



State of Arkansas

Department of Human Services

Bid Number: 710-21-0035

Emergency Rental Assistance (ERA) Program

Opening Date & Time: 03/19/2021, 09:00 AM CDT



STATE OF ARKANSAS
OFFICE OF PROCUREMENT
ARKANSAS DEPARTMENT OF HUMAN SERVICES
700 Main Street
Little Rock, Arkansas 72203

RESPONSE PACKET
710-21-0035

CAUTION TO VENDOR

Vendor's failure to submit required items and/or information as specified in the *Bid Solicitation Document* **shall** result in disqualification.

SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	[REDACTED]		
Address:	[REDACTED]		
City:	[REDACTED]	State:	[REDACTED]
Zip Code:	[REDACTED]		
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"/> African American	<input type="checkbox"/> Hispanic American	<input type="checkbox"/> Service Disabled Veteran
	<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	
<i>fact information to be used for bid solicitation related matters.</i>	
Contact Person: [REDACTED]	Title: [REDACTED]
Phone: [REDACTED]	Alternate Phone: [REDACTED]
Email: [REDACTED]	

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 to be disqualified:

Authorized Signatur _____	Title: _____
Printed/Typed Name: _____	Date: _____

SECTION 1. 2. 3 - VENDOR AGREEMENT AND COMPLIANCE

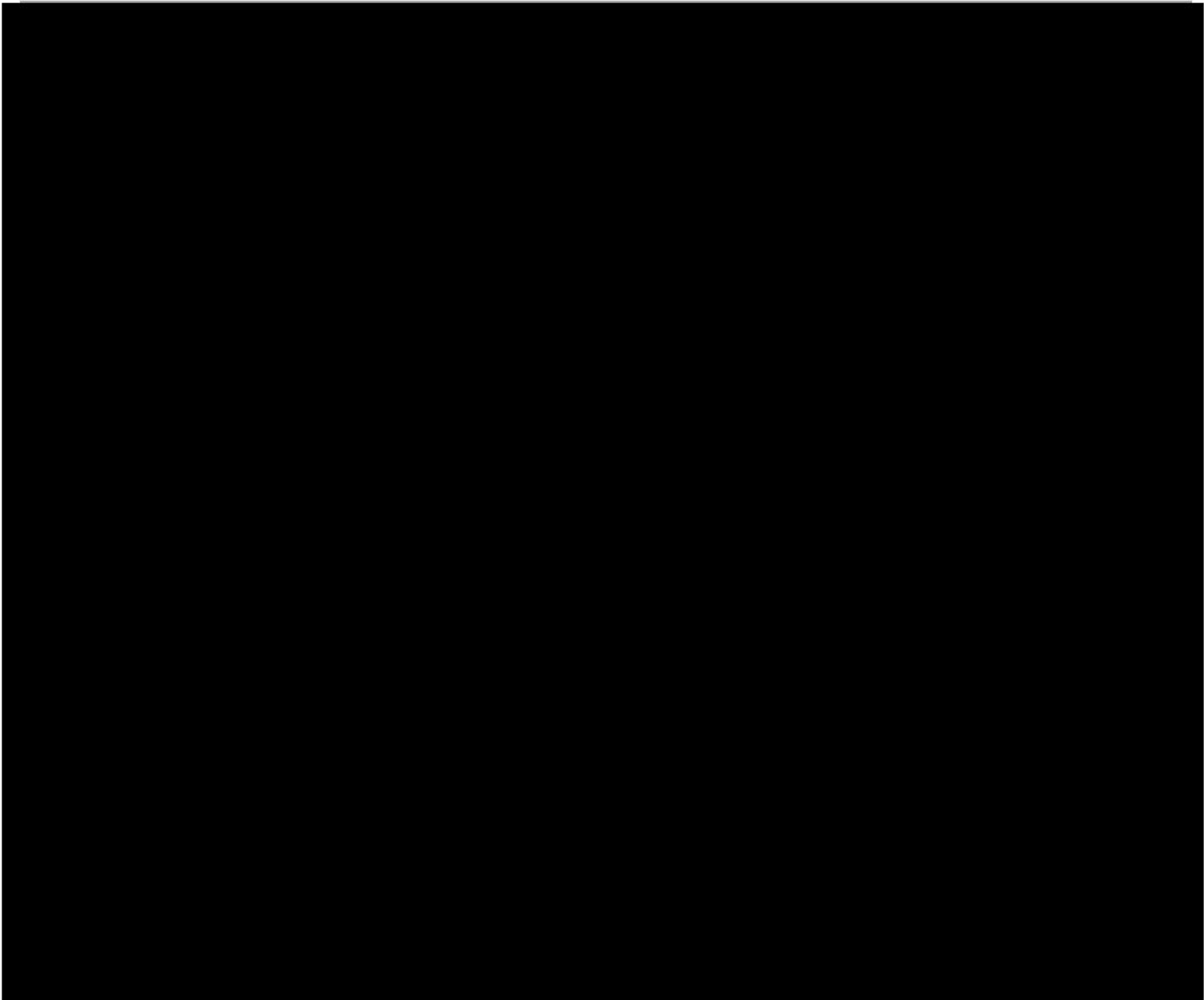
- Any requested exceptions to items in this section which are NON-mandatory must be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation itemnumber to which the exception applies.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

