

STATE OF **ARKANSAS**

Department of Human Services | Department of County Operations

REQUEST FOR PROPOSAL (RFP) 710-21-0035

EMERGENCY RENTAL ASSISTANCE (ERA) PROGRAM

TECHNICAL PROPOSAL

March 19, 2021



PROPOSAL SIGNATURE PAGE



SIGNATURE PAGE

Type or Print the following information.

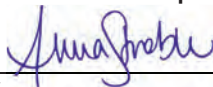
PROSPECTIVE CONTRACTOR'S INFORMATION					
Company:	HORNE LLP				
Address:	661 Sunnybrook Road, Suite 100				
City:	Ridgeland	State:	MS	Zip Code:	39157
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input 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"/> Asian American <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Pacific Islander American <input type="checkbox"/> Women-Owned				
AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>					

PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
Provide contact information to be used for bid solicitation related matters.			
Contact Person:	Anna G. Stroble, J.D.	Title:	Partner
Phone:	601-260-5387 (mobile)	Alternate Phone:	601.326.1000
Email:	anna.stroble@hornellp.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 Bid Solicitation for additional information.</i>
ILLEGAL IMMIGRANT CONFIRMATION
By signing and submitting a response to this <i>Bid Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.
ISRAEL BOYCOTT RESTRICTION CONFIRMATION
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.
<input checked="" type="checkbox"/> Prospective Contractor does not and will not boycott Israel.

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

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Bid Solicitation* will cause the Prospective Contractor's bid to be disqualified:

Authorized Signature:  Title: Partner
Use Ink Only.

Printed/Typed Name: Anna G. Stroble, J.D. Date: March 19, 2021

ALL AGREEMENT & COMPLIANCE PAGES

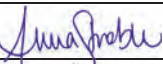


SECTION 1, 2, 3 - VENDOR AGREEMENT AND COMPLIANCE

- 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.

Neither HORNE LLP or our subcontractors have exceptions to requirements.

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

Vendor Name:	HORNE LLP	Date:	March 19, 2021
Authorized Signature:		Title:	Partner
Print/Type Name:	Anna G. Stroble, J.D.		

PROPOSED SUBCONTRACTORS FORM



PROPOSED SUBCONTRACTORS FORM

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

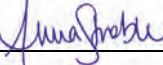
PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
CJRW	300 Main Street	Little Rock, AR 72201
CTEH, LLC	5120 Northshore Drive	Little Rock, AR 72118

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

By signature below, vendor agrees to and **shall** fully comply with all Requirements related to subcontractors as shown in the bid solicitation.

Vendor Name:	HORNE LLP	Date:	March 19, 2021
Authorized Signature:		Title:	Partner
Print/Type Name:	Anna G. Stroble, J.D.		

E.O. 98-04 – CONTRACT GRANT & DISCLOSURE FORM



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: _____

☐ Yes ☒ No

IS THIS FOR:

Goods? ☐ Services? ☒ Both? ☐

TAXPAYER ID NAME: HORNE LLP

FIRST NAME ANNA

M.I.: G

ADDRESS: 661 Sunnybrook Road, Suite 100

STATE: MS ZIP CODE: 39157

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
	Current	Former		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?	
	Current	Former		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

DHS Revision 11/05/2014

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 subcontractor disclosure conditions stated herein.

Signature Anna Stroble Title Partner Date March 19, 2021
 Vendor Contact Person Anna G. Stroble, J.D. Title Partner Phone No. (601) 260-5387

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

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:

SUBCONTRACTOR NAME:

☒ Yes ☐ No

IS THIS FOR:

TAXPAYER ID NAME: Cranford Johnson Robinson Woods, Inc. (DBA CJRW, Inc.)

☐ Goods?☒ Services? ☐ Both?

YOUR LAST NAME: Jill

FIRST NAME: Joslin

M.I.: J

ADDRESS: 300 Main Street

CITY: Little Rock

STATE: AR

ZIP CODE: 72201

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
	Current	Former		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?	
	Current	Former		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 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 subcontractor disclosure conditions stated herein.

Signature  Title President Date 03/16/2021

Vendor Contact Person Jill Joslin Title President Phone No. 501.975.7273

Agency use only

Agency Number _____ Agency Name _____ Agency Contact Person _____ Contact Phone No. _____ Contract Phone No. _____ or Grant No. _____

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: SUBCONTRACTOR NAME:

☒ **Yes** ☐ **No** CTEH, LLC

IS THIS FOR:

Goods? ☐ **Services?** ☒ **Both?** ☐

TAXPAYER ID NAME: Center for Toxicology and Environmental Health, LLC

YOUR LAST NAME: Davis FIRST NAME: William M.I.: C

ADDRESS: 5120 Northshore Drive

CITY: North Little Rock STATE: AR ZIP CODE: 72118 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
	Current	Former		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?	
	Current	Former		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 _____

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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 subcontractor disclosure conditions stated herein.

Signature **Cory Davis** Digitally signed by Cory Davis
Date: 2021.03.16 13:53:40 -05'00' Title **CEO** Date **3/16/2021**
 Vendor Contact Person **Chase Selby** Title **Director, Innovative Services** Phone No. **(501) 801-8500**

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

EQUAL OPPORTUNITY POLICY



Equal Employment Opportunity Policy

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 Human Resources. 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 Human Resources during normal business hours.

Tracy B. Cunningham
Director of Human Resources

EXECUTIVE SUMMARY

“

I am so afraid that if we get evicted for not paying our rent, we will have nowhere to go. It is really difficult to find a place to live here.

- Garland County, Arkansas Resident

”

RESTORING HOPE

Arkansas' Emergency Rental Assistance ERA Program (ERAP) can restore hope within Arkansas' communities suffering devastating impacts from the COVID-19 pandemic. With our neighbors losing jobs and feeling a sense of desperation as rent and late fees pile ever higher – the situation feels impossible. Many landlords are hovering on the brink of bankruptcy. Success on this program helps stabilize the Arkansas real estate economy and restores hope to the citizens of Arkansas.

HORNE's overall approach is to operate with urgency to disburse payments to eligible landlord and tenants quickly, compliantly, and accurately throughout the program.

EXPERIENCE DRIVES SPEED & QUALITY

Lives are impacted by the speed of our response to those applying for assistance. Our experience launching and delivering ERAPs this year can be immediately leveraged to expedite assistance to Arkansas landlords and tenants. HORNE is managing \$3 Billion in ERAPs underway now in Alabama, Colorado, California, Texas, and Tennessee, allowing us to bring best practices to Arkansas to drive program success.

NEIGHBORS HELPING NEIGHBORS

The best talent is local talent. When our team is invested in their community's recovery, their passion translates into better applicant service and better program outcomes. HORNE commits to hiring Arkansas talent to serve their neighbors and achieve their goals.

This program will stabilize rental housing markets, but it can also stabilize job markets and create new opportunities for people whose jobs were impacted by COVID-19. For all positions not currently filled, HORNE will hire Arkansas-based resources to support the program. Team members will receive competitive compensation, benefits, training, and coaching to ensure that the Arkansas Department of Human Services (DHS) Department of County Operations (DCO) gets the highest quality talent Arkansas can offer.



RENTAL ASSISTANCE PROGRAMS EXPERIENCE

15+ YEARS OF RENTAL
PROGRAM EXPERIENCE

\$3B IN ERAPS LAUNCHED
AND OPERATIONAL

Given our decade long success, Colorado, Alabama, Texas, California, and Tennessee have all turned to HORNE to support their ERAPs. Leverage our best practices realized through years of proven experience for Arkansas' success.



OUR LOCAL HORNE TEAM FEATURES:



250 ARKANSAS STAFF



**2 ARKANSAS CALL CENTERS
IN OPERATION READY TO
BEGIN THE PROGRAM**

EXPERIENCE & QUALIFICATIONS

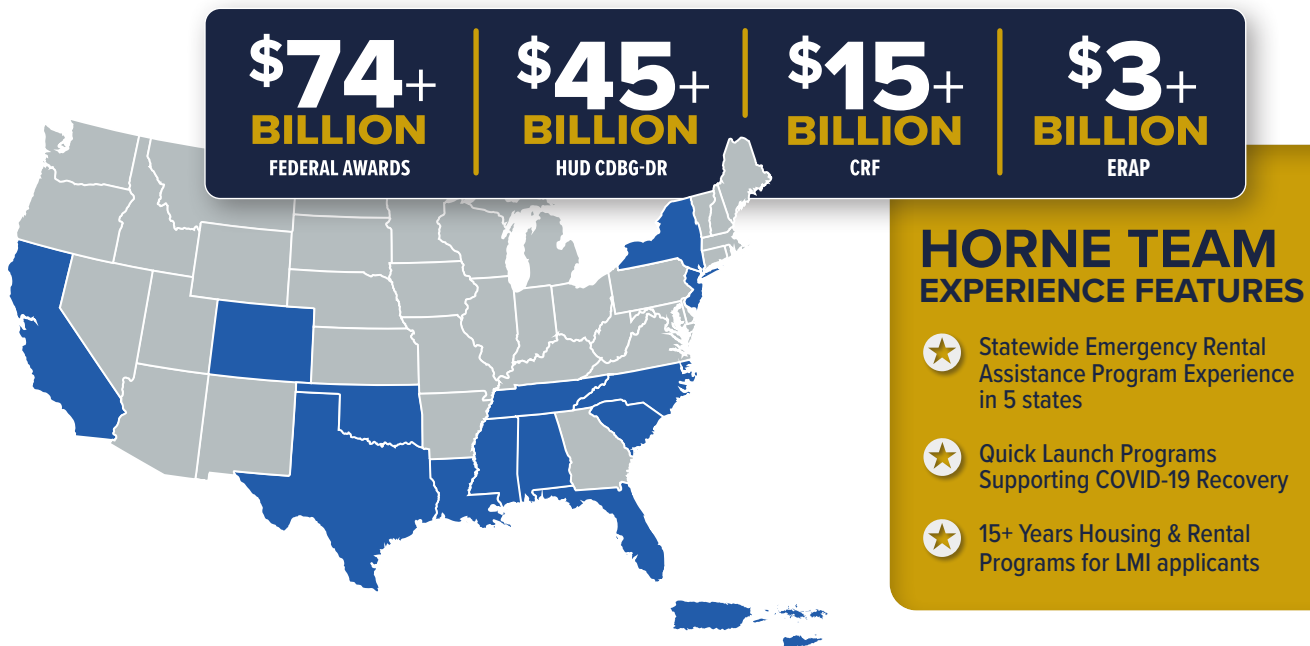
E.1

A Describe previous or current engagements performed by your organization within the last three (3) years of similar size and scope to those described in the Solicitation that demonstrate your organization's capability to perform all services required in the Solicitation. For each engagement referenced, provide the entity name, contact information (including contact name and email address), contract term dates, and geographic area serviced. (Section 1.3B) Include whether you are currently under contract with any other systems for ERA, what locations, and go-live dates for those states.

