross-organizational teams to achieve three major multiyear operational initiatives in a one-year timeline, saving \$7 million annually. Scott established the framework, methodology, procedures, and RFP approach that won the four-year Mississippi State and School Employees' Health Benefit Plan contract renewal valued in the multimillions. He also spearheaded successful implementation of new eligibility rules and supporting eligibility system and business process changes for the Federal Consolidated Omnibus Budget Reconciliation Act (COBRA) temporary premium assistance under the American Rescue Act of 2021 for state health plan members transitioning to COBRA during the assistance period.

Scott Stringer Operations Manager



Chief Operating Officer | 2019 — 2020

Scott achieved the strategic objectives of melding the company's service model with efficient technology and core business models and advanced to lead all operations (\$62 million budget with 370 employees) and several key transformation initiatives. He was appointed as a member of the public accountability committee of the board to implement corporate controls and checks and balances across the company. He led several corporate initiatives to include sales agent compensation model redesign, corporate finance operations redesign and controls, integration of largest group account into business operations, and operational response to COVID-19 pandemic. Scott recommended and implemented a revised commission and bonus structure approach with minimal channel partner payment interruption and 6% savings in commission payouts over a three-year period. He increased cashflow by reducing accounts receivable posting from three days to 24 hours on average for all lines of business while reducing customer billing inquiries by 40%+. He integrated the largest corporate account operations and dedicated personnel into local line of business operations, reducing corporate operational overhead allocation by \$1.3 million per year. Scott led deployment of remote workforce capability for 70% of operations staff due to COVID-19 restrictions while consistently maintaining operations benchmarks and delivering \$800,000 per year in operational cost reductions.

Senior Vice President, Customer and Technology Operations | 2013 — 2018

Scott's scope expanded to include customer service call center, claims operations, membership operations, document operations, and compliance totaling 176 employees. He developed and led several organizational systems, quality assurance, and process redesigns, resulting in increased efficiency, accuracy, and more timely claims processing. Scott oversaw people, process, and technology changes/realignments to successfully achieve the multiyear corporate service vision. He redesigned service model and call center operations and improved service center metrics 40%+ for call volume, online experience, hold times, abandoned rates, and customer feedback scores. He completed technical and personnel realignment of claims operations to increase processing accuracy and decrease manual claims processing by three FTEs. Scott instituted performance management models and coaching that directly contributed to a customer service staff retention increase from an average of 78% to 93%.

Vice President, Technology and Development | 2005 — 2012

Scott oversaw the IT and facilities infrastructure groups to modernize an archaic powerplant and data center that was negatively impacting customer service and productivity. He transformed operations through emerging technology implementation, as well as focused talent acquisition, development, realignment, and training. Additionally, he defined and executed a technology strategic plan that reduced operational FTE requirement by normal attrition from 632 positions to 410 positions. Scott set and achieved the vision, design, build, and implementation of a mission-critical \$25 million data center supporting all company operations.

Scott Stringer Operations Manager



Scott introduced a technology business partner cost negotiation model for targeted vendors to ensure quantifiable capital and direct cost vs. benefit estimation, saving \$2.3+ million per year in core systems operating costs. He led technology change control and quality assurance process implementation aligned with industry best practice Information Technology Infrastructure Library. Scott also successfully managed implementation of the state health plan's "Enroll Blue" electronic eligibility and enrollment system, allowing state health plan agencies and schools to determine eligibility for members and enroll members online, and eliminating all paper eligibility verification processes for approximately 190,000 members.

Corporate Project Manager | 2002 — 2005

Scott led critical, cross-functional corporate initiatives at a pivotal time in the company's growth. He worked closely with the CEO, COO, and officers to support C-suite objectives. He planned and implemented several large-scale, high-stakes strategic projects such as physical relocations of entire divisions, implementation of corporate-wide accounts receivable and billing system, and sales and marketing operations and business process redesign. Scott reported directly to the COO and managed project teams of as many as 63 resources. He orchestrated smooth transition and physical relocation of seven of the company's 10 divisions while overseeing associated cross-functional process improvements and paperless transition.

Manager, Business Process Improvement | 1999 — 2002

Scott managed a group of four industrial engineers deployed on projects in all areas of the company. He also led 20+ project team members on as many as 10 simultaneous process improvement projects. Under Scott's direction these project's scopes included a proprietary framework of current state documentation and assessment, staff roles and inputs relative to processes, time studies, gap analysis against a desired future state, future-state project planning, project management, future state process implementation, related documentation, and training. Scott also developed business process changes and supported system implementation of eligibility rules for the State of Mississippi Children's Health Insurance Program (MSCHIP).

Project References

COBRA Temporary Premium Assistance Eligibility Project for the Mississippi State & Schools Employees' Health Plan

Mississippi State & School Employees' Health Plan Enroll Blue Eligibility Maintenance

Jennifer Lee | Director, Mississippi State & School Employees Health Benefit Plan, Blue Cross & Blue Shield of Mississippi | Phone (601) 616-4484

Mississippi State & School Employees' Health Plan Enroll Blue Eligibility Implementation and MSCHIP Eligibility Rules

Cindy Bradshaw | Executive Deputy Director, Office of Eligibility, Mississippi Division of Medicaid | Phone (601) 259-3249



Erika Williams
Deputy Operations
Manager

Areas of Expertise

- ✓ Federal & State Government Benefits
- ✓ Public Policy
- ✓ Medicaid
- ✓ Case Management
- ✓ Eligibility Review
- ✓ Client Support

Education

BS, Health Services
Administration, *Drexel
University*

Years of Experience

Total: 5+

Erika is an experienced professional with over five years of experience providing statewide eligibility program and client support services. She has a background in determining eligibility and analyzing/verifying documentation. Erika began her career with the Pennsylvania Department of Human Services, assisting in eligibility determination of SNAP and TANF eligibility. She currently serves the Alabama Housing Finance Authority in determining applicant eligibility and grant management for their emergency rental assistance program.

RELEVANT AND RELATED EXPERIENCE

Community Care Expansion Program

Grant Coordinator | 08/2023 — Present

Erika acts as a liaison between HORNE and the grant sponsors, addressing any issues or requests they may have. She collaborates with staff to gather information and insights for sponsor meetings to align with their funding priorities. Erika participates in meetings and conferences related to grant funding, staying informed about trends and best practices.

Texas Rent Relief Program

Quality Control Analyst | 06/2023 — 08/2023

Erika conducted quality control checks to ensure accuracy and compliance with program guidelines. She reviewed and audited eligibility determination and documentation for program participants. She implemented corrective actions to enhance program efficiency. Erika monitored and evaluated program performance to adhere to quality standards.

Alabama Housing Finance Authority, Emergency Rental Assistance Program Support

Eligibility Analyst | 10/2021 — 06/2023

Erika processed applications, reviewed income and determined eligibility for program benefits. She also verified and analyzed rent, utilities, and household expenses; collected and managed reports to determine the progress of the program; input homeowner, landlord, tenant information into the grant management system of record; and maintained an extensive electronic filing system for homeowners, landlords and tenants.

Erika Williams

Deputy Operations Manager



Deer Meadows Nursing Home

Medicaid Specialist | 01/2019 — 10/2021

Erika worked with residents, resident family members, and other guardians to secure authorizations for the completion of the Medicaid application. She educated the residents, family members, or guardians about the policies, procedures, and steps to take to ensure a Medicaid grant. Additionally, she maintained confidentiality of financial and medical information. She complied with HIPPA regulations, verified billing and primary and secondary insurance plans, and reviewed the accuracy of applications and all financial documentation. Erika communicated daily in person, by phone, and by email with residents, family members, and other involved health insurance agencies to obtain the required documents for the Medicaid grant. Erika completed monthly quality assurance, performance improvement, and audit reports; and attended weekly conferences with the healthcare team to plan care and discharge plans for residents.

Pennsylvania Department of Human Services

Income Maintenance Caseworker | 12/2014 — 01/2019

Erika scheduled clients for face-to-face and telephone interviews for SNAP and TANF eligibility; informed and educated clients about changes to benefits and benefits plans; and answered phone calls and responded to electronic tickets regarding clients' benefits inquiries. She supported the Medicaid, SNAP, and TANF systems by working on an eligibility system that supported multiple benefits programs. She also performed verification inquiries for employment, income, resources, and household composition; processed applications and ensured regulations were met for SNAP, Medicaid, TANF, and LIHEAP applications; and processed benefits rejections for ineligible clients. Additionally, she coordinated referrals for available resources and services in the community.