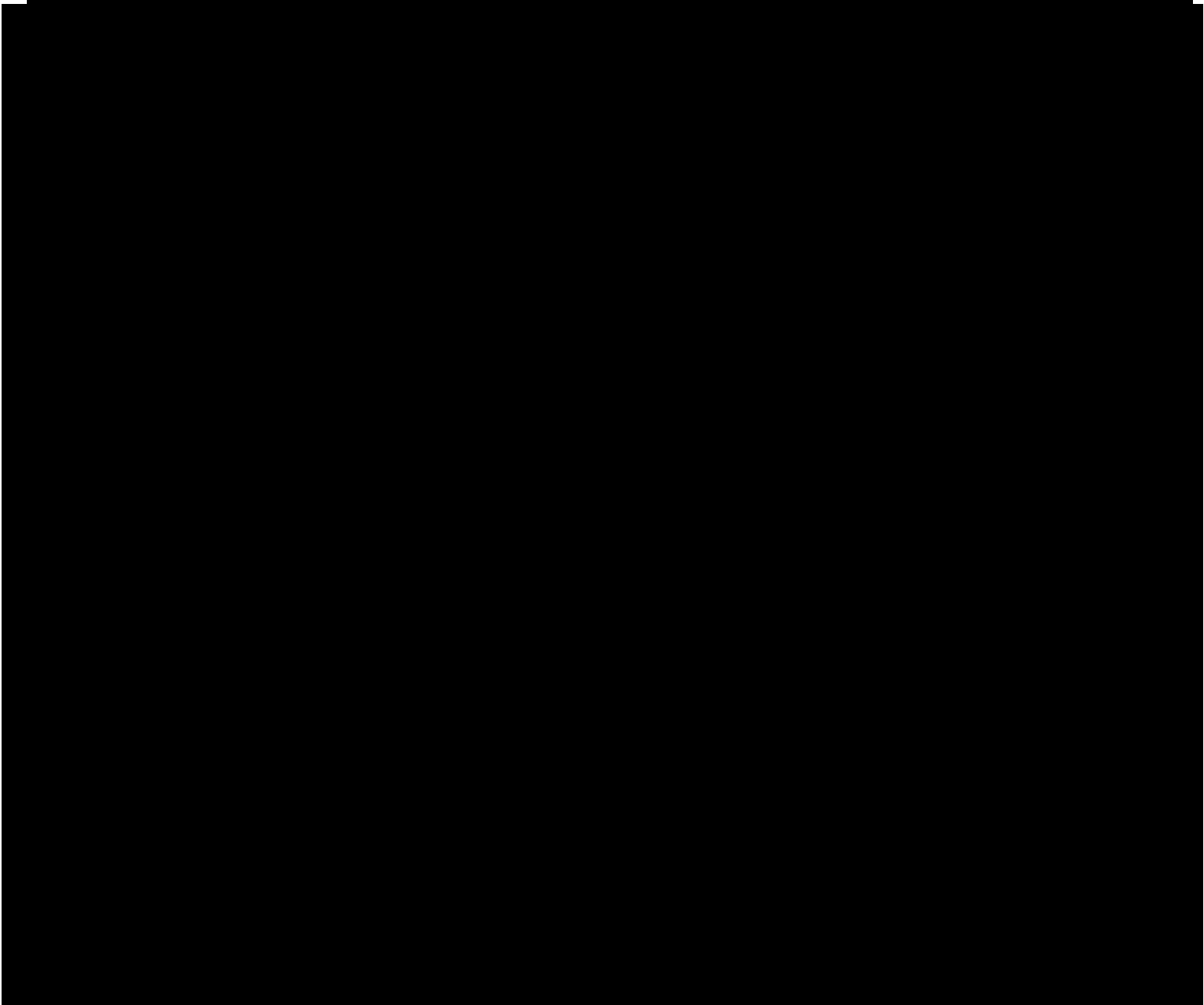
Deloitte Consulting is pleased to submit its Proposal to support the State on this important program. As indicated in our Proposal, Deloitte Consulting is providing these services to numerous state and local entities. As demonstrated by our work on other critical State programs, we are committed to providing high quality services and support.