HORNE'S CURRENT & PREVIOUS ENGAGEMENTS

EMERGENCY RENTAL ASSISTANCE PROGRAM ENGAGEMENTS

HORNE has successfully launched five statewide emergency rental assistance programs. Arkansas deserves a provider that understands the urgency and expectations specific to ERAP solutions. The HORNE Team continuously incorporates our lessons learned to ensure DCO delivers an optimal program that anticipates barriers and implements relevant solutions. We can tell you what we are doing today in these rental assistance programs and what works best to ensure immediate success. As your partner in this mission, **DCO will be able to capitalize in real-time on the lessons learned enabling DCO to quickly adapt to the latest knowledge empowering decision-makers for Arkansas' success.**



We have listed some of our most recent experience providing emergency rental assistance program support, but as demonstrated by the map above, the full body of our federal program management experience stretches across 15 years and many states.

ALABAMA TURN-KEY ERAP PROGRAM & IMPLEMENTATION SERVICES

Statewide | \$263 Million

SCOPE OF SERVICES

Program Management

HORNE partnered with Alabama Housing and Finance Authority (AHFA) to accomplish the following program management tasks for the Emergency Rental Assistance Program:



- ✓ Days after contract signing, established an applicant portal, a landlord portal, and an automated data transfer system for disbursements.
- ✓ Quickly launched, staffed and trained a case management team and a call center in less than 2 days tailored to AHFA's specifications and the Program Requirements, for AHFA to respond to inquiries, accept and review applications, and determine eligibility for Rental Assistance Funds in compliance with the Program Requirements.
- ✓ Created appeal procedures for AHFA to respond to any questions or complaints regarding its administration of the Rental Assistance Funds and provide recommendations regarding responses and resolutions.
- ✓ Developed procedures for fraud, waste, and abuse identification, reporting and remediation, and avoidance of duplication of applications from overlapping local jurisdictions that AHFA may use in its administration of the Rental Assistance Funds.

Systems

HORNE uses Neighborly to administer the Alabama ERAP. It is a cloud-based system that eliminates paper-based applications, manual process and outdated technology. Within 96 hours, Neighborly's ERAP module was implemented and all training complete.

Call Center/ Customer Service

Call/Contact Center services launched 21 hours after the State issued a notice to proceed and the website portal was developed within 72 hours following the signing of the contract.

Payment Calculation & Disbursement

Neighborly automatically calculates eligible payments based on program requirements, application, and analyst testing procedures. Once QA/QC recommends an application for payment, AHFA approves the payments. Recipient ACH transactions are initiated in a separate portal for best practice security reasons and the same day funds are deposited in the master program bank account. Once payments are authorized to commence, HORNE will provide daily report of total amount of funds paid for rent, total for utilities, totals to landlords, totals to tenants, totals to utility by type, and report any returned funds.

ALABAMA QUICK FACTS

- ✓ **21 HOURS AFTER RECEIVING A NOTICE TO PROCEED**, HORNE launched call center services.
- ✓ **WITHIN 36 HOURS**, the State team received daily analytics detailing call center operations.
- ✓ **ON MARCH 1, 2021** Alabama's program successfully launched.
- ✓ **DAY 1**, the state received 11,408 applications and eligibility processing began.
- ✓ **DAY 8** the first payment was processed!

TENNESSEE TURN-KEY ERAP PROGRAM & IMPLEMENTATION SERVICES

Statewide | \$383 Million

SCOPE OF SERVICES

Program Management

HORNE partnered with Tennessee Housing Development Agency (THDA) to accomplish the following program management tasks for the COVID-19 Rental Relief Program:



- ✓ Quickly hired and began training for the case management team and call center. These support functions were accomplished ahead of schedule and before program launch.
- ✓ Assisted the state in designing their program and configuring our system to expedite eligibility reviews and funding, including options that result in streamlined reviews while maintaining full compliance.
- ✓ Developed procedures for fraud, waste, and abuse identification, reporting and remediation, and avoidance of duplication of applications from overlapping local jurisdictions that THDA may use in its administration of the program.
- ✓ Created appeal procedures for THDA to use to respond to any questions or complaints regarding its administration of the program providing recommendations regarding responses and resolutions.

TENNESSEE QUICK FACTS

- ✓ **WITHIN 48 HOURS OF CONTRACT,** HORNE's SME team deployed to collaborate with the State on optimal program design.
- ✓ **ON MARCH 1, 2021** Tennessee's program launched.
- ✓ **DAY 1** successfully accepting almost 4,000 applications for assistance.
- ✓ **EARLY PREPARATIONS** included call center configurations completed ahead of schedule and the customer service team on-boarded 2 weeks ahead of schedule.

Systems

HORNE uses Neighborly powered by Microsoft to administer the Tennessee ERAP. It is a cloud-based system that eliminates paper-based applications, manual process and outdated technology. Within 96 hours, Neighborly's ERAP module was implemented and all training complete. HORNE's application portal was successfully deployed without issue.

Call Center/ Customer Service

Call Center implementation and training launched within hours after the State issued a notice to proceed. All configurations were completed ahead of schedule and services launched on time. Our call center management team utilizes live dashboards to monitor call volumes and IVR selections. Teams are adjusted appropriately to optimize service levels.

CALIFORNIA TURN-KEY ERAP PROGRAM & IMPLEMENTATION SERVICES

Statewide | \$1.2 Billion

SCOPE OF SERVICES

Program Management

HORNE is partnered with California Department of Housing and Community Development (CA HCD) to provide program management for their \$1.2 Billion Emergency Rental Assistance Program.

- ✓ HORNE launched California's ERAP Call Center one week after coming to contract with the State, running it 12 hours per day, 7 days per week. In just 10 days, the Application Portal for the program was launched.
- ✓ By the time the Application Portal launched, HORNE hired, trained, and deployed a team of nearly 200 call center and 150 case management team members, 90% of whom are residents of the State.
- ✓ Working in collaboration with the State, HORNE helped get thousands of applications successfully entered into the system.



CALIFORNIA QUICK FACTS

- ✓ **WITHIN 24 HOURS,** HORNE's SME team kicked off the California program operations/design on March 5.
- ✓ **10 DAYS AFTER CONTRACT** on March 15, 2021, we launched application intake for this \$1.2B program and began full-scale operations.
- ✓ **WITHIN 7 DAYS OF CONTRACT,** launched call center (hired locally, 7 days/week, 12 hours/day)
- ✓ **WITHIN 2 HOURS OF PROGRAM OPENING,** had thousands of applications successfully entered.
- ✓ **HIRED & TRAINED** 200+ call center team members and 150+ case management team members.

COLORADO TURN-KEY ERAP PROGRAM & IMPLEMENTATION SERVICES

Statewide | \$247 Million

SCOPE OF SERVICES

Program Management

HORNE provides flexible staffing to accommodate program needs for Colorado's rental assistance programs. We initially began working on Colorado's more traditional rental program as they awaited the U.S. Treasury ERAP funding. Working closely with Colorado, we are pivoting to accommodate increased funding for ERAP and volumes of requests by managing staffing volumes to optimize program funding while accommodating program needs. Colorado's ERAP program launch date is set for March 23rd.



TEXAS TURN-KEY ERAP PROGRAM & IMPLEMENTATION SERVICES

Statewide | \$1.07 Billion

SCOPE OF SERVICES

Program Management

Within 2 weeks of contract signing, HORNE is accepting ERAP applications via a technology website solution, operating a call center, and fully implementing the program. Our team of over 200 people were deployed, trained and prepared to work on the program prior to the launch date of 2/14/2021.



Systems

HORNE uses Neighborly powered by Microsoft to administer the Texas ERAP. Following the application process, the system automatically assigns state prioritizations and performs calculations for payments. The system allows for fully transparent reporting to all stakeholders engaged in the program. The audit capabilities automatically reduce fraud and strict protocols in QA/QC adhere to evolving input from the U.S. Treasury to ensure consistent regulatory compliance.

Case Management

On the first day of operation, 22,000 applications were submitted. Applicants had personal eligibility consultations in person and via phone.

Call Center/ Customer Service

The Call Center for this program was launched with over 140+ staff. Local staff were hired and trained to perform compassionate care. Each call center staff is trained on the TDHCA program specifics and able to confidently answer questions from applicants.

TEXAS QUICK FACTS

- ✓ **WITHIN 24 HOURS**, SMEs were deployed to begin program design.
- ✓ **WITHIN THE FIRST TWO WEEKS OF CONTRACT**, an application portal was open to accept applications, the program call/contact center services were launched.
- ✓ **200 TEAM MEMBERS** were trained to support the program.
- ✓ **DURING THE FIRST 72 HOURS** of operation, more than 13,000 applications were submitted.

Our experience preparing and launching full turn-key efforts for other states brings you **PEACE OF MIND** – we have faced these same challenges on other programs and bring the assurance that **WE CAN LAUNCH QUICKLY AND DEPLOY BEST PRACTICES TO DCO FOR YOUR STATE RENTAL ASSISTANCE PROGRAM.**

ENTITY	CONTACT INFO (NAME/EMAIL)	CONTRACT TERM DATES	GEOGRAPHIC AREA SERVICED	UNDER CONTRACT W/OTHER SYSTEMS FOR ERA? IF SO, PROVIDE LOCATIONS AND GO- LIVE DATES FOR EACH STATE.
TENNESSEE Dept. of Finance and Administration	Steve Townsend , Deputy and Senior Advisor Steve.Townsend@tn.gov 615-770-3990	Jul 2020 – Ongoing	Statewide in Tennessee	Yes. March 1, 2021.
ALABAMA Housing Finance Authority	David Young , Multifamily Administrator DYoung@ahfa.com 334-244-9200	Feb 2021 – Ongoing	Statewide in Alabama	Yes. March 1, 2021.
CALIFORNIA Department of Housing and Community Development	Geoffrey Ross , Deputy Director, Division of Federal Financial Assistance 2020 W. El Camino Avenue, Sacramento, CA 95833 Geoffrey.Ross@hcd.ca.gov 916-263-2771	March 2021 - Ongoing	Statewide in California	Yes. March 15, 2021.
NEW YORK STATE Division of Homes & Community Renewal	Daniel Buyer , Assistant Commissioner, Section 8/Rental Housing Assistance, Office of Housing Preservation (New York State Homes and Community Renewal) Daniel.Buyer@nyshcr.org 212-872-0314	Jul 2020 – Ongoing	Statewide in New York	No, pre-cursor rental relief program using CARES Act funding, this occurred prior to the ERAP program.
COLORADO Department of Local Affairs	Allison George, Housing Director 1313 Sherman St, Room 320, Denver, CO 80203 Allison.George@state.co.us 303-864-7818	Feb 2021 - Ongoing	Statewide in Colorado	Yes, March 23, 2021