Pagan Williams
Deputy Operations
Manager

Areas of Expertise

- ✓ HAF Programs
- ✓ Regulatory Compliance
- ✓ Program Management
- ✓ Grant Management
- ✓ Policy and Procedure Development
- ✓ Compliance Oversight
- ✓ Quality Assurance and Quality Control
- ✓ CDF

Education

MBA, *Grand Canyon University*

Years of Experience

Total: 17

Pagan has successfully served government agencies in program management and support roles aiding in the administration of federal fund eligibility programs to prevent mortgage delinquencies and defaults, foreclosures, loss of utilities or home energy services, and displacement of homeowners experiencing financial hardship affected by COVID-19. With over 15 years in the accounting field, she is successfully leading the Arkansas Homeowners Assistance Fund Program where she provided overall program oversight in the rapid delivery of case management services for HAF funded homeowners assistance.

RELEVANT AND RELATED EXPERIENCE

Arkansas Development Finance Authority, Arkansas Homeowner Assistance Fund Program

Project Manager | 11/2021 — Present

Pagan oversees the case management operations and production providing eligibility determination services to homeowners who are facing foreclosure because of the pandemic. She ensures the team is providing expedited assistance and meeting program metrics. She also provides organizational leadership and collaborates with the software contractor and team members to successfully execute this program.

QA/QC/CDF Supervisor | 06/2021 — 11/2021

Pagan supervised the case management operations providing services to homeowners who are facing foreclosure because of the pandemic. She also provides oversight for the secure method of communication to mortgage servicers through the CDF process version 7.4.

I Square Management Inc.

Corporate Controller | 04/2020 — 06/2021

Corporate Accountant | 01/2019 — 04/2020

Pagan oversaw eight entities by handling monthly, quarterly, and annual closings and bank reconciliations; advised management on crafting business plans to resolve cost-related issues; and gathered financial data and ledgers and managed periodical reporting. She summarized current financial statuses by collecting information, preparing balance sheets, profit and loss statements, and other reports.

Pagan Williams Deputy Operations Manager



Pagan substantiated financial transactions by auditing documents; maintained accounting controls by preparing and recommending policies/procedures; reconciled financial discrepancies by collecting and analyzing account information; secured financial information by completing database backups; and prepared payments by verifying documentation and requesting disbursements. She reviewed wages computed and correction of errors to ensure accuracy of payroll and recorded changes affecting net wages such as exemptions and insurance coverage for each employee to update master employee record. She also recorded data concerning transfer and/or work of employees between departments and processed semi-monthly payroll in a timely and accurate matter.

Crowne Plaza I Square Management Inc.

Property Controller/Human Resource | 04/2017 – 01/2019

Pagan processed departmental purchase orders with vendor invoices for department approval and payment and entered invoices accurately into the accounting system. She ensured that the company guest accounts receivable requests were urgently responded to, each guest bill was correctly prepared, all payments were posted in a timely fashion, and the accounts receivable functions were met. She reviewed and reconciled daily audit pack information for deposits, assisted all department heads in the interpretation of financial data, and recommended courses of action to maximize profitability. Pagan managed cash flow, necessary accounting reporting, and approval of all accounting functions. She recorded changes affecting net wages such as exemptions and insurance coverage for each employee to update the master employee record. Pagan planned and conducted new employee orientation to foster a positive attitude toward company goals. She served as the recordkeeper of benefits plans participation and all personnel transactions such as hires, promotions, transfers, performance reviews, and terminations and employee statistics for government reporting. Pagan also prepared employee separation notices/related documentation and conducted exit interviews to determine the reasoning behind separation.



Lori Crocker, CPA
Medicaid Subject
Matter Expert

Areas of Expertise

- ✓ Project Management
- ✓ Cost Report Compliance
- ✓ Healthcare Reimbursement
- ✓ Medicare & Medicaid Appeals
- ✓ Medicare DSH
- ✓ Medicaid Eligibility Studies
- ✓ Compliance Audits
- ✓ Federal/State Fund Compliance
- ✓ S-10 Reporting
- ✓ Medicare Bad Debt

Education

BSBA, Accounting, *University of Southern Mississippi*

Years of Experience

Total: 14

Certifications/Training

- ✓ Certified Public Accountant

Affiliations

- ✓ Healthcare Financial Management Association
- ✓ MS Society of CPAs
- ✓ American Healthcare Association

Lori is an analytical and strategic director with over 14 years of experience providing financial and compliance expertise and reimbursement consulting within the healthcare industry. She specializes in overseeing mid-sized to large multimillion-dollar projects to ensure funding is being appropriately utilized and help clients maximize reimbursement. She is a dynamic professional with the ability to build relationships with a diverse clientele and excels at easily conveying highly technical and financial information to various audiences. Lori is passionate about blending financial expertise with innovative concepts to develop transformational solutions for healthcare customers.

RELEVANT AND RELATED EXPERIENCE

Mississippi Department of Health Services, Fiscal and Programmatic Monitoring Services

Director/Project Manager | 06/2022 — Present

Lori oversees a \$2 million compliance and monitoring project with the Mississippi Department of Human Services. In this role she monitors grants and agreements awarded to the Department including programs such as Low-Income Home Energy Assistance Program (LIHEAP), Community Services Block Grant (CSBG), Low-Income Household Water Assistance Program (LIHWAP), Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF). Lori provides assurance that the Department's funding is being used appropriately.

Federal and State COVID Relief Efforts

Director/Subject Matter Expert | 03/2020 — Present

Lori leads 10-20 cross-functional team members through all phases of finance and compliance-related projects for healthcare facilities. Lori manages 75-100 clients with a combined worth of \$2M in revenue and delivers oversight of COVID-19 reporting.

Medicare and Medicaid Reimbursement

Director/Service Line Leader | 2010 — Present

Lori leads a 10+ person team on all matters related to Medicare and Medicaid reimbursement for healthcare facilities. Lori lends expertise in cost reporting, Medicare DSH/Medicaid Eligibility studies, Medicaid DSH, and state supplemental programs.



**Clark Hunter, JD,
MBA**

Operations Subject
Matter Expert

Areas of Expertise

- ✓ Project Management
- ✓ Government Services
- ✓ Program Monitoring
- ✓ Regulatory Compliance

Education

JD, *Mississippi College School
of Law*

MBA, *University of Wyoming*
BS, *University of Mississippi*

Years of Experience

Total: 13

AFFILIATIONS

- ✓ Mississippi Bar Association
- ✓ Wyoming Bar Association
- ✓ Healthcare Financial
Management Association

Clark is a senior manager in HORNE's Healthcare practice. He works with government stakeholders to confirm that HORNE's operations add value to their agencies or states. He will make sure this project's milestones are achieved, necessary reporting is provided, and contractual obligations are fulfilled. Prior to his time with HORNE, Clark worked as a program and project manager for multiple health and human services agencies. He has served as the legal director for the Mississippi Department of Human Services and the program director for the Wyoming Department of Family Services.

RELEVANT AND RELATED EXPERIENCE

Mississippi Board of Pharmacy, Pharmacy Benefit Manager Audit

Project Manager | 2023-2024

Clark directs all of HORNE's pharmacy benefit manager audits on behalf of the Mississippi Board of Pharmacy. He is responsible for overseeing the regulatory compliance of commercial pharmacy plans for Mississippi.

Wyoming Department of Family Services, Child Support Enforcement

Program Director | 2020 — 2022

Clark maintained responsibility for Young Williams operations in Wyoming. He managed a diverse staff of administrative assistants, paralegals, case managers, supervisors, district managers, attorneys, managing attorneys, and customer call center representatives. He acted as program manager, lead fiscal officer, technology officer, implementation officer and human resource officer for Young Williams in Wyoming and managed a \$33 million contract with the state.

Clark Hunter, JD, MBA

Operations Subject Matter Expert



Wyoming Department of Family Services, Work Initiative Network

Program Director | 2020 - 2022

Clark directed the implementation and operation of the Wyoming Work Initiative Network. Calrk led this joint venture between Wyoming Workforce Services and the Department of Family Services, TANF, WIOA, and Wagner Peyser to match at-risk person groups with adequate job skills training.

Mississippi Department of Human Services, Child Support Enforcement

Legal Director | 2015 — 2020

Clark directed all legal operations for the department's child support enforcement for Mississippi. He supervised a staff of 56 attorneys and was responsible for a caseload of 265,000 cases.

Young Williams PC

Counsel and Business Acquisition Associate | 2010 — 2015

Clark served as counsel for Young Williams Child Support Services. He provided general legal guidance and worked to procure new business and contracts for the organization.



Tim Heid
Medicaid Eligibility
Subject Matter Expert

Areas of Expertise

- ✓ Medicaid Unwinding PHE
- ✓ Medicaid Eligibility
- ✓ Health & Human Services
- ✓ Emergency Management Response
- ✓ Training

Education

BS, Biology, *Centre College*

Years of Experience

Total: 25+

Tim has over 25 years of experience working in both the public and private sector. He has led programs in all 50 states for multiple government responses including Medicaid Unwinding PHE, Emergency Rental Assistance Program, Community Development Block Grants, and contract tracing. He is currently leading the national, state, and local government Health and Human Services (HHS) strategy and portfolio of business, where he serves 44 state governments and supports 34 state Medicaid and other HHS programs. Tim has specialized expertise in state and local government's HHS and program management.