Deloitte fully appreciates the emergency nature of this procurement and appreciates the opportunity to identify items that we believe may require further clarification. We are fully committed to work expeditiously and in good faith with the State to clarify approach and finalize the contract for execution on or before April 6th so that the State's ERA Program can commence as desired on April 26, 2021.

Deloitte Consulting's proposal is based on these items as set out below.

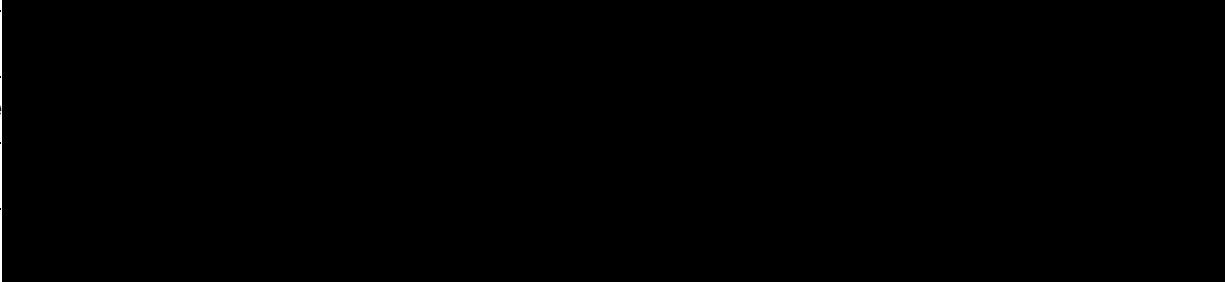
RFP Reference	Subject	Assumptions, Clarifications and Exceptions
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By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation. **Use Ink Only**

Vendor Name:
Authorized Signature
Print/Type Name:



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
[Redacted]		

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

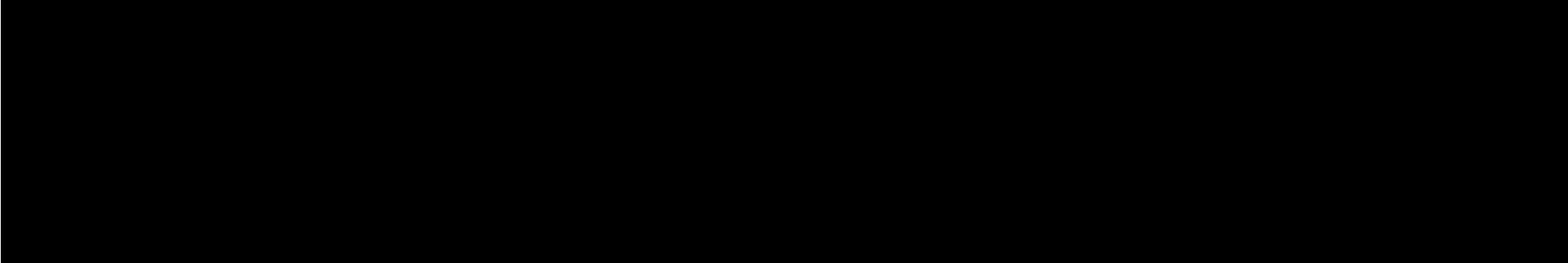
By signature below, vendor agrees to and shall fully comply with all Requirements related to subcontractors as shown in the bid solicitation.

Vendor Name:	[Redacted Signature Area]
Authorized Signature:	
Print/Type Name:	

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.



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 <small>[senator, representative, name of board/ commission, data entry, etc.]</small>	For How Long?		What is the person(s) name and how are they related to you? <small>[i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]</small>	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
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 <small>[senator, representative, name of board/commission, data entry, etc.]</small>	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 _____

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.