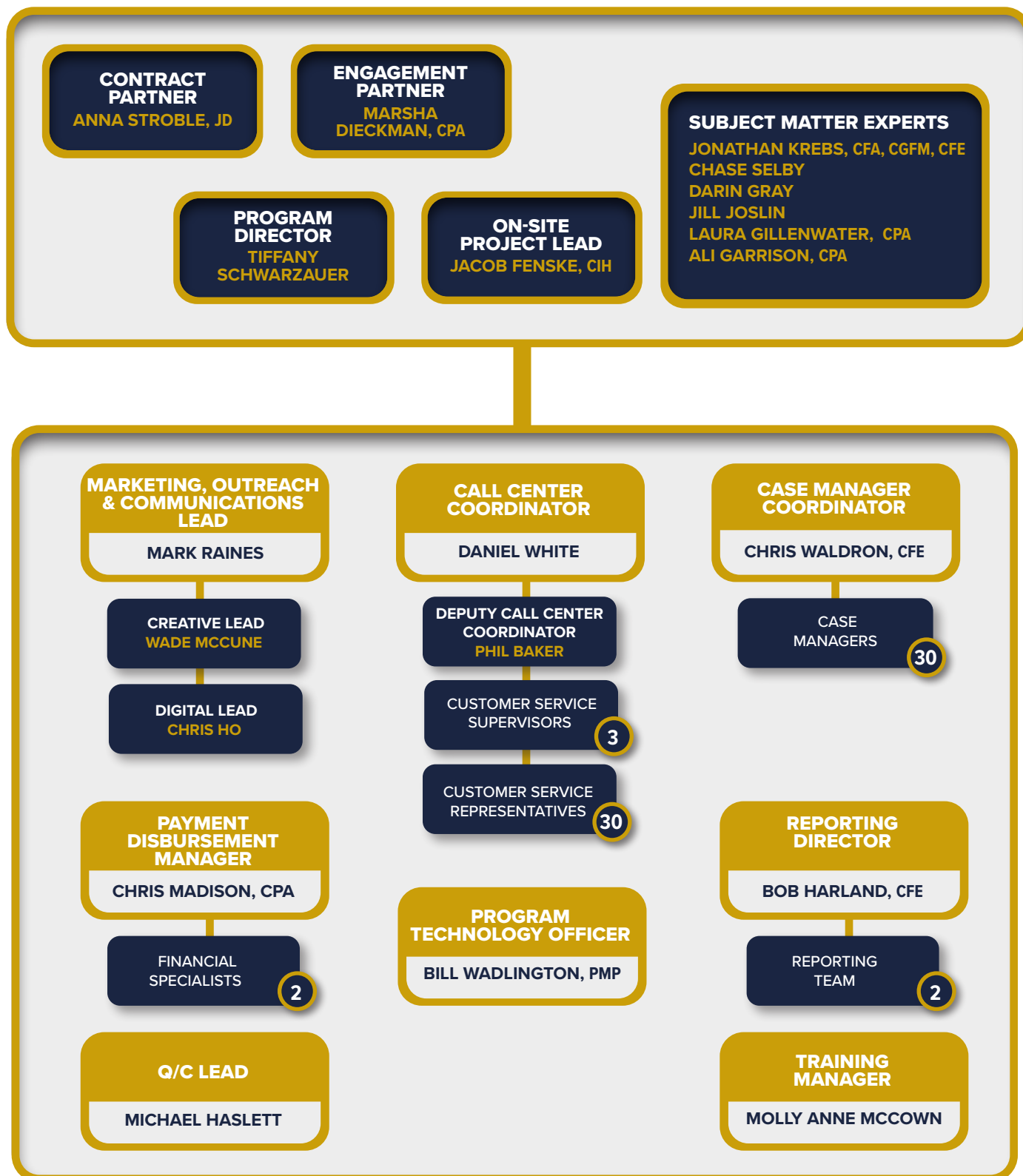
B | Provide an organization chart with job descriptions, including minimum qualifications, for key personnel and Project Lead.

HORNE's core mission is to deliver with care – it's what sets us apart. We know our personnel can deliver for you when they are given the tools to be successful. Our continued focus on training and empowering our leaders with technology drives the outcomes we will achieve for DCO. HORNE deploys leaders with the specific experience necessary for the role in which they will serve to ensure Arkansas' mission is accomplished.

Our proposed leadership has direct experience launching and managing ERAP solutions for other states.

Their experience adds valuable insight into what DCO can expect. We are led by experts who don't have to guess what needs to be done – they already know. Their ability to anticipate next steps and solve issues before problems emerge leads to successful outcomes. In addition to ERAP experience, our leadership has decades of experience leading large federally funded housing initiatives across the country. They understand Treasury's expectations and can help DCO successfully deploy a rental assistance program that rapidly serves residents while complying with federal guidance.

ORGANIZATIONAL CHART



OUR TEAM

We intentionally partnered with two leaders in Arkansas service to ensure our collective approach is tailored for the needs of our neighbors. CTEH and CJRW are integral to our service solutions both serving in primary roles to ensure their knowledge of Arkansas translates to our service model.

ARKANSAS KNOWLEDGE AND EXPERIENCE


- ✓ **CTEH** is headquartered in Little Rock, Arkansas and has more than 23 years of experience with Arkansas clients in the public and private sector including large, statewide federally funded programs for COVID-19 recovery.
- ✓ **CJRW** was founded in Arkansas in 1961 and has worked with Arkansas state agencies including Arkansas Tourism, Arkansas State Parks, Arkansas Department of Commerce, Arkansas Highway Safety Office, and the Arkansas Scholarship Lottery.

SIMILAR RELEVANT PROGRAM EXPERIENCE

- ✓ **CTEH** has provided support to Arkansas Department of Finance & Administration statewide for the Coronavirus Relief Funds (CRF) programs. Additionally, they have supported the Arkansas Department of Parks, Heritage and Tourism agency's Business Interruption Grant Program. For both of these clients, CTEH helped with the operation of a call center and development of an application portal.
- ✓ **CJRW** has provided similar marketing and outreach campaigns for public education and awareness across Arkansas for more than 6 decades.


OUR ERA PROGRAM LEADERS FOR ARKANSAS

ANNA STROBLE, JD, CONTRACT PARTNER



Anna's professional qualifications include more than 12 years of expertise in federally funded programs. She has recently focused on COVID-relief programs, including the Emergency Rental Assistance Programs (ERAP) and CARES Act funding programs. Anna's oversight on California, Tennessee, Alabama, and Colorado's ERAP programs ensured quick and compliant launches of services to rapidly address citizen needs. Anna's additional experience includes serving as a regulatory expert for numerous states on more than \$50 Billion of CDBG-DR funded activities.

MARSHA H. DIECKMAN, CPA, ENGAGEMENT PARTNER



Marsha is government services partner at HORNE where she works with states to maximize Coronavirus Relief Fund/CARES Act funding opportunities and provides oversight to teams implementing related recovery programs. She leverages her extensive knowledge in the areas of tax consulting and compliance when collaborating with states to create solutions for new federal funding streams. Marsha recently led the successful design and operational launch of Tennessee's Emergency Rental Assistance Program which ensured thousands of applications successfully accepted in the first 24 hours.

**TIFFANY SCHWARZAUER, PROGRAM DIRECTOR**

Tiffany's experience includes almost a decade of helping states design and implement their federal recovery programs, including rental relief, buyouts and acquisitions. In her role, she will ensure compliance and efficient production at every level of Arkansas' ERA Program. Tiffany recently supported the launches of ERA Programs in Tennessee and Alabama where she developed tailored policies and procedures to ensure compliance with the federal regulations and program guidelines. Tiffany will be able to leverage this recent experience to expedite the launch time for Arkansas' ERA Program.

**JACOB FENSKE, CIH (CTEH), ON-SITE PROJECT LEAD**

Jacob is a senior consultant at CTEH. He has served in front line and senior level positions across numerous projects, ranging from programs associated with FEMA, HUD, and USDA funding to emergency and disaster responses within the private sector. He leverages his response experience to break down complex situations into achievable goals and real-world solutions. Jacob brings years of project management experience within the emergency response industry, which has led to his ability to predict obstacles, react and resolve potential challenges quickly, and communicate effectively with stakeholders at all levels of the process.

**CHRISTOPHER MADISON, CPA, FINANCIAL ADMINISTRATOR / PAYMENT DISBURSEMENT MANAGER**

Chris works with private and public sector clients providing analysis, design, and implementation of best practice solutions for program compliance and effectiveness. He has developed multiple best practice resources for HORNE's clients and has extensive experience in advising executives and government officials on highly technical program and compliance issues. He has more than ten years' experience consulting on continuously evolving grant and program related compliance regulations and requirements. Chris currently serves in this same role on California's ERAP.

**JONATHAN KREBS, CFA, CGFM, CFE, SUBJECT MATTER EXPERT**

Jonathan's professional qualifications include more than 12 years of direct oversight and involvement with federally funded housing and rental programs. He has recently focused on COVID-relief Emergency Rental Assistance Programs (ERAP) providing operations expertise in launching and delivering services to California, New York, Tennessee, Alabama, Texas, and Colorado. Jonathan oversees all HORNE HUD CDBG-DR housing and rental programs totaling more than \$44 Billion, as well as all emergency rental programs totaling \$3+ Billion.

**CHASE SELBY (CTEH), SUBJECT MATTER EXPERT**

Chase is the Director of Disaster Recovery for CTEH Government Services, and a senior consultant for crisis management and emergency response programs. He is responsible for the planning, management, and oversight of all projects involving economic recovery from the COVID-19 pandemic. Chase oversaw operations of all CTEH-led Arkansas CARES Act projects, including stand-up and execution of call center and communication/reporting to the clients. He has also engaged in the management of disaster recovery projects in South Carolina, West Virginia, Texas, Florida, Puerto Rico, and St. Thomas.

**DARIN GRAY (CJRW), SUBJECT MATTER EXPERT**

Darin has an extensive background in economic development on a regional, state and local level in Arkansas. As a gubernatorial appointee to the Arkansas State Parks Travel and Recreation Commission, he was active in the development and approval of strategic marketing plans for the state. He also served as Chairman of the Arkansas Dept. of Parks and Tourism Commission in 2012. Prior to joining CJRW, he was owner of the Northwest Arkansas Business Journal for 19 years.

**JILL JOSLIN (CJRW), SUBJECT MATTER EXPERT**

Jill is a 35-year veteran of Arkansas' advertising industry with an extensive background working with a variety of clients. Her client strategic management experience includes tourism, health care, economic development, real estate, insurance, public utilities, education, finance and retail. She was named President of the firm in 2016 and previously was director of the Account Services Division. Prior to joining CJRW, she was a partner in another Arkansas advertising agency.

**LAURA GILLENWATER, CPA, SUBJECT MATTER EXPERT**

Laura is a resident of Conway, Arkansas with over 10 years of experience dedicated to financial oversight and compliance. She works closely with her clients to ensure adherence to local, state and federal regulations especially as it pertains to financial transactions including payments and reimbursements. Laura's experience spans more than 50+ clients where she has provided cost/financial report preparation and review, assistance with audits and overall compliance reviews.

**ALI GARRISON, CPA, SUBJECT MATTER EXPERT**

Ali serves as a manager for HORNE where she provides oversight, operations support and compliance support for state and local governments. She focuses on project management processes and procedures and collaborates with states to maximize and accelerate funding disbursement. Most recently, Ali has served as Project Manager on Tennessee's \$383 Million ERAP; Program Consistency Manager on Texas' \$1.07 Billion ERAP; Subject Matter Expert on Alabama's \$263 Million ERAP; Project Manager for Tennessee's \$2.3 Billion Coronavirus Relief Program portfolio; and Project Manager for Florida's \$8+ Billion Coronavirus Relief Program portfolio.

**BOB HARLAND, CFE, REPORTING DIRECTOR**

Bob provides leadership and guidance as a subject matter expert in HUD's Disaster Recovery Grant Reporting (DRGR) system of record. In his role on the program, Bob will provide staff development and training, policy development, client communications, budget analysis, and monitoring, with a strong emphasis in program reporting. He provides clients and HUD with clear, concise, accurate program reports as needed.