RELEVANT AND RELATED EXPERIENCE

TEKsystems

National Account Director | 01/2018 — Present

Tim leads emergency management response and creates HHS focused national strategies to increase partnerships with both state governments and integrator partners. He leads capture strategy for HHS State, Local, and Education (SLED) pursuits throughout the country. Tim is a subject matter expert for all SLED strategy and business development sessions. He oversees training and development of account managers on HHS business and strategy and heads teaming agreement negotiations and discussions. Additionally, Tim develops SLED strategy for partnerships with AWS, Microsoft, Snowflake, GCP and MuleSoft.

Account Director, State and Local Government |

04/2012 – 12/2017

Tim oversaw account managers' business development plans and overall strategic directions to create partnerships with the state and local government accounts in Kentucky, Tennessee, Georgia, and Florida.

Senior Account Executive, State and Local Government |

04/1999 – 04/2012

Tim was responsible for building state and local government client relationships, understanding the local labor markets, and consulting with clients to implement the most effective talent attraction and retention strategies.



Kevin Berry
Medicaid Eligibility
Subject Matter Expert

Areas of Expertise

- ✓ State & Local Government Programs
- ✓ Eligibility
- ✓ Training
- ✓ IT
- ✓ Public Safety
- ✓ Health & Human Services
- ✓ Public Utilities

Education

BA, Geography, *Florida State University*

Years of Experience

Total: 9+

Kevin is an experienced business development manager with over nine years of experience. He works closely with state and local government clients to improve operational efficiencies that lead to program successes. Notably, he has worked closely with Arkansas Judiciary, Arkansas Department of Health, State of Florida, State of California, Los Angeles County, and City of Tallahassee. Kevin has specialized expertise in state government assistance programs and utilizes his knowledge of technology and proper staffing to best serve clients and citizens.

RELEVANT AND RELATED EXPERIENCE

TEKsystems, Government Services

Business Development Manager | 09/2023 — Present

Kevin leads the professional services business development for state and local government primarily in the Southeast and for strategic pandemic/COVID assistance programs. He engages with state government clients to define, scope, solution, and execute transformational deliverable based, and managed capacity projects. Kevin coordinates delivery allocation for recruiting, onboarding, training, and retention of resources from projects ranging from two consultants to over 1,000 consultants.

Services Account Executive | 01/2023 — 09/2023

Kevin oversaw both the local staffing service delivery needs of state and local government clients in Tallahassee, Florida, as well as growing the professional services portfolio. He supported strategic projects with Tallahassee and the states of Arkansas, Florida, and California. Kevin supported health and human services, public safety, and public utilities programs, including multiple large eligibility programs.

Account Lead | 03/2020 — 01/2023

Kevin directly supported the state, local, and higher education sales team across Florida. He aligned strategic sales focus for state, local and higher education initiatives according to the Government Vertical Leadership team's guidance. Kevin supported a team of seven sales professionals as a strategy partner and escalation point for their individual market pursuits and professional growth.

Kevin Berry

Medicaid Eligibility Subject Matter Expert



Account Manager | 08/2015 — 03/2020

Kevin handled the local staffing service delivery needs of public and private clients in Tallahassee. He assisted in managing the local office and oversaw training and professional growth. He focused on establishing and maintaining strong business relationships with state and local government clients to enable efficient and effective support of their business initiatives. Kevin partnered with state agencies, local administrators, and business leadership to gain an in-depth understanding of their business goals, operational needs, internal processes, and IT initiatives. Kevin negotiated teaming agreements with some of the consulting industry's largest companies in pursuit of state and local level RFPs.

IT Recruiter | 03/2015 — 08/2015

Kevin facilitated the delivery of IT staffing services, based on the IT needs of public and private clients in Tallahassee. He networked with technical consultants in Tallahassee and nationwide, to support the needs of the state's agencies. Kevin assisted with the redeployment of state contractors local to Tallahassee and brought in new talent from other markets to support state and local government initiatives.



John Bonner
Medicaid Eligibility
Subject Matter Expert

Areas of Expertise

- ✓ State of Arkansas
Government Programs
- ✓ IT

Education

Bachelor of Science, *University
of Central Arkansas*

Years of Experience

Total: 2

John, an El Dorado, Arkansas, native, brings two years of experience in state and federal government services. After graduating from the University of Central Arkansas, he worked for the Hewlett Packard Enterprise Group selling professional services both directly and indirectly. He was an HPE partner business manager until he joined TEKsystems in November 2022.

RELEVANT AND RELATED EXPERIENCE

TEKsystems

Government Services Account Manager I

11/2022 — Present

John utilizes understanding of state initiatives and aligning with TEKsystems strategic deliverables to support the state of Arkansas. He increases sales and market share through existing and newly generated accounts by establishing intimate relationships with customers. John forecasts upcoming opportunities through understanding customer's needs, purchasing process, and developing value framework to position TEKsystems ahead of competition. He prepares and presents solutions that align with client requirements. John utilizes premier partners in technology to provide a wholistic approach in solving customer business challenges.

Hewlett Packard Enterprise

Services Partner Sales Specialist I 08/2016 — 11/2022

John collaborated with HPE to establish the USA HPE ONElead services partner program, generating over \$1 million in revenue in its first year. He managed and consulted on the HPE ONElead services partner program. John created and grew HPE services opportunities by supporting HPE account managers' customer conversations leading with HPE services and support offerings. He supported HPE customer consultants and managed service providers with their contractual fulfillments to HPE. John assisted HPE inside sales organization, sponsoring and participating in HPE ISR/SDR call blitzes as their services resource.



**Bob Harland III,
CFE**

Reporting Subject
Matter Expert

Areas of Expertise

- ✓ Eligibility Program Process Development
- ✓ Procurement
- ✓ Labor Standards
- ✓ Program Reporting
- ✓ Financial Analysis & Monitoring
- ✓ Oversight Compliance

Education

Associate of Applied Science in
Business Administration,
Schoolcraft College

Years of Experience

Total: 16

Certifications/Training

- ✓ Certified Fraud Examiner
- ✓ Lean Process Certified

Bob has over 16 years of experience and provides leadership and guidance as a subject matter expert in reporting and stakeholder transparency. He leads the reporting team in developing and maintaining the highest levels of data competency, accuracy standards, and reporting capabilities. Bob is the reporting manager for HORNE's COVID-related programs nationwide, including Emergency Rental Assistance Program and Homeowner Assistance Fund. Bob also provides leadership and guidance as a subject matter expert in government programs' system of record.

RELEVANT AND RELATED EXPERIENCE

Alabama Housing and Finance Authority, Homeowner Assistance Fund Program Administration

Reporting Lead | 05/2021 — Present

Bob leads the reporting and data team in understanding and connecting the reporting systems for Alabama's HAF program. The team builds solutions around the data structure and client preferences for delivery and access.

Arkansas Development Finance Authority, HAF Program Administration

Reporting Lead | 05/2021 — Present

Bob leads the data and reporting team in understanding and connecting the reporting systems for Arkansas's HAF program. The team builds solutions around the data structure and client preferences for delivery and access.

Florida Division of Emergency Management, Coronavirus Relief Fund Consulting and Program Administration

Reporting Manager | 09/2020 — Present

Bob leads the data and reporting team to develop and deploy impactful reporting dashboards and solutions based on project needs. The team builds solutions around the data structure and client preferences for delivery and access.

Bob Harland III, CFE Reporting Subject Matter Expert



Tennessee Department of Finance and Administration, CRF Consulting and Program Administration

Reporting Manager | 06/2020 — Present

Bob leads the data and reporting team to develop and deploy impactful reporting dashboards and solutions based on project needs. The team builds solutions around the data structure and client preferences for delivery and access.

Texas General Land Office, Harris County CDBG-DR Housing Program Implementation Services

Reporting Lead | 04/2020 — Present

Bob leads and oversees the program reporting team to design, generate, track, reconcile, and analyze reporting data and deliverables. He works to understand the needs of the client and program to deliver instrumental visuals and dashboards to ensure program progress and success.

Texas Division of Emergency Management, CRF Program Implementation and FEMA Public Assistance Monitoring following COVID-19

Reporting Lead | 03/2020 — Present

Bob leads and oversees the program reporting team to design, generate, track, reconcile, and analyze reporting data and deliverables. He works to understand the needs of the client and program to deliver instrumental visuals and dashboards to ensure program progress and success.

Robeson County and City of Fayetteville, North Carolina, Hurricane Matthew Disaster Recovery

Reporting | 07/2018 — Present

Bob has helped refine data analytics and performed QA/QC of reporting information utilizing HUD Disaster Recovery Grand Reporting system best practices. He also guides program reporting.