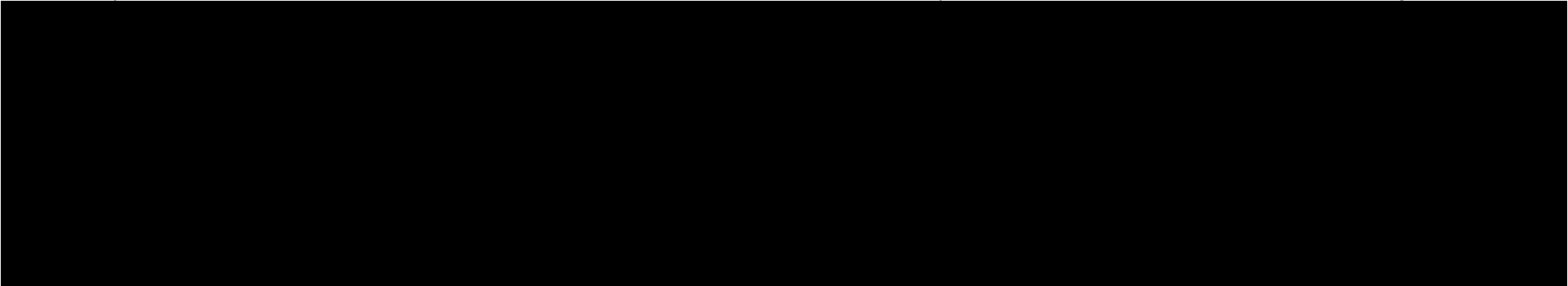
As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

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




Agency Number <u>0710</u>	Agency Name <u>Department of Human Services</u>	Agency Contact Person _____	Contact Phone No. _____	Contract or Grant No. _____
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.001 Introduction


This policy covers the broad outline of our organization's commitment to provide equal employment opportunities and details the procedures to report a complaint. Defined terms may be noted in the body of this policy or, if italicized, may be found in the  section.

.002 Equal Employment Opportunity Statement



 are equal opportunity employers and prohibit unlawful discrimination. Each U.S.-based Firm recruits, employs, trains, compensates and promotes without regard to race, religion, creed, color, citizenship, national origin, age, sex, pregnancy, gender, gender identity/expression, sexual orientation, marital status, disability, genetic information, veteran status or any other legally protected basis, in accordance with applicable federal, state or local law.

Each U.S.-based Firm will make reasonable efforts to accommodate the expression of religious beliefs, as long as that expression does not harass or intimidate coworkers or place an undue hardship on its business or that of another U.S.-based Firm. *Employees* seeking a religious accommodation should contact .

As federal contractors, each U.S.-based Firm also provides an affirmative action program for minorities (race/ethnicity), women, disabled and Vietnam-era veterans and persons with disabilities (see APR 202 Affirmative Action Policy Statement , as applicable. The U.S.-based Firms will not discharge or in any other manner discriminate against *Employees* or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another *Employee* or applicant. However, *Employees* who have access to the compensation information of other *Employees* or applicants as a part of their essential job functions cannot disclose the pay of other *Employees* or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is 1) in response to a formal complaint or charge, 2) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or 3) consistent with the U.S.-based Firms' legal duty to furnish information, as applicable.

In response to a request from a qualified individual with a disability, each U.S.-based Firm will make a reasonable accommodation that would allow such individual to perform the essential functions of his or her job, unless doing so would create undue hardship on its business or that of another U.S.-based Firm. *Employees* who wish to make such a request, should contact [REDACTED] [REDACTED]

The U.S.-based Firms provide equality of benefits between 1) their respective *Personnel* with spouses and their *Personnel* with domestic partners (same or opposite sex), 2) between spouses of their *Personnel* and domestic partners of their *Personnel*, and 3) between dependents and family members of spouses and dependents and family members of domestic partners in accordance with federal, state or local laws, rules or regulations and the U.S.-based Firms' administrative practices. If the U.S.-based Firms offer or make available a benefit that covers, applies to, or is made available to or for the benefit of spouses of their respective *Personnel*, such benefit shall be deemed to cover, apply to, or be available to or for the benefit of domestic partners of their *Personnel*, unless disallowed by law.

.003 Complaint Procedure

The following procedures should be followed whenever an individual believes that he or she has been the subject of discriminatory treatment or observes or has knowledge of an actual or potential violation of the U.S.-based Firms' policy on equal employment opportunity.