**MOLLY ANNE MCCOWN, TRAINING MANAGER**

Molly Anne has over 11 years of experience in training, executing operational processes, and project management. Molly Anne is skilled at developing teams to deliver exceptional results. She is passionate about building relationship with others that allow them to feel empowered and valued. Molly Anne's experience allows her to develop effective training programs as well as deliver training through a variety of platforms. Molly Anne's recent roles have included training team members virtually for Colorado, California, Tennessee and Texas ERAP programs.

**MARK RAINES (CJRW), MARKETING, OUTREACH, & COMMUNICATIONS LEAD**

Mark has a wealth of experience in guiding companies through complex media, issues management and communications challenges. Mark's experience includes a 25-year career in broadcast journalism. Most recently he was news director for KTHV, the CBS affiliate in Little Rock. He is also a former reporter and producer for Little Rock's NBC affiliate.

**WADE MCCUNE (CJRW), CREATIVE LEAD**

Wade is among the most awarded and honored figures in Arkansas's advertising industry, with nearly 30 years of advertising agency experience as a writer, strategist and creative director. He worked with CJRW for nearly a decade and then rejoined the agency in 2016. Notable brands McCune has worked with include Arkansas Department of Parks, Heritage and Tourism, Arkansas Scholarship Lottery, Oaklawn Racing Casino Resort, Arkansas Department of Commerce, George's Poultry, and Dillard's Department Stores.

**CHRIS HO (CJRW), DIGITAL LEAD**

Chris has been in the graphic design and advertising business for 26 years. He started his career as a graphic artist in 1995. He then owned his own web development business and transitioned to agency life in 2005 when he joined Sells/Clark as an interactive designer. Chris enjoys specializing in all things digital and has been responsible for assembling and managing interactive teams for more than a decade. He joined CJRW in 2017 as Director of Digital and Interactive Services. His client experience includes interactive solutions for banks, tourism, franchise restaurants, trucking, automotive, charities, state government agencies, retail and wholesale merchandise.

**DANIEL WHITE (CTEH), CALL CENTER LEAD**

Daniel has over 15 years of experience in data QA/QC, data analysis, data management, and data reporting. His background includes asset tracking, new process development, testing and documentation, training, and revamping processes in place. Daniel served as project manager for Arkansas CARES act projects including the Business Interruption Grant Program and the Cities, Towns, and Counties Coronavirus Relief Fund Program. He was responsible for stand-up, organization, and management of the call center, as well as management of the statewide applicant portal, claim validation, document review, and more.

**PHIL BAKER (CTEH), CALL CENTER COORDINATOR**

Phil primary responsibilities include emergency response data management, database/software development, reporting, incident management, and other general IT/IH duties. Phil assisted in creation, execution, and management of call centers operated for Arkansas CARES Act projects. He was responsible for managing a team of trained phone operators, addressing client issues and questions, and delivering call logs and reports to clients, among other responsibilities. He also assisted in creation, operation, and evaluation of applicant portals.

**CHRISTINE WALDRON, CFE, CASE MANAGER COORDINATOR**

Christine successfully manages teams to meet client goals and expectations related to administration of CARES Act, CDBG-DR, SSBG, and FEMA funded programs. She has overseen multiple divisions of the New York Governor's Office of Storm Recovery program as well as projects for subrecipients of the City of New York. She is now helping to lead New York's COVID Rent Relief Program being administered by New York State Division of Homes and Community Renewal.

**MICHAEL HASLETT, QUALITY CONTROL LEAD**

Michael is a management professional with 12 years of experience in project management, working in public and private sector consulting, investment analysis, and organizational operations. Michael has experience working in multi-cultural and multilingual settings. He currently is managing the Workforce Training Program and the Small Business Incubators and Accelerators Program as part of the Puerto Rico Department of Housing's CDBG-DR portfolio.

**BILL WADLINGTON, PMP, PROGRAM TECHNOLOGY OFFICER**

Bill has more than 20 years of experience in the IT field with the last 14 spent developing and supporting grant management systems for federally funded disaster recovery projects. He has developed, implemented, and refined HORNE's systems used by multiple states on their recovery programs, including South Carolina, Texas, Tennessee, Mississippi, New York, Puerto Rico, and the US Virgin Islands. Additionally, Bill has worked on technology solutions for the California, Texas, Alabama, and Tennessee ERAP program functions specializing in the payment disbursement process and technology tools supporting that process.

CLIENT ASSISTANCE CAPABILITIES

E.2

- A** | Discuss your organization's capability to accept and process electronic and paper applications, including call center support, training methods, and other customer assistance functions, and the ability to track and match tenants with landlords even when both apply for the same housing unit.
- B** | Describe your capabilities in communicating with individuals who speak languages other than English. Include all languages you provide (e.g., English, Spanish, Marshallese) and how you will accommodate special populations such as those with cultural/health disparities

HORNE'S CURRENT & PREVIOUS ENGAGEMENTS

The HORNE team has processes, procedures, initial training, and other information ready immediately to customize your rental assistance program for DCO. At launch we will accept and process electronic applications utilizing Neighborly, a cloud-based system that eliminates paper-based applications, manual processes and outdated technology. Landlords and tenants can both initiate applications and the system provides a streamlined process for linking them to one another.

Tenant: Rental & Utility Assistance Application

A. Eligibility

The County is accepting applications for the Rental and Utility Assistance Program. This program is designed to provide funds to renters delinquent on rent and utility payments due to COVID-19 impacts. Funds will be provided for three months of delinquent rent and utility payments to approved applicants.

A.1. Is your household income below the 80% area median income level?

☐ Yes
☐ No

Household Size	1	2	3	4	5	6	7	8
Income 80%	\$32,400.00	\$37,250.00	\$41,900.00	\$46,550.00	\$50,300.00	\$54,000.00	\$57,750.00	\$61,450.00

A.2. Are you delinquent on your rent and/or utility payments?

☐ Yes
☐ No

A.3. Are you a resident of the County?

☐ Yes
☐ No

A.4. Do you have proof of loss of income related to COVID-19 impacts (due to health and employment)?

☐ Yes
☐ No

STOP IF YOU ANSWERED NO TO ANY OF THESE QUESTIONS, YOU ARE NOT BE ELIGIBLE FOR RENTAL ASSISTANCE & HOMELESS PREVENTION ASSISTANCE.

Tenants and Landlords can apply for rent and/or utility assistance online, including the electronic submission and storage of all required supporting documents.

Some applicants will not have access to online resources. In these cases that require paper applications, we will have an exact duplication of the online registration available in a paper format. We will work with Community Action Agencies to distribute paper applications within the community. In partnership together, we will accept paper applications and upload data to the system - allowing all information to be housed in a common space. Each program participant is assigned a unique identifier. These identifiers plus the property address allow our case management team to match the landlord and tenant for assistance.

Our training methods include clear Standard Operating Procedures (SOPs) for each team member role to verify applicants are provided a clear understanding of the program guidance and can make confident decisions in compliance with federal guidance. Customized review checklists help ensure complete audit files. The system allows for fully transparent reporting to all stakeholders engaged in the program. The audit capabilities automatically reduce fraud and strict protocols in QA/QC adhere to evolving input from the U.S. Treasury to remain in consistent regulatory compliance.

CALL CENTER SUPPORT

The call center and customer service management functions are the gateway to DCO's Program. Empathetic and knowledgeable service will be two keys to DCO's success. HORNE's philosophy regarding these two functions is founded on three commitments:

- ✓ **Launch call center operations on April 26, 2021.**
- ✓ **Deploy i technology to enhance outcomes and manage call volumes in real-time.**
- ✓ **Train CSR's to show empathy and share knowledge.**

The HORNE team uses virtual call center technology. The call center will be managed locally in Arkansas and will be staffed remotely with Arkansas hires. The HORNE team will rapidly staff and train call center operators to meet the expected call volume and will continue to escalate personnel load and call center hours as required by changes to call volume. Currently, we have 30 customer service team members and two managers in Arkansas available to be trained for the DCO program call center support team specifically. We will scale as needed to support call volume and provide tiered support.

ROBUST LAUNCH

The processes, procedures, and technology we deploy are designed to deliver a robust operational launch while also maintaining the highest possible service standards.

During the first week, our call center management team and technology team will meet with DCO to configure the call center operations according to your vision for service.

We will launch call center services within 7 days of contract.

In fact, HORNE has already secured the necessary toll-free number to be deployed for this program.

Anticipating DCO's needs, HORNE ensured **888-902-0017** is available immediately to serve as Arkansas' Program inquiry line.

We meet each applicant where they are and provide accommodation and support for overcoming communication barriers based on cultural, health or disability challenges.

Focusing on effective, empathetic communication tailored to each applicant allows us to collect required information in less time and fewer total contacts. Applicants will recognize they are dealing with a partner in their recovery instead of a bureaucratic system or an adversary.

For the first 30 days, the management team will lead daily meetings with the Customer Service Team to confirm message, tone, and priorities. The agenda for these meetings will include alignment of understandings, confirmation of performance metrics, status of previous day's performance and projected outcomes for the next reporting period. This identifies challenges early and promptly implements resolutions.

During the first week, the HORNE team will train our team on the specific guidelines, protocols and SOPs approved by DCO. HORNE's team has access to immediate training solutions through our 24-7 online and remote-access learning management system. This system includes our required training on rental assistance program compliance guidance, DCO specific training as well as other training that allows employees to grow in their knowledge, skill and competencies. Our team will receive timely trainings on any updated Treasury Department guidance, protocols, DCO specific SOPs or other information that enhances their ability to perform at a high-level.

Our call center is an integral part of our dispute resolution process and adds objectivity to applicant appeals and complaints. This team will coordinate across functional areas to verify applicant concerns are heard and addressed in a timely fashion. They will track all inquiries in the system to make sure of quick resolution.

CAPABILITIES WITH COMMUNICATING IN SEVERAL LANGUAGES

HORNE accommodates languages in two ways. First, common languages such as Spanish can be handled via bi-lingual agents. That skill is assigned, and when the language is selected in the IVR menu, it is routed to those agents. Second is through an on-demand translation service. Agents are prompted with the language selected in the IVR menu and they engage our on-demand service when answering the call. Our service allows us to instantly bring a translator into a call. ***We support not only Spanish and Marshallese, but a total of more than 150 languages, on-demand, 24-hours a day.***

CALL CENTER TECHNOLOGY

We will deploy a platform combining HORNE team proprietary software and RingCentral contact center management services. The platform provides the tools necessary for each customer service representative to process applications with landlords and tenants quickly.

Our team will be trained before we launch with DCO so that they are well-versed in the contact center technology. After our training, the team will be able to receive interactions from multiple channels in a single, consistent interface. This feature allows a customer service team member to easily blend real-time voice calls and chats with other communications such as text messages. So if a landlord or tenant needs to simply change a password, there are automated methods to allow for this request.

ARKANSAS CALL CENTER EXPERIENCE

CTEH supported the Arkansas Department of Parks, Heritage and Tourism agency's Business Interruption Grant Program by fielding with thousands of calls from Arkansas residents.

CASE MANAGEMENT / CUSTOMER SERVICE

We train our case management team to get it right the first time. One way we accomplish success early is to provide staff immediately to support the Arkansas ERAP program and to onboard staff properly with training to accelerate capacity for the program.