HORNE, Grant Management Services for Puerto Rico Department of Housing CDBG-DR/MIT Programs

Subject Matter Expert | 02/2018 — Present

Bob served for the Hurricane Maria CDBG-DR implementation and action plans for Puerto Rico's \$1.5 billion recovery funds. Bob is a HUD federal reporting and compliance expert and specializes in HUD's DRGR system. He assisted in completing financial management certifications, implementation plan, and action plan and leading discussions around program design and HUD regulations. Bob continues to serve the program, guiding with program reporting.

Bob Harland III, CFE Reporting Subject Matter Expert



South Carolina Disaster Recovery Office, 2015 Storm Flooding and Hurricanes Matthew and Florence Recovery

Senior Manager | 07/2016 — Present

Bob assisted with developing the state's action plan and required reports for HUD disaster recovery funding. He continues to work with the state, providing training and guidance relating to program requirements and reporting, including setting up and reporting the state's activities in the DRGR system.

New Jersey Department of Community Affairs, Sandy Integrated Recovery Operations and Management System

Senior Manager | 07/2013 — Present

Bob helped integrate the department's action plan into DRGR and helps them collect and report accurate metrics from each program and assists with program draws using the DRGR system. Bob works with the state, entering their QPR into the DRGR system, and conducts training for state staff members in the DRGR system. He also assists with compliance oversight relating to the continued development of the state's system of record.

Mississippi Development Authority, CDBG-DR Program, 2008 Storms and Floods Grants

Project Manager | 01/2015 — 06/2019

Bob assumed the role of project manager for projects under this program, which provided disaster grant funding to 26 projects. The projects primarily consisted of infrastructure and a couple of small housing activities. The team completed and closed out all 26 projects.

City of Waveland, Mississippi, Hurricane Katrina Recovery Program

Project Manager | 10/2013 — 12/2016

Bob was responsible for the project management team for several of the city's community revitalization projects. The team handled all budget modifications and cash requests and coordinated with the audit team. The team completed eight projects, including infrastructure and reconstruction of public facilities.



Grace Nolan, PMP

Project Launch
Subject Matter Expert

Areas of Expertise

- ✓ Administration
- ✓ Unemployment Benefits/Insurance
- ✓ Task Management
- ✓ Quality Control Management
- ✓ Problem Solving
- ✓ Conflict Resolution
- ✓ Written & Verbal Communications
- ✓ Client Relations
- ✓ Customer Service
- ✓ Contact Center Training
- ✓ Production Management

Education

BS, Rehabilitation Services,
Alabama State University

Years of Experience

Total: 3

Certifications/Training

- ✓ Project Management Professional

Grace has experience in managing the operations of contact centers to comply with internal and contractual obligations. She has developed training materials/processes, internal processes, and procedures and their maintenance for the contact centers within the firm. Grace worked in the Mississippi Department of Employment Services call center and has been heavily involved in production management, the development of project reporting, project implementation, and process development.

RELEVANT AND RELATED EXPERIENCE

Tennessee Department of Finance and Administration and Tennessee Housing Development Agency

Contact Center Operations Manager | 03/2021 — Present

Grace oversees the production of the contact center staffed at 25 employees to comply with contractual and internal standards. The contact center handled upwards of 15,000 calls monthly and provided application intake, status inquiry resolution, and other customer service-related services. Grace's team played an integral role in several other areas of the project, such as payment recapture and fraud reporting and prevention.

Texas Department of Housing and Community Affairs, Coronavirus Relief Bill Rental Assistance Program – Turn-Key Emergency Rental Assistance Program and Implementation Services

Contact Center Operations Manager | 01/2021 — 11/2021

Grace oversaw the production of the contact center staffed with 200+ employees to comply with contractual and internal standards. The contact center handled upwards of 35,000 calls per day and provided application intake, status inquiry resolution, and other customer service-related services. Her team played an integral role in several other areas of the project, such as payment recapture and fraud reporting and prevention.

Grace Nolan

Project Launch Subject Matter Expert



Mississippi Department of Employment Security, Call Center and Robotic Process Automation Support for the Unemployment Insurance Program

Supervisor/Quality Assurance Manager | 07/2020 — 01/2021

Grace established a standard QA/QC process for the call center. She assisted human resources in training the team leads by developing tools for nurturing healthy organizational culture and team-building dynamics along with coordinating the communication of subject matter-related inquiries and new information between the center and department. Grace tracked and documented customer service representatives and team lead progress, maintained reports, and effectively managed and resolved any disputes or situations.

Team Lead | 04/2020 — 07/2020

Grace resolved escalated claimant interactions with customer service representatives, managed and organized all official documentation associated with the Contact Center, provided subject matter expertise when inquiries arose related to unemployment, and aided the supervisory team in monitoring and maintaining order and productivity on the call center floor.



**Molly Anne
McCown**
Training Subject
Matter Expert

Areas of Expertise

- ✓ Relationship Building
- ✓ Facilitation
- ✓ Training
- ✓ Leadership
- ✓ Organization

Education

BS, Hotel and Restaurant
Management, *Auburn
University*

Years of Experience

Total: 11+

Certifications/Training

- ✓ SHRM-CP Certified
Professional

Molly Anne has over 11 years of experience in training, executing operational processes, and project management. She is skilled at developing and training teams to deliver exceptional results. Molly Anne is passionate about building relationships with others that allow them to feel empowered and valued. Her experience allows her to develop effective training programs as well as deliver training through a variety of platforms. She has trained team members virtually for the Alabama and Arkansas Homeowner Assistance Fund programs and Alabama, Arkansas, Colorado, California, Tennessee, and Texas emergency rental assistance programs.

RELEVANT AND RELATED EXPERIENCE

Alabama Department of Economic and Community Affairs Grant Management Consultant Services for CDBG-DR Grant Program

Training Manager | 03/2023 – Present

Molly Anne developed and facilitated both in-person and virtual kickoff training programs for the case management team. She implemented new hire training programs for continuous onboarding as well as increasing focus on customer service and technical skills.

California Department of Community Services and Development, Low Income Household Water Assistance Program Third Party Funds Disbursement

Training Manager | 02/2022 – Present

Molly Anne developed and facilitated virtual kickoff training programs for the case management team.

FloridaCommerce, Disaster Recovery Regulatory Support Services

Training Manager | 01/2021 – Present

Molly Anne developed and led a new team member onboarding and orientation program. The training was a one-day in-person event followed by four days of virtual instruction. Molly Anne is creating and delivering continuous training courses for this project via online training platforms.

Molly Anne McCown

Training Subject Matter Expert



California Department of Housing and Community Development, Federal COVID-19 Emergency Rental Assistance Program

Training Manager | 03/2021 – Present

Molly Anne developed and facilitated both in-person and virtual kickoff training programs for case management and call center teams. She implemented new hire training programs for continuous onboarding as well as increasing focus on customer service and technical skills.

South Carolina Disaster Recovery Office, Hurricane Florence Housing Recovery Program

Training Manager | 01/2021 – Present

Molly Anne designed and facilitated the program kickoff training comprised of a two-day virtual training including project-specific training and a customer service workshop. During this training, 85 contractors and team members received training.

Alabama Housing Finance Authority, Turn-Key ERAP and Implementation Services

Training Manager | 02/2021 – Present

Molly Anne developed and facilitated both in-person and virtual kickoff training programs for case management and call center teams. She implemented new hire training programs for continuous onboarding as well as increasing focus on customer service and technical skills.

Tennessee Department of Finance and Administration, Turn-Key ERAP and Implementation Services

Training Manager | 02/2021 – Present

Molly Anne developed and facilitated both in-person and virtual kickoff training programs for case management and call center teams. She implemented new hire training programs for continuous onboarding as well as increasing focus on customer service and technical skills.

Colorado Department of Local Affairs, Rental Assistance Program Administration

Training Manager | 02/2021 – Present

Molly Anne's initial kickoff training was held virtually over two days. She has developed additional trainings to onboard new team members as the project continues to grow.