- Report the conduct in question to a supervisor, a manager, a *Partner*, Talent, the [REDACTED] or the Chief Ethics and Compliance Officer. The individual reporting the conduct may choose the one he or she is most comfortable with-the choice is strictly up to the individual.
- Anyone in a supervisory or management position who observes or has knowledge of an actual or potential violation of the U.S.-based Firms' policy on equal opportunity employment has an obligation to report the situation to Talent, a *Partner*, the [REDACTED] or the Chief Ethics and Compliance Officer, regardless whether the individual believes it has already been reported. Failure to report an actual or potential violation of this policy may result in disciplinary action.
- Report the offending incident or conduct promptly. The individual making the complaint should report the incident or conduct even if in the past it was not reported, or if he or she has taken some time to decide to make the complaint. The individual also has the option of addressing the incident or conduct in question directly with the individual(s) responsible for the offending incident or conduct only if he or she is comfortable doing so; however, even in such instances, the individual is encouraged to report the incident or conduct.
- The U.S.-based Firms have no requirement for the form or content of the complaint, only that it be made in good faith. The complaint may be verbal or written. It is suggested that the individual making the complaint provide as much information as possible regarding the offending incident or conduct, such as what happened or is continuing to happen, the person or persons engaging in the incident or conduct, and the timing of the incident or conduct. If available, the names of witnesses should be provided, but an individual should not hesitate to report a violation of this policy merely because there are no witnesses or because he or she cannot identify the witnesses.

The U.S.-based Firms are required to, and will, investigate any complaint relating to equal employment opportunity received from any of their *Personnel* and will take appropriate action under the circumstances, up to and including termination of employment or appropriate action pursuant to the applicable partnership agreement. If inappropriate behavior is substantiated by the investigation, there is a range of possible consequences, including:

- Verbal counseling
- Additional mandatory training
- Letters of reprimand
- Impact to performance evaluation and/or discretionary bonuses
- Monetary fines (for *Partners*)
- Termination of employment or appropriate action pursuant to the applicable partnership agreement

The consequences will take into consideration the facts and circumstances. Confidentiality for all parties involved will be respected to the utmost extent possible. With respect to equal employment opportunity, [REDACTED] prohibits retaliation (including harassment, intimidation, threats, coercion, and/or discrimination) because an individual has in good faith: 1) filed a complaint relating to equal employment opportunity; 2) assisted or participated in an investigation, proceeding or any other activity related to the administration of any federal, state, or local law requiring equal employment opportunity; or 3) opposed any act or practice made unlawful by any federal, state or local law requiring equal employment opportunity.

Moreover, if an individual believes that in connection with work for the U.S.-based Firms, a client, vendor, or other third party is subjecting him or her to discriminatory treatment, these same procedures to report the conduct in question should be followed. Although the U.S.-based Firms may not have the same control over outside persons as it does over their own *Personnel*, the organization will still examine the complaint relating to equal employment opportunity promptly and take whatever action is appropriate under the circumstances.

.004 Definitions

For the purposes of this policy the following are defined:

Employees - [REDACTED]

Partners - [REDACTED]

Personnel - [REDACTED]

.005 Applicability, Dates and Notices

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Date of Last Review: June 2020

Date of Last Revision: October 2020

Supersedes: Administrative Policy Release 211, issued June 2020

Notice: This Administrative Policy Release ("APR") is in effect for [REDACTED] their respective subsidiaries located in the U.S. (collectively referred to as the [REDACTED])

[REDACTED]

[REDACTED] and may be exercised, as is deemed appropriate, at any time, in whole or in part, for any reason or in the absence of a particular reason, and without prior notice, consent, or approval. This APR also may apply to individuals who are not personnel of any U.S. Firm. Failure to comply with this APR may subject (i) personnel of the applicable U.S. Firm(s) to disciplinary action, up to and including termination of employment or appropriate action pursuant to the applicable partnership agreement, as the case may be, and (ii) individuals who are not personnel of any U.S. Firm, to appropriate action. This APR contains proprietary and confidential information of the applicable U.S. Firm(s). It is solely for use by and distribution to the individuals who are subject to this APR. [REDACTED]

[REDACTED]

Additional Notice for U.S.- based Firms' personnel: This APR is not intended to, nor does it, constitute or create a contract or an enforceable promise of any kind on the part of any U.S.-based Firm. Nothing in this APR is intended to alter or affect the basis of employment with any U.S.-based Firm, which is employment at will.

INFORMATION FOR EVALUATION

- Provide a response to each item/question in this section. Vendor may expand the space under each item/question to provide a complete response.
- **Do not** include additional information if not pertinent to the itemized request.