HORNE's training program leverages the experience of our technical experts to quickly transfer knowledge and applicant service values. Utilizing web-based and safe in-person environments, our training program is customized for the program being served and those serving. We emphasize not only the "how-to's," but also the "why" behind every action we take. Our extra focus on explaining the "why" directly contributes to a sharply knowledgeable and confident team with increased productivity.

APPROACH TO DELIVERING CASE MANAGEMENT SERVICES

TRAINING POWERED BY TECHNOLOGY

HORNE's Rapid Launch strategy depends on training team members that embrace servant leadership and proactively serve with urgency. The Program Orientation Training will initially provide a full understanding of the program from start to finish.

Our online course content will include detailing job expectations, DCO guidelines, system, and procedures. All courses completed during orientation will remain available online for further review and to onboard additional hires later in the program.

TECHNOLOGICAL CAPABILITIES

E.3

A | Describe your proposed system, including whether it is currently in operation, in development, or is a retrofit of an existing system. If the system is currently in operation, provide a list of the states and programs using it.

EXPERIENCE DELIVERING SECURE SYSTEMS

DCO needs a proven system that provides landlords and tenants with expedited access and a user-friendly application portal. You expect compliant processes allowing transparency into program progress for your stakeholders.

PROPOSED SYSTEM

HORNE's solution is Neighborly. This is a web-based application hosted in the cloud by Microsoft Azure and their FedRAMP certified data center, which includes web hosting, database hosting and blob storage. All client data is stored, processed, and maintained solely in Microsoft data centers located in the United States.

Arkansas does not have time for a custom or retrofitted system. Our neighbors need help now. HORNE is pleased to offer the one system designed specifically for ERA Programs and ready to be configured for Arkansas today. HORNE's solution is currently in operation across 5 states for Emergency Rental Assistance Programs: Alabama, California, Tennessee, and Texas. Neighborly is also being used for 16 ERA Programs across local jurisdictions.

B | Describe your strategies for providing redundancy, fault tolerance, and an uptime of 99.9% scheduled website availability.

STRATEGIES FOR REDUNDANCY IN SYSTEMS

HORNE's solution provides redundancy by automatically performing weekly data backups that are stored for 6 months. Primary (Virginia) and backup (Texas) datacenters are used to store client data. Azure Storage provides data redundancy through fragmentation of data into extents which are copied onto multiple nodes within a region. Azure Storage maintains three replicas of customer data in blobs, tables, queues, files, and disks across three separate fault domains in the primary region.

Fault tolerance is addressed by controls implemented by Azure. Azure divides the datacenter into clusters which isolates faults at the Fabric Controller software component level. This prevents certain classes of errors from affecting servers beyond the cluster in which they occur.

Availability of the web application to maintain an uptime of 99.9% is provided by Azure components. These components support delivery of customer services that have been designed to maintain high availability through redundancy and automatic failover to another instance within minimal disruption to customer services. Agents on each virtual machine monitor the health of the virtual machine. If the agent fails to respond, the Fabric Controller reboots the virtual machine. In case of hardware failure, the Fabric Controller moves the role instance to a new hardware node and reprograms the network configuration for the service role to restore the service to full availability.



Neighborly Software has a proven Emergency Rental and Utility Assistance software solution that is used by over 200 public sector clients, including states, counties and cities. Our solution is hosted in Microsoft's FedRAMP data center and includes secure encryption, hosting, data storage, and disaster recovery.

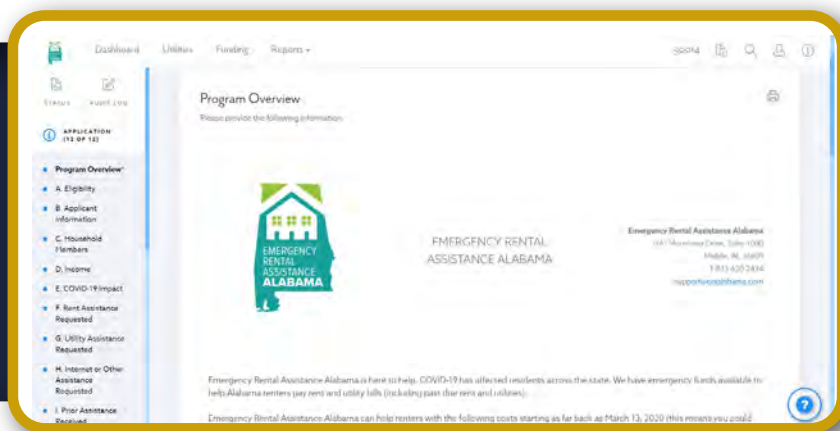
C | Describe your approach to a user-friendly, easy to understand interface for applicants. Include screen shots or examples to illustrate.

APPLICATION PORTAL

USER-FRIENDLY, EASY TO UNDERSTAND INTERFACE.

Given our experience launching systems for numerous COVID-19 rental relief recovery programs, HORNE has prioritized ease for the user in its development. The applicant will create an account to access the ERAP program and submit an application. This first step will take DCO's applicants less than 5 minutes.

Once an account is successfully created, an applicant (Landlords or Tenants) will initiate the assistance request. Tenants may also submit utility assistance requests. Once an application is complete, it will be safely stored in a



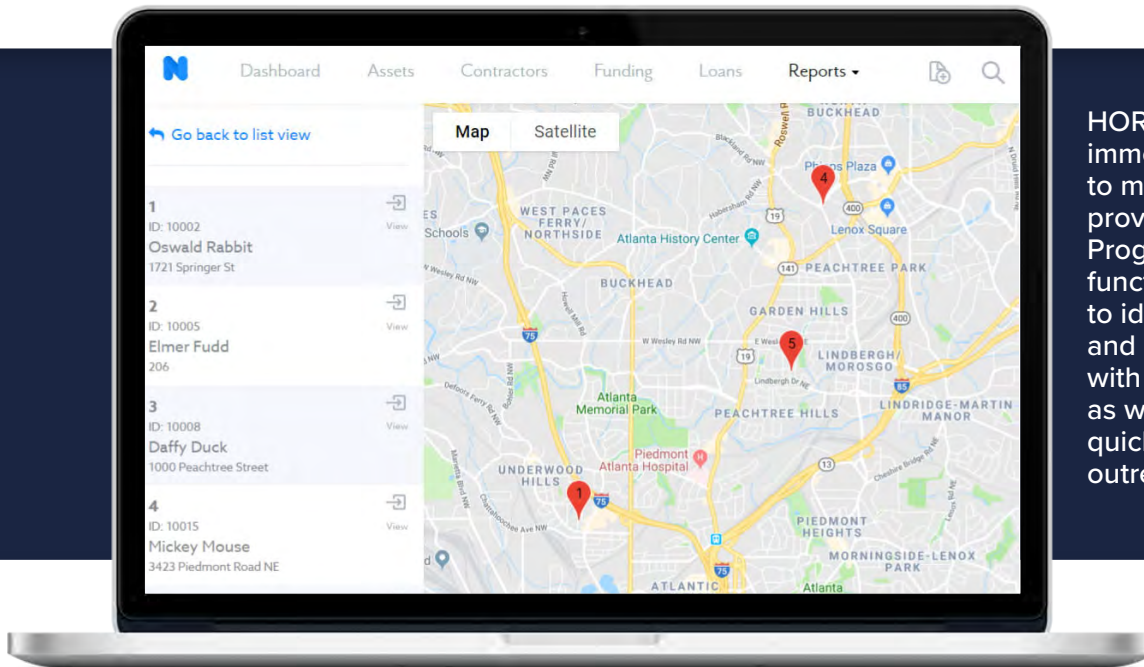
The system provides landlords and tenants with an educational overview of the program. These easy-to-understand details provide clear communications about the program eligibility requirements. Clear program communications reduce confusion and questions for applicants.

Waitlist queue while prioritization is determined, and payment information is verified.

Prioritizing households at or below 50% AMI will be a critical step in the eligibility process. Our system utilizes a point system assigning priority points to applicants whose household income is below 50% AMI or at least one household member is unemployed at application date and has not been employed for the past 90 days. If the landlord and/or tenant applies, the system will link the associated application and notify both parties. The tenant will answer the required eligibility questions, request rent and utility assistance by month, and input any prior assistance received. The tenant is required to upload all required documents to qualify their case according to your program design. Document requirements can be easily modified as policy decisions are updated to accommodate tenants who may lack traditional documentation.

Once an application is deemed eligible, the landlord and tenant will be notified and they will be prompted to submit their ACH information in our secure separate payment process portal. Additionally, the landlord is required to submit their Form W-9 for the purpose of directing payments.

HORNE's tool immediately allows DCO to map the assistance provided through the Program. Leveraging this function, DCO will be able to identify areas served and ensure compliance with priority requirements as well as identify quickly where additional outreach is needed. Utilizing this tool, our team will ensure ERA program assistance is provided equitably across the state.



HORNE's tool immediately allows DCO to map the assistance provided through the Program. Leveraging this function, DCO will be able to identify areas served and ensure compliance with priority requirements as well as identify quickly where additional outreach is needed.

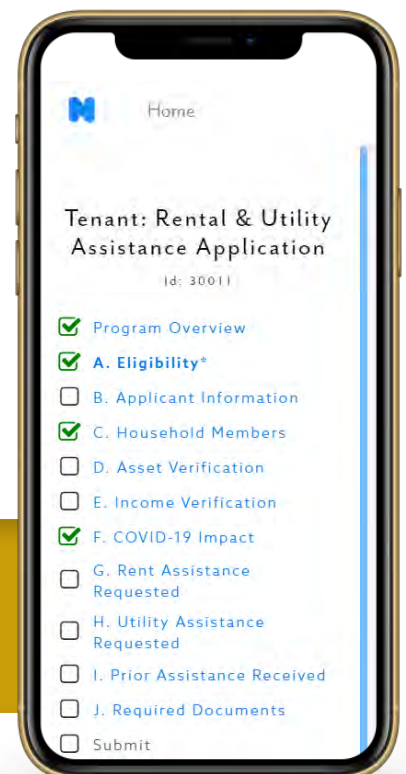
D | Describe the system's user-side document upload capabilities and mobile support.

DOCUMENT UPLOAD CAPABILITIES & MOBILE SUPPORT

Tenant and landlord applicants have the ability to upload documents into the platform for application submission. The solution accepts a range of document types to accommodate for the varying circumstances of the individuals applying for assistance. Document types range from the following:

- ✓ .xls and .xlsx
- ✓ .ppt
- ✓ .pdf
- ✓ .txt
- ✓ .jpeg
- ✓ .zip
- ✓ .doc and .docx

Mobile functionality of the solution can be deployed to reach a broader community of applicants to include the individuals that might not have access to a personal computer. Mobile document upload capabilities are enabled to enhance the user experience and convenience.



COMMUNITY OUTREACH PLAN

E.4

A Provide a proposal for how to involve community action agencies and other community organizations in the process, including a proposal for compensating those agencies for their work. Include a summary of your experience in providing outreach for similar state or federal assistance programs, a proposed budget for this ERA outreach, and plans to reach rural and high poverty areas.