Molly Anne McCown

Training Subject Matter Expert



Alabama Housing and Finance Authority, Homeowner Assistance Fund Program Administration

Training Manager | 05/2021 – Present

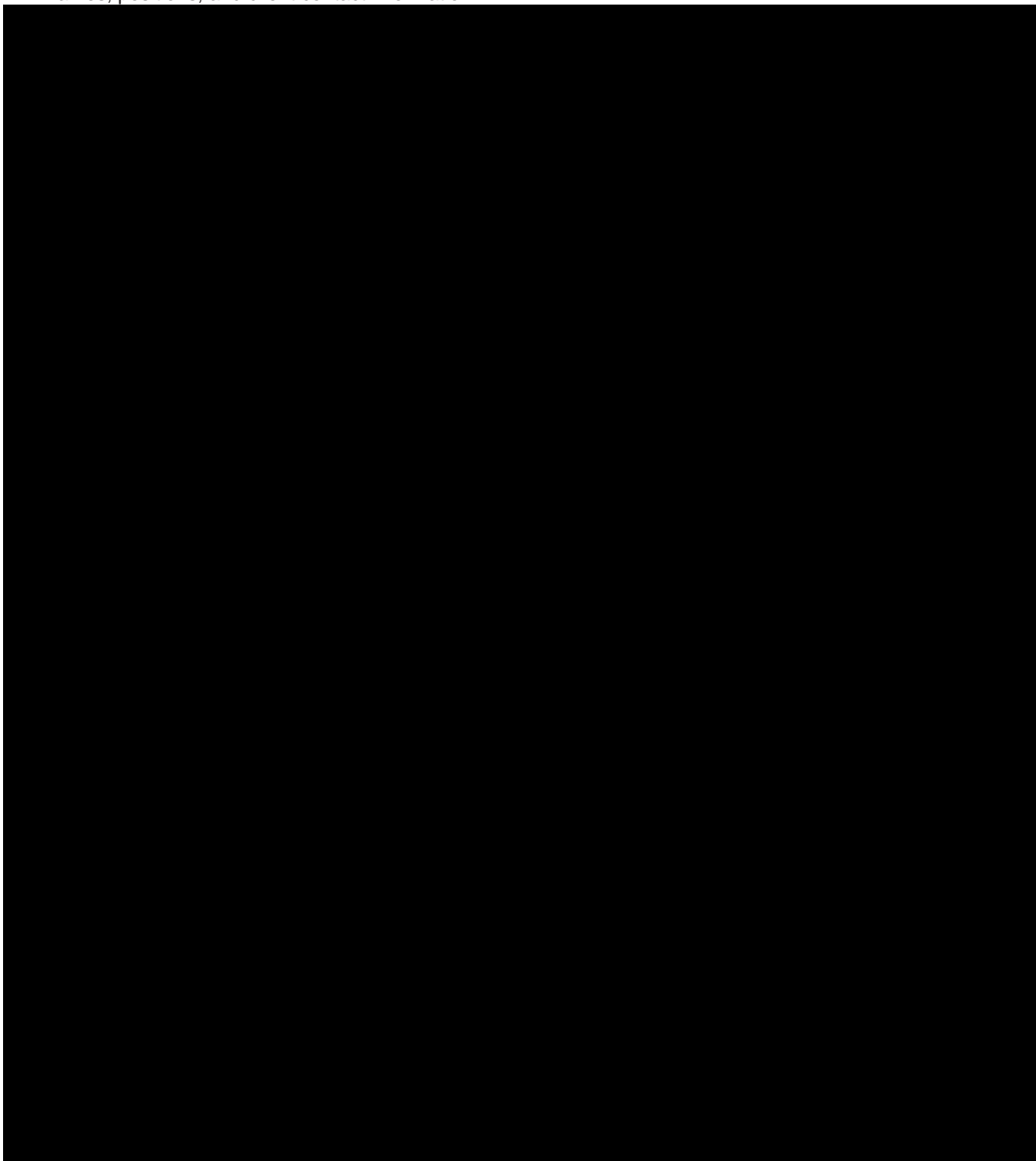
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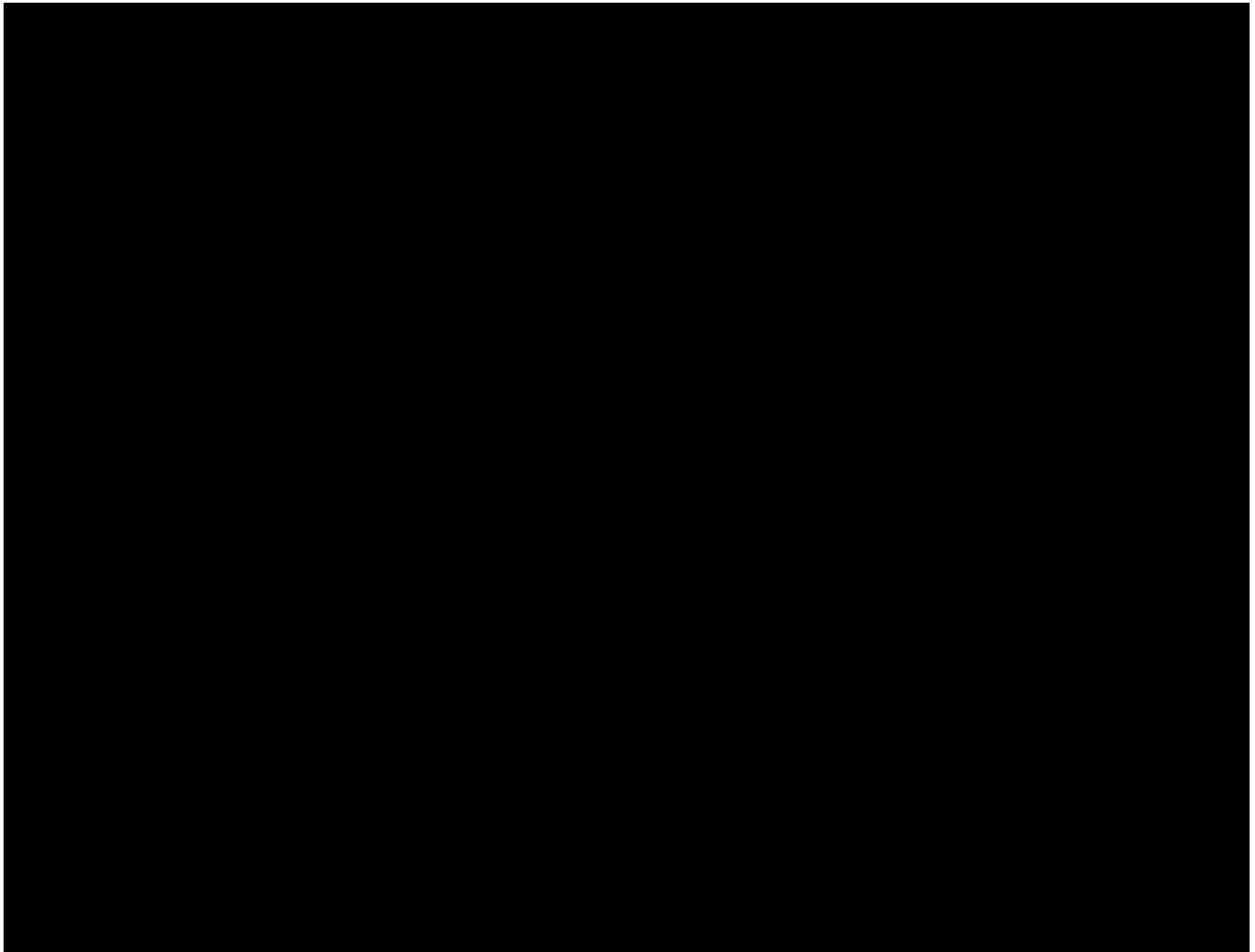
Arkansas Development Finance Authority, HAF Program Administration