BACKGROUND

Our HORNE team has engaged CJRW to perform the community outreach. With their deep knowledge of the state and understanding of this crisis in Arkansas, they will focus on rapidly engaging the community to encourage renters and landlords to apply.

PLAN OBJECTIVES

- ✓ **DEVELOP CLEAR MESSAGING.**
- ✓ **INFORM KEY TARGET AUDIENCES**
- ✓ **PROVIDE A USER-FRIENDLY PATH TO RESOURCES,**
- ✓ **ENLIST COMMUNITY ACTION AGENCIES AND COMMUNITY ORGANIZATIONS AS PARTNERS**
- ✓ **ENGAGE CIVIC AND COMMUNITY LEADERS AS INFLUENCERS**

EVICTION RATE CRISIS IN ARKANSAS

“Most tenants who answered eviction filings in 2020 referred to cuts in employment because of COVID-19. It’s important to know that landlords are also troubled by the economy. In several cases, they rely on that monthly rent to pay the note on the house in which they are renting or for maintenance. And while landlords are not generally filing eviction notices for rent payments that are late by a few days or a couple of weeks, they are doing so with regularity for those that are 30 days overdue.”

Dr. Lynn Foster, an economics professor at the University of Arkansas at Little Rock who specializes in property law.

PLAN TACTICS

TACTIC 1: STRATEGIC PLAN DEVELOPMENT

We understand the importance of reaching audiences early and often in the process. Upon award, we will conduct a kick-off meeting conducted with a sense of urgency and immediately upon being awarded the contract will start the process. Following the initial meeting, strategic partners will be engaged as needed for input in developing a comprehensive strategic plan for approval to move forward with the campaign.

TACTIC 2: CAMPAIGN MESSAGING & CREATIVE DEVELOPMENT

Our team is familiar with state agencies and understands all creative materials designed for this effort must be simple, easy to understand, and accessible for a wide and diverse audience, including those with varying literacy levels and ethnicities. We’ll work closely with DCO to develop and approve the following creative materials:

- | | | |
|-----------------------------------|-------------------------------|--------------------------------|
| ✓ Strategic creative brief | ✓ Concept development | ✓ Materials Development |
| ✓ Brand consideration | ✓ Creative development | ✓ Delivery |

Creative assets will be developed to support the strategic plan and may include the following. Assets will be in multiple language.

- ✓ **Website Landing Page**
- ✓ **Social/Digital Media Assets**
- ✓ **Paid Media Assets**
- ✓ **Earned Media Assets**
- ✓ **Community Outreach Assets**
- ✓ **Call Center Communications and Talking Points**
- ✓ **Enrollment Tool Kit**
- ✓ **Outreach Tool Kit**

TACTIC 3: WEBSITE LANDING PAGE DEVELOPMENT & LAUNCH

To ensure consistency and efficiency, we recommend creating a central resource of information by securing an easy-to-remember URL and developing a landing page. This page will provide a trusted and effective portal to program information including, but not limited to FAQs, links to credible resources, infographics providing helpful information in an easy-to-read format, links to community partner websites, outreach training and toolkits for community partners and a link to the application portal.

The landing page will also feature:

- ✓ **Call center information with click-to-call capability**
- ✓ **Email alerts sign-up for program updates**
- ✓ **Important news highlights**
- ✓ **Community enrollment events information**

The landing page URL will be used in all communication efforts.

TACTIC 4: STATEWIDE AWARENESS CAMPAIGN DEVELOPMENT & LAUNCH

Based on experience with similar campaigns, we anticipate the public awareness campaign will begin with program awareness messaging through social media and earned media channels, followed by a statewide paid media campaign when the application portal launches. The campaign will include social and digital media, earned media and paid media efforts. Campaign messaging will include program awareness and benefits, application portal launch, community enrollment events and deadline information.

SOCIAL MEDIA

Social media delivers the opportunity to directly and personally engage target audiences. We will ensure that ERAP has a strong presence on social media platforms, delivering important updates through paid campaigns and organic (non-paid) content focused on how to access program benefits. Recommended channels may include Facebook, Instagram, Twitter, YouTube and LinkedIn.

RESULTS DRIVEN APPROACH WITH COVID-19 RECOVERY COMMUNICATIONS EXPERIENCE

CJRW is well versed in working with public organizations in Arkansas to quickly establish and disseminate key messages and create a culturally appropriate campaign that gets results.

In the spring of 2020, we led the development of a campaign to provide Arkansans with information on how to return to life and work confidently and safely, adhering to the health guidelines established for COVID-19. Other COVID-19 communication efforts include partnerships with the Department of Commerce and Division of Workforce Services, UAMS, Arkansas Department of Health and Governor Hutchinson.



PUBLIC RELATIONS/EARNED MEDIA

Our PR team is experienced and trusted by media outlets throughout the state and region. Combined, we have more than 45 years of experience working with Arkansas news organizations. We know how reporters, editors and producers think and how they desire to have information delivered. Our earned media approach combines broad tactics such as news releases and media kits with localized story angles and pitches to ensure DCO has sustained and frequent media coverage throughout the campaign. For this effort, we recommend:

- ✓ **Media training for key DCO representatives and stakeholder partners**
- ✓ **Development of a messaging map to ensure that consistent information is communicated**
- ✓ **News releases for announcements and key milestones**
- ✓ **Story bank with carefully timed media pushes, including numerous story angles for different journalists across the state and in different languages**
- ✓ **Digital Media Kit** (contents may include images, FAQs, maps and schedules, video b-roll, statistics/facts about the initiative, contact information, etc.)
- ✓ **Thought leadership opportunities including op-ed authorship**

Because of the timeliness of this effort, our team will lead with earned media outreach and be prepared to release news to journalists across the state in multiple languages as soon as possible.

The content of the news releases and pitches should consist of program plans and start dates and then continuing a steady stream of outreach as the program launches and funds are being reserved and distributed. Media training for key DCO spokespeople should be considered to help prepare for interviews and appearances.

PAID MEDIA

Statewide paid media helps increase our reach, allowing us to connect with more of the right people at the right time. We will develop and implement a plan to achieve maximum impact while also taking cost efficiency into account. A paid media strategy may include the following channels:

- ✓ **Digital Media** (Ad Networks, Connected TV, Digital Audio)
- ✓ **Paid Social Media** (Facebook, Instagram, LinkedIn, YouTube)
- ✓ **Paid Search** – may also include click-to-call ads (Google, Bing)
- ✓ **Traditional Media** - Television, Print, Radio
- ✓ **Out-of-Home Media** - Outdoor, Bus Transit

TACTIC 5: COMMUNITY OUTREACH CAMPAIGN DEVELOPMENT & LAUNCH

Experience tells us that people tend to trust their neighbors, friends and associates with deep roots in the community, particularly when they have been formally entrusted with community or civic leadership responsibilities. We refer to these community and civic leaders as “influencers,” and view them as potentially powerful allies in building awareness, trust, reliance and engagement.

COMMUNITY ACTION AGENCIES PLAN

We will enlist regional organizations that can effectively engage with underserved and vulnerable populations to facilitate enrollment. The scope of work will include:

- ✓ **Toolkit Development and Production**
- ✓ **Assistance/Event Coordination Support**
- ✓ **Travel Reimbursement/Technology Support/Event Costs**
- ✓ **Reporting and Administrative Management**



COMMUNITY ENGAGEMENT

Our plan will equip the CAAs to help applicants complete applications. We will also leverage CAAs to accept paper applications. As consistent with other ERA programs, CAAs are compensated from the remaining administrative budget on an hourly or percentage basis.

PUBLIC ENGAGEMENT EVENTS

Design and facilitate public engagement events

- ✓ **Provide virtual platform for hosting events**
- ✓ **To maximize participation among non-English speakers, host meetings in Spanish, Marshallese and other languages as needed.**

TACTIC 6: CAMPAIGN MONITORING, OPTIMIZATION & REPORTING

Timely reporting is critical in such an endeavor and we are committed to utilizing agreed-upon reporting templates as tools to effectively facilitate continuous reporting and accountability for activities and results. To track campaign progress, we will design and build a campaign performance dashboard, which will allow us to:

- ✓ **Deliver reporting by device, by geography/market/city, by timeframe, etc.**
- ✓ **Gain insights from audience metrics by demographic, region, etc.**
- ✓ **Adjust campaign programming weekly, monthly or quarterly**
- ✓ **Ensure paid media funds are being used efficiently and effectively**
- ✓ **Provide data for executive and stakeholder reporting**

PAYMENT PROCESSING & DISTRIBUTION

E.5

A | Describe your payment processing and distribution, including compensation details regarding Contractor-financed payments and DCO reimbursements by invoice.

HORNE began as an accounting firm in 1962 and has processed payments for vendors, clients and thousands of individual citizens for decades. We are proud to have served as the conduit for facilitating or making payments for the public sector and large-scale private clients. HORNE currently processes more than 10,000 payments per week for its combined portfolio of private and public clients.

Our approach is built upon strict internal controls which requires separation between the program eligibility and fund disbursement teams. Accordingly, HORNE's approach ensures that the banking information necessary for disbursement is not maintained in the same environment as a tenant's PII, eligibility data, and/or other confidential information. With this control, the team member reviewing and approving the application in the applicant portal does not have access to landlord and tenant banking information. This approach is a best practice and fraud prevention technique to protect PII and banking information.

APPROACH TO PAYMENT PROCESS & DISTRIBUTION

Calculating and verifying the amounts of eligible payments is the most critical step in the payment process. HORNE deploys two specific functions to protect the integrity of this step: *technology and our multiple review process of 100% of applications.*

First, HORNE's technology solution automates payment calculations based on the data submitted by the tenant and confirmed by the landlord.

During the application process, landlords and tenants will be able to:

- ✓ **CREATE REQUESTS FOR PAYMENT TO LANDLORDS, TENANTS, AND/OR UTILITIES, VERIFY THE REQUESTED NEED AMOUNT,**
- ✓ **SUBMIT MULTIPLE UNIQUE NEED REQUESTS FOR THE SAME OR NEW TENANTS, AND TRACK PAYMENT PROGRESS**

Next, that calculation is verified by two separate reviews: a review performed by the Eligibility Analyst and a final review by the QA/QC team.

The eligibility and QA/QC team even verify some of what our sophisticated tool automates. As an example, our tool only allows the applicant to request payment for rent and expenses within the eligible time period (March 13, 2020 – June 2021). Additionally, the software only allows a landlord or tenant to request a payment for a given month once, which eliminates the possibility for duplicative payments. HORNE's process requires the additional reviews to ensure compliance and data was entered correctly by program participants.

Finally, the QA/QC team conducts a review of 100% of applications submitted for payment to confirm the source documentation submitted verifies the eligibility and the amount of payment requested.

Once this verification is complete, an email (or other preferred type of communication) is provided to the applicant notifying them of the eligible payment determination.

AWARD CALCULATION & PAYMENT REQUEST

Program: Tenant: Rental & Utility Assistance
 ID: 30080
 Status: Approved: Pending Payment
 Landlord: 30069
 County: Crockett County

Name: [REDACTED]
 Address: [REDACTED]
 Reviewer: [REDACTED]

2. Rental Assistance Approved

Assistance provided under the Emergency Housing Assistance Program for households economically impacted by COVID-19 may not exceed a household's monthly unmet housing cost needs. List all other sources of financial or housing assistance received such as rent support from local governments, non-profit organizations, faith-based organizations, or friends and family.