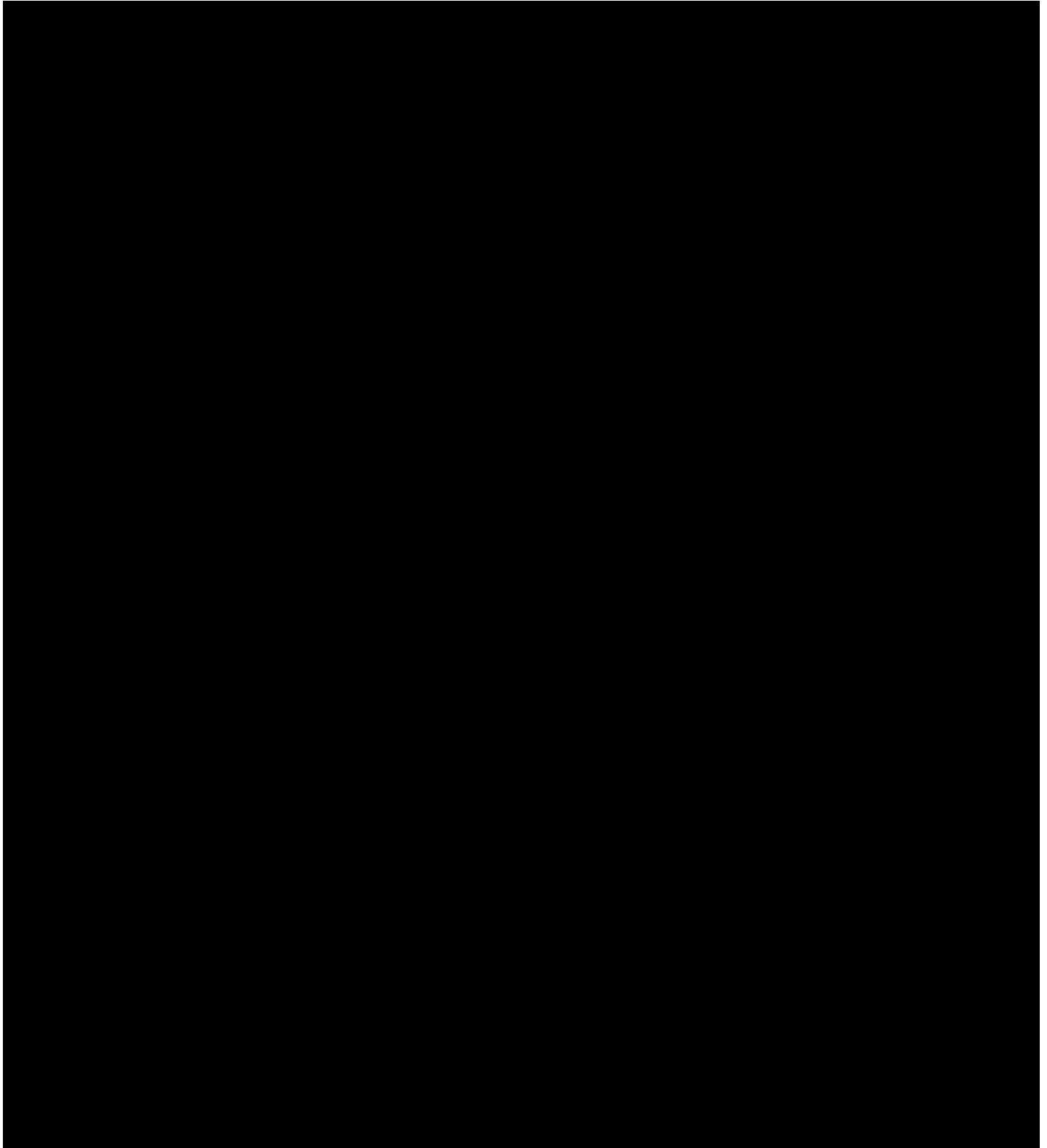
Training Manager | 05/2021 – Present

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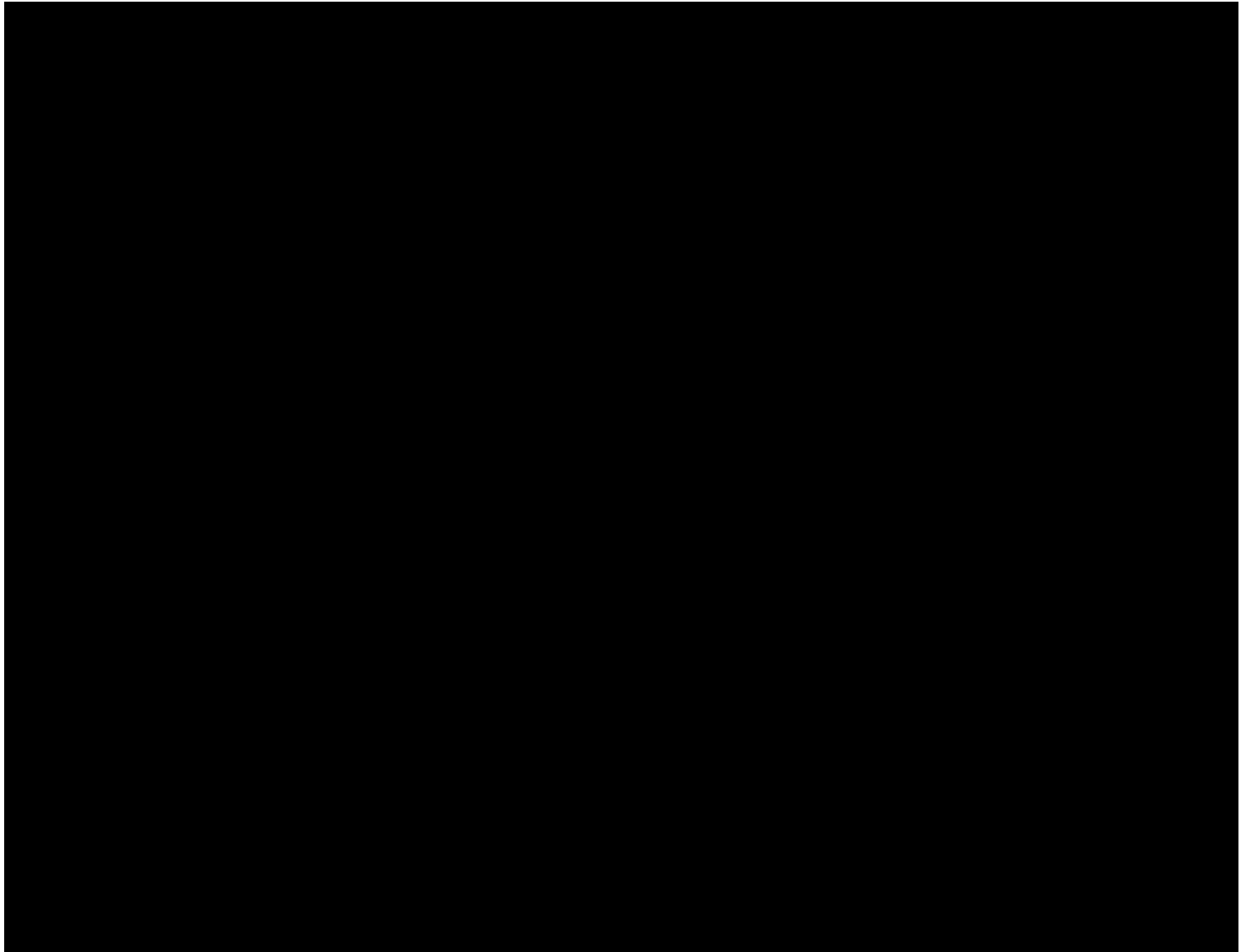
2. Please list three (3) examples where you served as the ***prime contractor*** for a project similar in size, complexity, and scope in the past five (5) years for a state government entity. Provide the following for each example: A description of work performed including experience with eligibility determinations for Medicaid applications, renewals, and changes of circumstance, the contract period, contract amount, staff FTE count, names, positions, and client contact information.

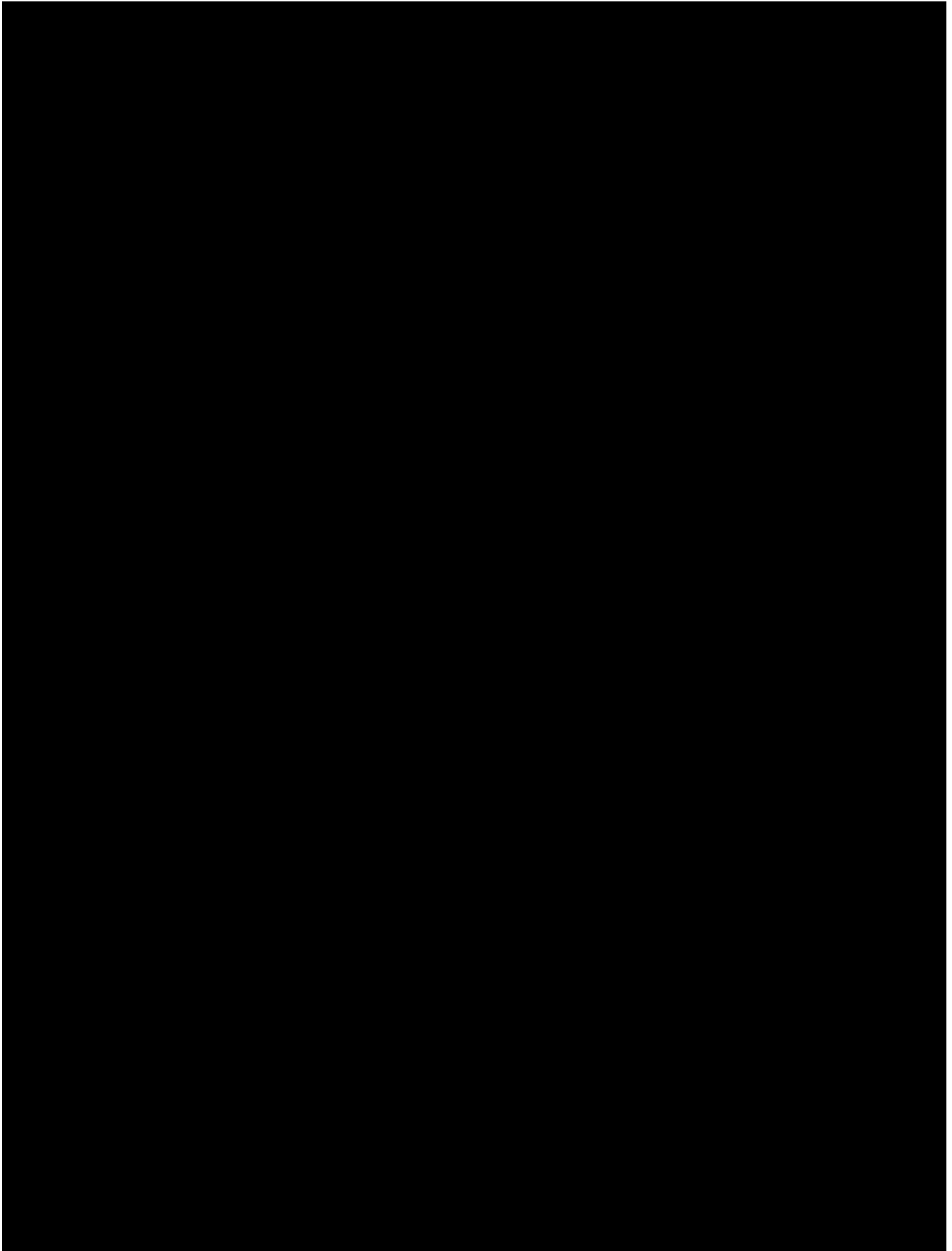


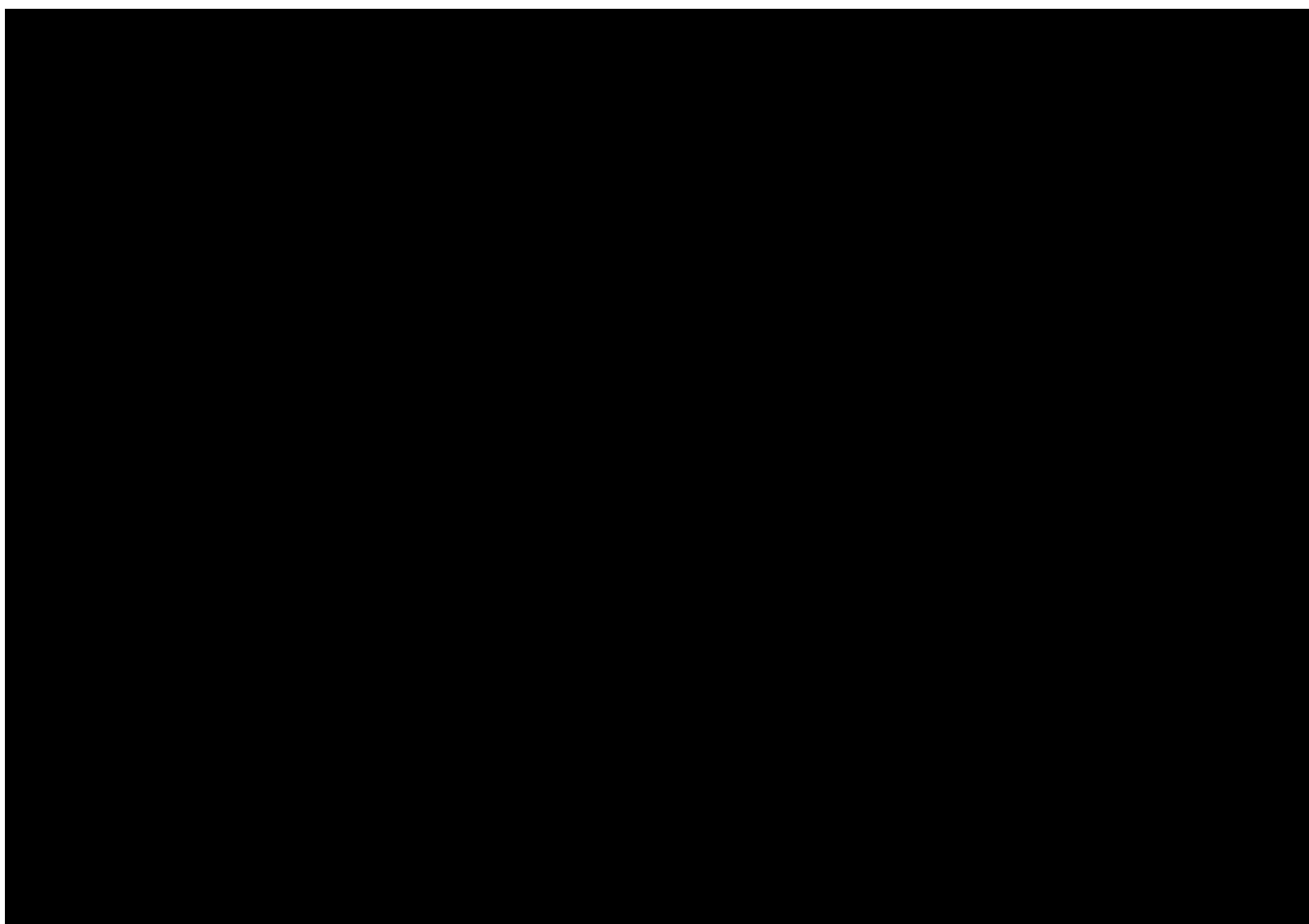




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Authorized Signature: _____

Title: Engagement Partner

Printed/Typed Name: Kade Moody

Date: 5/8/2024

E.3 PROJECT MANAGEMENT, ORGANIZATION, AND STAFFING

A. Organizational Chart



MANAGING THE CONTRACT

[illegible]

Our commitment is to fully partner with DHS, allowing all Arkansas communities to receive tailored, timely, compassionate care. We believe our distinct project management phases fully encompass our commitment to care.

PHASE 1: Project Initiation

[REDACTED]

PHASE 2: Project Planning

[REDACTED]

PHASE 3: Project Execution

[REDACTED]

PHASE 4: Control and Monitoring

[REDACTED]

FINAL PHASE: Project Completion

[REDACTED]

Throughout each phase, communication is paramount. Our project management approach ensures stakeholders have updated information for informed decision-making around resource allocation and can identify potential opportunities or challenges with the eligibility application process.

CONTROL OF CONTRACT ACTIVITIES

Project management within HORNE employs a variety of control and monitoring systems to support the effective execution of project activities. Our approach maintains continuous control over project activities, and our monitoring protocols cover every aspect of the project from scope and schedule to resource allocation, risk management, and quality assurance.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

C. Approach to Project Staffing

Our team's selection and placement process centers on our staffing quality process, a proprietary recruitment model developed and refined over decades and used to place thousands of professionals in support of state government initiatives around the country.

Before we begin sourcing candidates, we first conduct a comprehensive overview of the role or roles needed, including intel regarding why the position is open in order to:

- ✓ [REDACTED]
- ✓ [REDACTED]
- ✓ [REDACTED]

This information helps us narrow down our potential candidate list to include individuals we believe best match the qualifications of the role based on both technical skills and cultural fit.

MARKET ANALYTICS

[REDACTED]

[REDACTED]

[REDACTED]

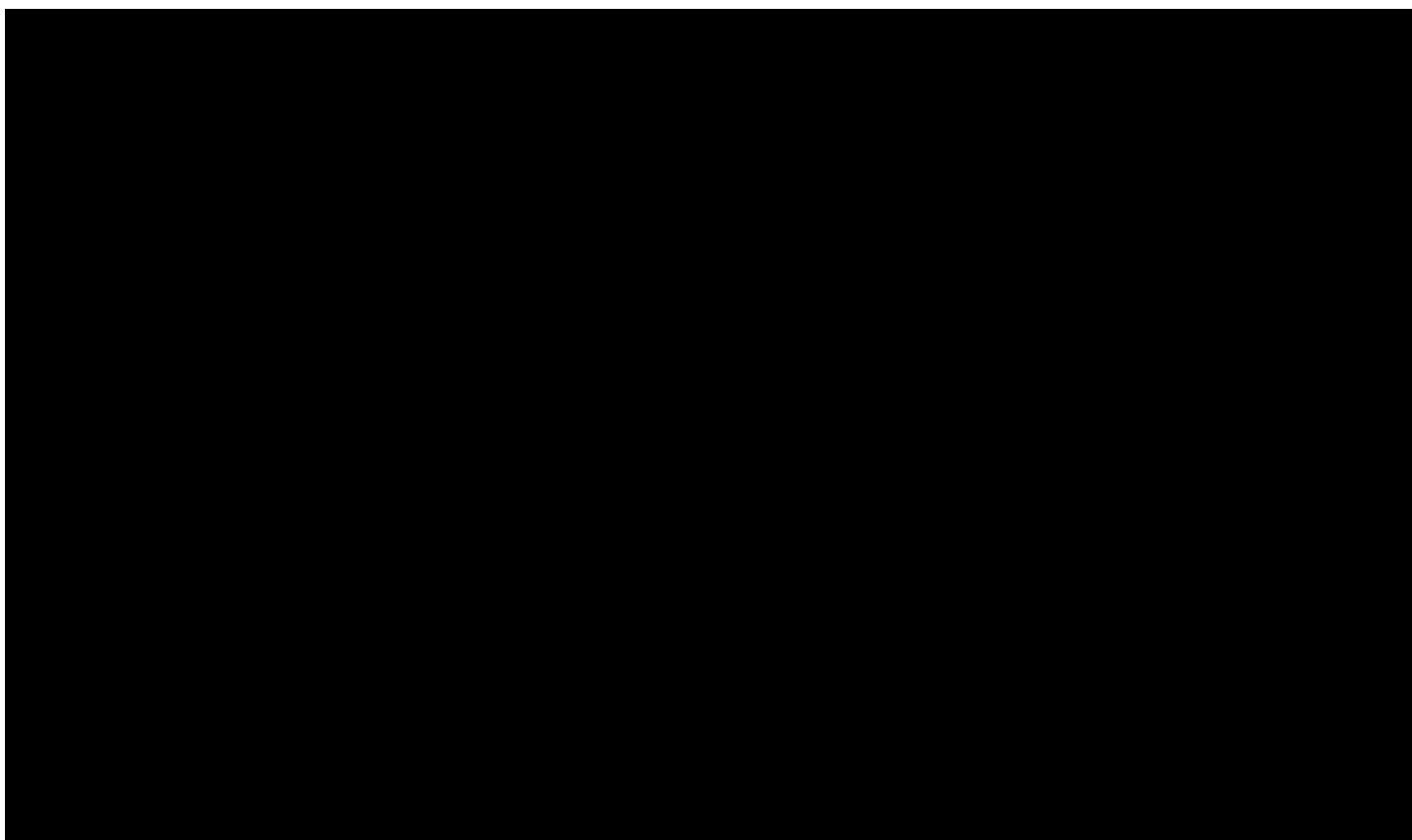
[REDACTED]