RENTAL ASSISTANCE REQUEST	PRIOR RENTAL ASSISTANCE RECEIVED	APPROVED RENTAL ASSISTANCE
March 2020: \$ 1,000.00	March 2020: \$ 100.00	March 2020: \$ 900.00
April 2020: \$ 1,000.00	April 2020:	April 2020: \$ 1,000.00
May 2020: \$ 1,000.00	May 2020:	May 2020: \$ 1,000.00

The applicant will then access our secure payment portal to enter its preferred method of payment and provide banking information necessary for the transaction. Upon entry of the banking information, our payment process includes a step to verify the bank account information before the total payment is disbursed. Our payment processing team will authorize a pre-note step where \$0.01 is disbursed to the account to verify its credentials. If the account information is verified, the payment is authorized for full disbursement as set forth below.

HORNE's payment processing team led by CPAs and CFEs then perform a final verification of the requested payment amount. Specifically, HORNE's payment processing team confirms the amount requested for payment against the amount deemed eligible by the eligibility team. The records are confirmed to match or the transaction does not proceed.

After the payment amount is verified, then HORNE authorizes the payment be disbursed according to the applicant-provided banking information.

REPORTING FREQUENCY TO DCO

Our team will be ready to calculate payments within 1 week of program launch date ensuring housing assistance reaches those most vulnerable first. The calculations start with the first application progressing through eligibility and end when the final dollar is disbursed. The value for Arkansas in a turnkey solution such as that offered by HORNE is that all functions operate simultaneously

Performance metrics will be set for the team and management's eye will remain focused on compliance. Daily reports will be provided to DCO which will cover all metrics requested by your leadership team. As an example, HORNE's daily reports are able to report: Number of calculations performed, Total amount of calculations performed Average amount of assistance calculated Type of assistance calculated (rental arrears, utility / energy arrears, utility costs, etc) Eligible assistance must be calculated correctly as federal and state auditors will review the program calculations.

PROCESS FOR HORNE REIMBURSEMENT FROM DCO

Complying with federal, state laws and public demand can make payment processing time-consuming and stressful for any agency. For agencies that are responsible for critical recovery programs, making payments quickly and accurately can be particularly challenging.

STEP 1: HORNE completes the cadence of payments and verifies transactions.

STEP 2: HORNE provides DCO with a weekly report of all payments disbursed and verified.

STEP 3: HORNE provides 2 options for DCO's consideration:

OPTION 1: HORNE can include the transactions with its monthly invoice to DCO for reimbursement; or,

OPTION 2: HORNE can provide a weekly disbursement report to DCO for weekly reimbursement to HORNE.

With a wealth of financial knowledge gained over decades as a CPA firm combined with our industry reputation in federal recovery programs, our ability to resolve challenges is our greatest benefit to you. It is the unique combination of financial and federal compliance that gives us a broad perspective, lessons learned and best practices to leverage for you on this program. Working together, we can overcome any challenge and determine the best reimbursement process for DCO.

EXPEDITED PAYMENTS

HORNE will be ready to disburse payments within 1 week of the program's launch of application acceptance ensuring housing assistance reaches the most vulnerable first. To accomplish this rapid task, we will rely on our experience launching similar rental programs and disbursing millions of funds to eligible applicants. We will leverage our wealth of financial knowledge gained over decades as a CPA firm to pay quickly, accurately, and in compliance with all state and federal requirements.

HORNE will maintain flexibility with DCO on payment frequency. HORNE proposes 2 payments cycles per week during the first 2 months of the program, and we suggest transitioning to weekly payments as program activity plateaus. The frequency ensures that the program immediately impacts the rental housing market and aligns with the anticipated program demand in the early months. Daily reports will be provided to DCO which will cover all metrics requested by DCO. As an example, HORNE's daily calculation reports can report:

- ✓ **Number of calculations performed in the period,**
- ✓ **Total amount of calculations performed,**
- ✓ **Average amount of assistance calculated,**
- ✓ **Type of assistance calculated (rental arrears, utility / energy arrears, utility costs, etc.),**
- ✓ **Projected applicants served,**
- ✓ **Total dollar value requested, pending case management review, pending payment, and paid**
- ✓ **Program funding remaining, and**
- ✓ **Provider budget status**

Our goal is a no-surprises approach allowing you to track your program's disbursement in real-time. During week one, HORNE will present a Payment Transaction reporting template to DCO for your collaboration and approval. The template will detail all successful payments and we will update the application portal with payment data to reflect which landlords and tenants were paid for which periods. This process facilitates transparent processing and easy reconciliation for the applicant.

DATA MANAGEMENT & SECURITY

E.6

A

Discuss your approach to eligibility determination/verification and fraud deterrence.

ELIGIBILITY DETERMINATION/VERIFICATION & FRAUD DETERRENCE

Eligibility determination begins when then landlord or tenant submits an application.

Case Managers and QA/QC analysts are tasked with maintaining program integrity and accountability. After the Case Manager performs the first review, the QA/QC analyst performs a review and determines eligibility. Once approved by the QA/QC analyst, the payment process begins, and the applicant receives funding.

All applications, documents, and data should support a valid, eligible tenant or landlord. Any attempt to intentionally deceive or mislead, create a false statement, make a purposeful omission or concealment of substantive fact is immediately reported to a member of program management. Program management will investigate and if fraud is confirmed, it will lead to immediate denial of an application and reported to the state for further assessment.

Neighborly Software was built from the ground up with security in mind. All data transmission is encrypted with 2048 bit SSL (https) encryption, and all data is encrypted “at rest” when stored in Microsoft’s SQL Azure relational database management system. Each client/tenant is provided with a unique URL for system access and a separate, unique database for all data storage. In addition, monthly vulnerability assessments are conducted to protect against unauthorized access and all site activity is recorded in an audit log which includes IP address logging. Below are a few highlights of our data security infrastructure:

- ✓ All data stored in Microsoft’s FedRAMP certified datacenters leveraging geo-replication for business continuity / disaster recovery support
- ✓ Secure authentication and authorization using Microsoft Identity Management
- ✓ Two-factor authentication is required for all logins from a new computer
- ✓ SSL 2048 bit SHA-2 encryption (https) ensures secure transmission of data over the Internet
- ✓ SQL Database encryption protects and encrypts all data “at rest”
- ✓ Data backups support Point In Time Restore to any point within the last 35 days
- ✓ Separate tenant database architecture logically isolates client data
- ✓ Tenant-specific audit log tracks all software activity with User Id and IP address logging
- ✓ Session timeout warnings and auto-logout after 30 minutes of inactivity
- ✓ Complex password requirements
- ✓ Protected against OWASP Top 10 with monthly vulnerability assessments using third party web application scanning tools

CASE MANAGEMENT PROCESS

The case management team's goal is to determine eligibility and process payments to applicants as quickly as possible. Prioritization, application review, and determination is a critical step for an applicant. Our team has decades of eligibility expertise and will leverage their years of knowledge. HORNE's case management leaders will assign the team applications from the pending eligibility queue to perform all services necessary to determine program eligibility. During this specific step, the application including supporting documentation will be evaluated.



STEP 1: PRIORITIZATION

Neighborly will be configured to ensure DCO's vision for prioritization is executed. One best practice for prioritization is based on a points system assigned on self-certified areas in the application. Points can be assigned for applicants with income less than 50% AMI, applicants unemployed for 90+ days, as well as applicants that have received an eviction notice.

Within a pre-defined application window (for example, 14 days), applicants meeting the prioritization criteria based on the points system will be reviewed first. Once those priority applications are reviewed, the applicants not meeting priority that were submitted in that 14 day window would be reviewed, and following those two rounds, all other applications would be reviewed in the order received.

STEP 2: ELIGIBILITY REVIEW

- ✓ **Rental Verification** – Tenant verified with a lease, rent roll, or other allowable sources.
- ✓ **Income Verification** – Household income calculated and verified to determine if below 80% AMI using 1040 Method by verification of IRS tax forms, current income documentation or other allowable sources.
- ✓ **Hardship Verification** - Hardship verified using acceptable documentation or allowable sources demonstrating a household member has qualified for unemployment benefits or has experienced a reduction in household income, incurred significant costs, or experienced other financial hardship due directly or indirectly to the coronavirus outbreak.
- ✓ **Homelessness or Housing Instability Verification** – Homelessness or Housing Instability verified using acceptable documentation or allowable sources demonstrating a household
- ✓ **Duplication of Benefit Verification** – Receipt of other Federal funded rental assistance program verified using allowable sources when feasible.
- ✓ **Calculation of Payment** – Payment is calculated to ensure compliance with program requirements.

Volumes of documentation could be provided for each eligibility criteria dependent upon the applicant's personal facts. This eligibility team has seen it all – Standard Operating Procedures and file review checklists tailored to accommodate these differences will be ready for use as the team determines the eligibility of each file. As reviews are completed, all notes, conclusions, and details will be saved in the audit log.

STEP 3: QA/QC REVIEW

Our team utilizes established checklists, testing procedures and processes to define documentation expectations for each applicant. Checklists are cross-referenced with the established program guidelines and Federal requirements to ensure we are only asking for documents necessary without excess.

HORNE's approach to executing the review and approval of applications will be flexible, scalable and adaptable to align with the vision and direction of DCO. The following workflow captures HORNE's approach to providing quality assurance for review and approval.

- ✓ Applicant submits application and required supporting documentation
- ✓ Analyst performs the eligibility review and provides determination to approve, deny or suspend the application to the QA/QC Reviewer, or determines the need for additional information
- ✓ QA/QC Analyst performs final review to determine to approve, deny or suspend the application
- ✓ For approved applicants, payment processing is initiated

If we identify missing documents, the case management team will notify the applicant the application is incomplete and work with the applicant to obtain the missing documents. In the event of identified fraud, waste and abuse, our program director will notify DCO for next steps.

STEP 4: NOTIFY LANDLORD & TENANT

After the payment calculation has been verified, the applicant will automatically be notified of assistance. Applicant will receive notification to enter ACH information and upload voided check in our Funds Disbursement Portal. Once provided, HORNE will review ACH information submitted by Applicant and prepare and processes prenote for all requests in dashboard with validated bank information. At that point, the application is teed up for payment processing.

STEP 5: DISPUTE RESOLUTION / APPEALS

HORNE will work with DCO to implement an appeals process following protocols already in place with DCO or to establish a process specific to the program. DCO would be the ultimate decision maker in the appeals process and HORNE will provide subject matter expertise and the specific eligibility details from the original decision.

STEP 6: PROCESS PAYMENT

Our origin as a public accounting firm has allowed us to build our payment process on a foundation of internal controls. Accordingly, HORNE's approach has facilitated the fastest payments in ERA programs in the country with applicants receiving payments just 8 days after program launch in Alabama.

Our approach to processing payments leverages our technology to automate calculations, streamline quality control, and expedite payments. We will report payment metrics consistently, accurately and transparently until the last dollar is disbursed.

The applicant will be notified to submit their ACH information to the secure funds disbursement portal. Once the applicant's bank account information has been verified, funds will be initiated and transferred for immediate disbursement.

B | Describe your organization's level of compliance and experience working with the privacy and security practices and processes as defined by the National Institute of Standards and Technology (NIST) and state and federal requirements regarding the use of protected information.