[REDACTED]

[REDACTED]

CUSTOMER KNOWLEDGE

Our team's experience partnering with you, along with 43 other state governments, will inform our approach as we assess your service requirements and collaboratively develop an employee value proposition that attracts top talent. Our teams work with candidates through a detailed position qualification process that examines technical and soft skill requirements. Thanks to our decades of successful relationships with state government clients, we have developed an understanding of the type of candidate we believe will work best within DHS' environment.



AR County	Unemployment Rate	Population
Phillips	6.40%	16,300
Chicot	6.20%	10,234
Ashley	6.00%	19,018
Johnson	5.60%	25,925
St. Francis	5.50%	23,138
Desha	5.50%	11,285
Lafayette	5.40%	6,277
Clay	5.40%	14,537
Lee	5.30%	8,666
Montgomery	5.20%	8,555
Union	5.10%	38,815

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

We require a minimum of two qualified references from a candidate and will present the results of these reference checks to you. Each reference must be:

- ✓ Recent in nature (most recent projects or positions, preferably within the last two years).
- ✓ From a direct supervisor.
- ✓ Related to the job the candidate is applying for.

Background and Drug Screenings: Our team coordinates background screenings based on individual agency requirements. Some standard screenings can be coordinated with our third-party vendor partner, while others may require additional levels dictated by the respective agency.



RELATIONSHIP MANAGEMENT AND SUPPORT

HORNE's philosophy of delivering with care extends well beyond our client services and includes thoughtful care and support for the teams we employ. Hired eligibility specialists for this engagement become part of the HORNE Team, and we maintain continued contact with our team members through structured touchpoints and open lines of communication. Staff support is a critical element of our quality improvement plan – continuous training, clear communication, multilayered support, and proactive issue resolution drive retention and boost results for the client.

[REDACTED]

Multilayered Support: Our eligibility specialists are equipped with a comprehensive support system to make sure they have easy access to team leaders and other personnel who can provide clarity in processes and answer questions. Team members are encouraged to consult their team leaders and team members for immediate assistance and are provided with team chats for direct support. Office hours with trainers are available for personalized assistance, and regular one-on-one meetings with team leaders and collaboration with project or program delivery managers are also available for additional support.

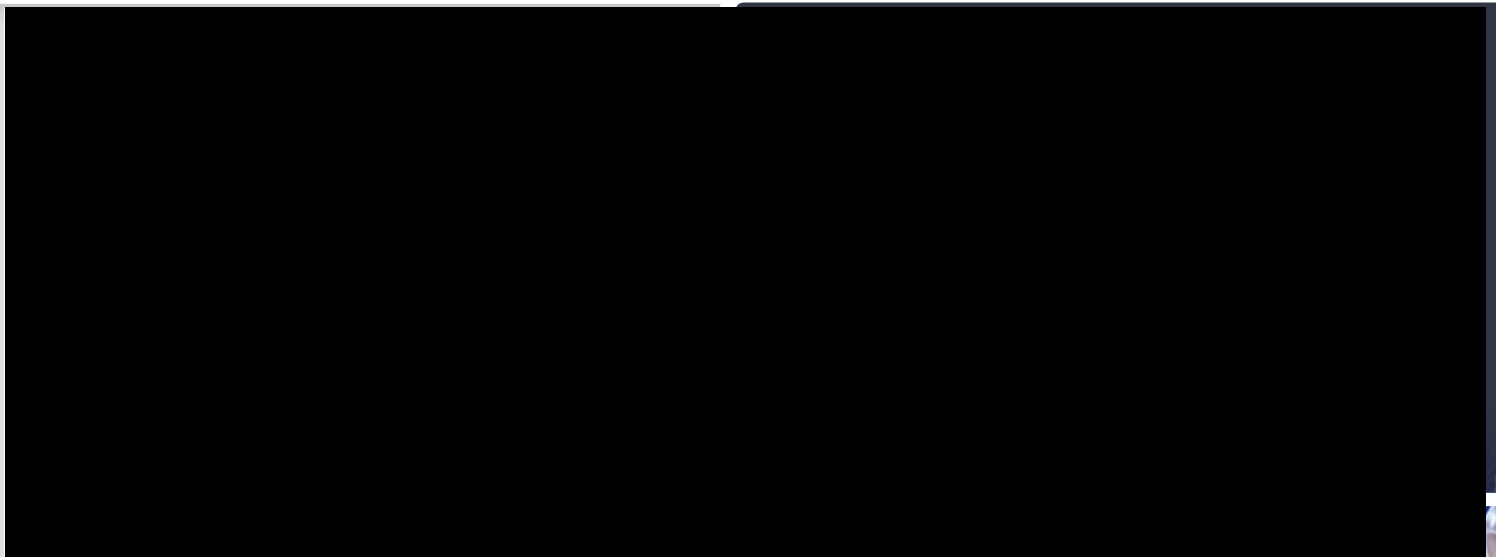
Team Member Feedback and Problem Resolution: Our corrective action process for eligibility specialists is centered [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

D. Staffing Continuity Plan

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

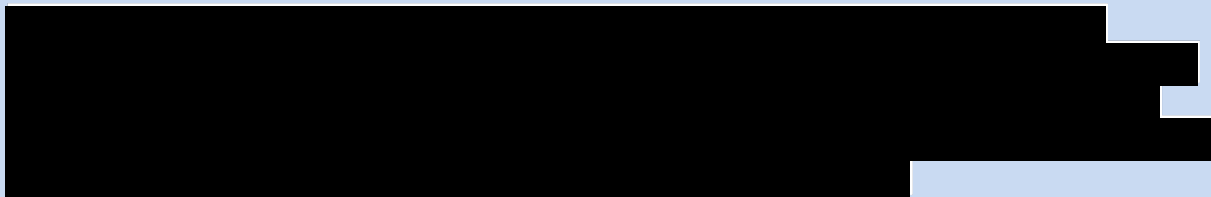


PROVEN STAFFING OUTCOMES

CALIFORNIA COVID-19 EMERGENCY RENTAL ASSISTANCE PROGRAM



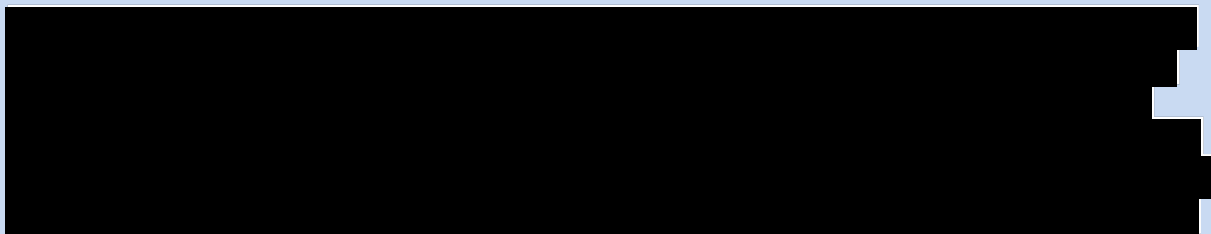
TEXAS ERAP



NEW YORK COVID-19 RENTAL PROGRAM



FLORIDACOMMERCE REBUILD FLORIDA HOUSING REPAIR AND REPLACEMENT PROGRAM



It is our goal to get the people of Arkansas the assistance they need as quickly as possible, and our staffing solutions – as well as our proven record to pivot efforts and flexibly adapt roster sizes to fit the needs of the program – will dramatically expedite DCO's path to results.