PRIVACY & SECURITY

HORNE's Compliance and privacy and security practices and processes as defined by the National Institute of Standards and Technology (NIST) and state and federal requirements regarding the use of protected information.

HORNE strives to ensure reliable and available service through ensuring security risks are identified, data is protected, activity is monitored, response efforts are effective, and recovery efforts strengthen our lessons learned so we are in the best position to anticipate your needs. HORNE's policies, procedures, standards, and guidance are based on the NIST SP 800-53r4 framework for security and privacy controls for information systems and organizations.

HORNE has developed policies and procedures to address information, personnel, and data security risks as classified in the following areas:

- ✓ Asset Management
- ✓ Business Continuity
- ✓ Configuration Management
- ✓ Document Management
- ✓ PHI Breach Notifications
- ✓ Identification and Authentication
- ✓ Incident Response
- ✓ Information Technology
- ✓ Maintenance
- ✓ Media Protection
- ✓ Personnel Security
- ✓ Physical and Environmental Protection
- ✓ Photo and Video Storage
- ✓ Confidential Information Protection
- ✓ Risk Assessments
- ✓ Security Assessments
- ✓ System Access Procedures
- ✓ Communication Protection
- ✓ System and Service Acquisitions
- ✓ Vendor Management

HORNE delivers solutions to clients that need to meet compliance standards to adhere to E-Government Act, Federal Information Security Modernization Act, Homeland Security Presidential Directive 12, Homeland Security Presidential Directive 7, OMB Circular A-11, OMB Circular A-130, and CFR200.

C | Describe the solution's recovery point objective (RPO) and recovery time objective (RTO)

SOLUTION'S RECOVERY POINT OBJECTIVE (RPO) & RECOVERY TIME OBJECTIVE (RTO).

HORNE's solution provides a recovery point objective for any point within the last 35 days. Backups of data can be recovered within 4 hours at any point.

AUDIT/RECORD RETENTION

E.7

A | Discuss your strategies for record retention, reporting capabilities, and information auditing experience and capabilities.

FIVE YEAR RETENTION POLICY

HORNE's system of record will be available to DCO during the interim period between contract term expiration and the completion of the program's 5-year record retention period.

Prior to the completion of the engagement, HORNE's team will work with DCO to proactively assess all needs anticipated during program closeout. Our commitment to DCO is that we will remain your partners and accommodate any request you need regarding access to the system. Generally, we provide "Read Only" accounts for our grantee partners upon project completion. This level of access provides grantee staff with access to all documentation required to ensure compliance with federal recordkeeping requirements including entire case files, support documentation, and case narratives. Additionally, DCO may submit a request directly to the HORNE team's IT staff which will immediately address the need. As examples, the IT staff can be contacted to create, disable, and unlock accounts for system access.

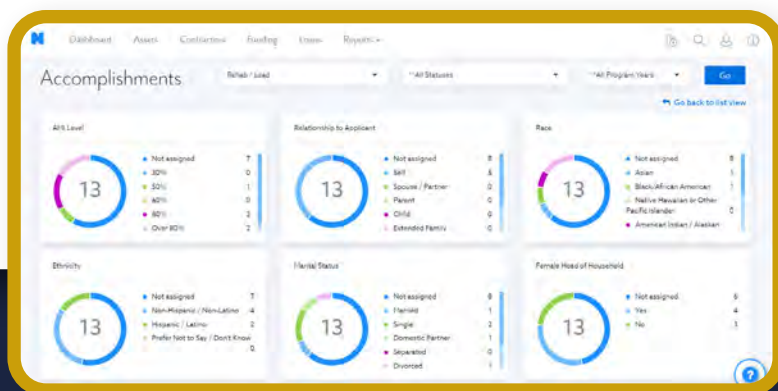
DCO may prefer to receive program data and store the same outside of the HORNE team's system in a future system of record. Should this be the case at a future point in time, we can develop custom API endpoints for DCO to download data and documents related to Arkansas' ERAP. At the conclusion of DCO's record retention period, the HORNE team will coordinate with DCO to transfer the data and documents to a permanent storage solution of your choosing.

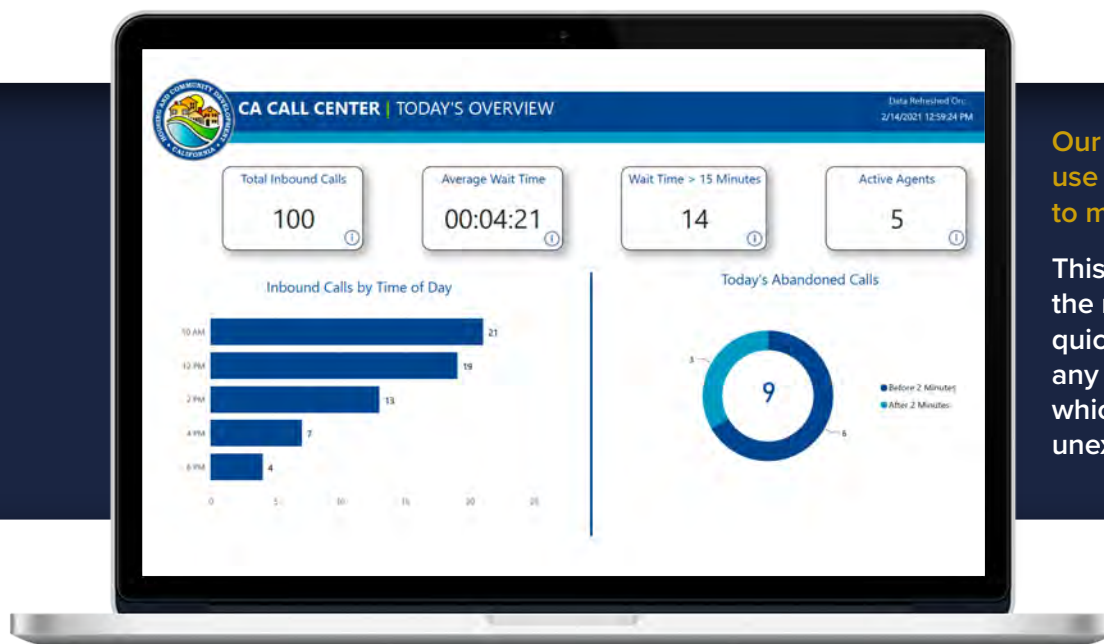
REPORTING CAPABILITIES

HORNE's solution provides real time reporting capabilities. We turn your data into information through visual dashboards and exportable reports that can be analyzed to put you in the best position for increased response times and impactful insight. We provide you with a designated Business Analyst that understands your policy decisions and strategies. Business Analysts will be able to connect the dots between policy and data so that you have the full picture from your data. Coupling the reporting capabilities, real-time dashboards, and designated Business Analysts to connect it all together, managing your program data can be more impactful in telling the story of how your emergency response has changed the lives of the citizens and communities of your state.

We know the reliance you put on your data and that's why we focus to protect the confidentiality, integrity, availability, and privacy of your information so you can make sound decisions for the people in your state most affected by this emergency.

PRODUCE CONSOLIDATED REPORTS
Automatically consolidate all ERAP data into one comprehensive Treasury report.





Our management team will use real-time data generated to monitor key metrics.

This real-time data will allow the management team to quickly identify and address any metric or indicator which is out of bounds or unexpected.

INFORMATION AUDITING EXPERIENCE & CAPABILITIES

HORNE's system is tailored to protect against the unknowns of Treasury's guidance. This funding stream is not HUD; its risk profile is especially unique. 100% of all applications are audited by internal quality assurance teams for compliance to validate the submission.

HORNE's solution provides audit logging capabilities for each case. Additionally, the solution provides the capability for user activity logging. HORNE has implemented frequent review procedures to monitor user activity to detect potential cybersecurity events. Our procedures include escalation and reporting steps so that appropriate stakeholders are notified, and response efforts can begin to minimize the impact and, in most cases, completely deter threats that could compromise the integrity of the system. We believe in being better and every lesson learned is incorporated into our information security policies and infrastructure enhancements.

IMPLEMENTATION PLAN

E.8

A | Outline your plan for completing implementation no later than April 1, 2021 and key milestones to reach disbursement of at least 65% of total ERA funding by September 30, 2021 and 100% by December 31, 2021. Include a timetable of implementation activities as well as the activities expected to be completed by DHS.




Our service only matters if it's timely, and there is no room for learning on the job when DCO must receive the first applications in May. Thankfully, the HORNE Team has consistently launched the nation's largest housing recovery programs on schedule or ahead of plan. For over 15 years, HORNE has been providing housing assistance program management for missions in New York, New Jersey, Colorado, North Carolina, Texas, Puerto Rico, and across the Southeast.









Just this year HORNE hired, on-boarded, trained and deployed nearly over 400 team members to publicly launch ERA programs in **TEXAS, ALABAMA, TENNESSEE, and CALIFORNIA.**



Through our technology, call center, case management and program leadership, **IN ONE STATE ALONE WE SUCCESSFULLY ACCEPTED OVER 12,000 APPLICATIONS AND 30,000 CALLS ON DAY 1.**

We recognize launch is critical to your program success, and other milestones are also essential to maximize funding for the residents of Arkansas. A collaborative approach including targeted outreach and marketing, combined with robust expectations for review and approval of applications will set you up for achieving 65% disbursement of funding by September 30.

		WEEK 1							WEEK 2							WEEK 3							WEEK 4						
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
		4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	5/23
PROGRAM MARKETING & OUTREACH	Discovery Session																												
	Social Media Campaign Development & Launch																												
	Paid Advertising Launch																												
	Community Action Agency Workshops																												
	Website Development and Launch																												

		WEEK 1							WEEK 2							WEEK 3							WEEK 4						
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
		4/26	4/27	4/28	4/29	4/30	5/1	5/2	5/3	5/4	5/5	5/6	5/7	5/8	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5/21	5/22	5/23
CONFIGURATION OF SYSTEM	HORNE-led discovery session; finalize tailored Configuration plan																												
	Finalize configuration of and launch portal																												
	DCO Application Portal Testing																												
	Reporting and Dashboard Tailorization																												
	System live for application intake																												
	System live for eligibility review																												
	Reporting and Dashboard Launched																												
CALL CENTER & CUSTOMER SERVICE	Discovery Session with DCO: Call Center Configuration																												
	Customer Service & QA/QC Training Plans Provided to DCO																												
	Initiate and Complete Call Center Testing																												
	DCO Confirms Training Plan																												
	Train HORNE Customer Service Team																												
	Launch Call Center Services																												
CASE MANAGEMENT TEAM & QA/QC TEAM SERVICES	Case Management Team Training																												
	QA/QC Team Training																												
	Case Management Team Process Applications / Eligibility Reviews																												
	QA/QC Team Reviews Applications/ Eligibility Determinations																												
FUND DISBURSEMENT	Team Reviews & Verifies Calculations																												
	Recommend for Payment																												

CONFLICT OF INTEREST

HORNE affirms that we do not currently have any conflicts of interest associated with the scope of work detailed in RFP 710-21-0035. HORNE further affirms that if selected for this contract, we will not engage in any activities that would constitute a conflict of interest throughout the contract timeframe period.



HOT SPRINGS, ARKANSAS