	Maximum RAW Score Available
E.1 EXPERIENCE AND QUALIFICATIONS	
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.	5 points
B. Provide an organization chart with job descriptions, including minimum qualifications, for key personnel and Project Lead.	5 points

OUR RESPONSE



E.1 EXPERIENCE AND QUALIFICATIONS

Our response to this section is organized to address each of the two requirements as follows:

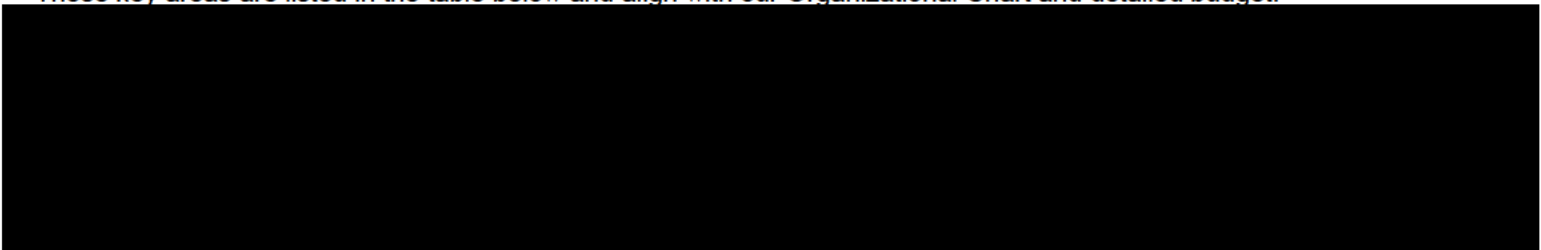
- E.1.A Our Experience
- E.1.B Organizational Chart and Qualifications

E.1.A Our Experience

Organizations don’t provide service—people do. What really makes a difference are the people who serve you and their commitment to your success. We have worked with the Arkansas Department of Human Services (DHS) for more than three and a half years to help modernize critical services and are pleased to be leading the implementation of DHS’s integrated eligibility system and the maintenance of 120 human services applications. During this time, we believe we have shown our commitment to bringing a team of highly qualified and committed professionals to partner with DHS. Just as we have with ARIES, on this project we will bring our best team, our expertise in managing Federal funds, and our “no-surprises” approach while delivering swiftly and accurately. Further, we offer Arkansas recent, relevant experience implementing, maintaining and administering program eligibility, supporting call center operations and providing crisis management services to states with similar target populations as defined for the Emergency Rental Assistance Program. We have a proven solution portfolio and team that exceeds the requirements for this RFP. This means that DHS gets leadership it already knows with program eligibility, program integrity, and cyber security experience, supplemented with new expertise in crisis management and call center operations, who understand this business domain and the technical solution.

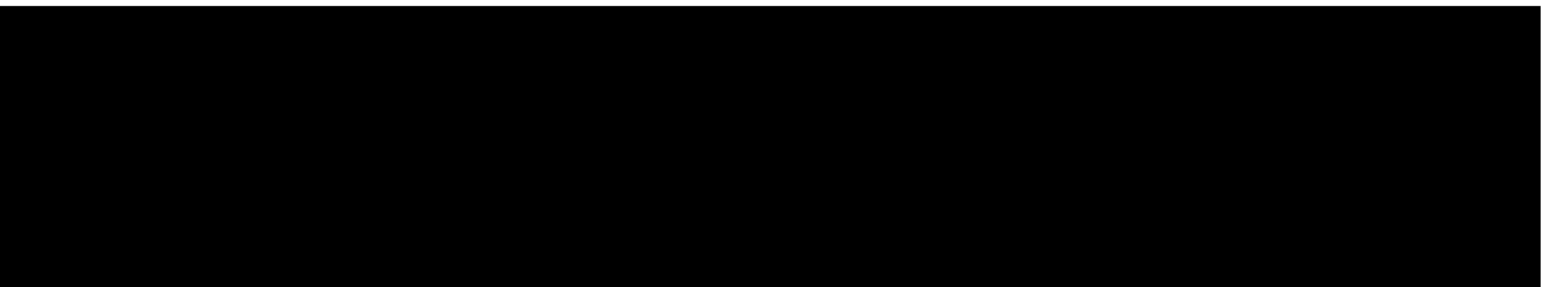
During the pandemic, Deloitte is proud to have partnered with states across the country to provide innovative solutions to respond quickly to constituent needs, meet changes to Federal and states policies, and to plan for and achieve critical objectives. This experience ensures we have expertise in each of the key areas outlined in the RFP as well as a program management team that will guide DHS through the administration of the Emergency Rental Assistance Program. We hope to continue to build on our successful work with DHS in the area of eligibility with this program.

These key areas are listed in the table below and align with our Organizational Chart and detailed budget.

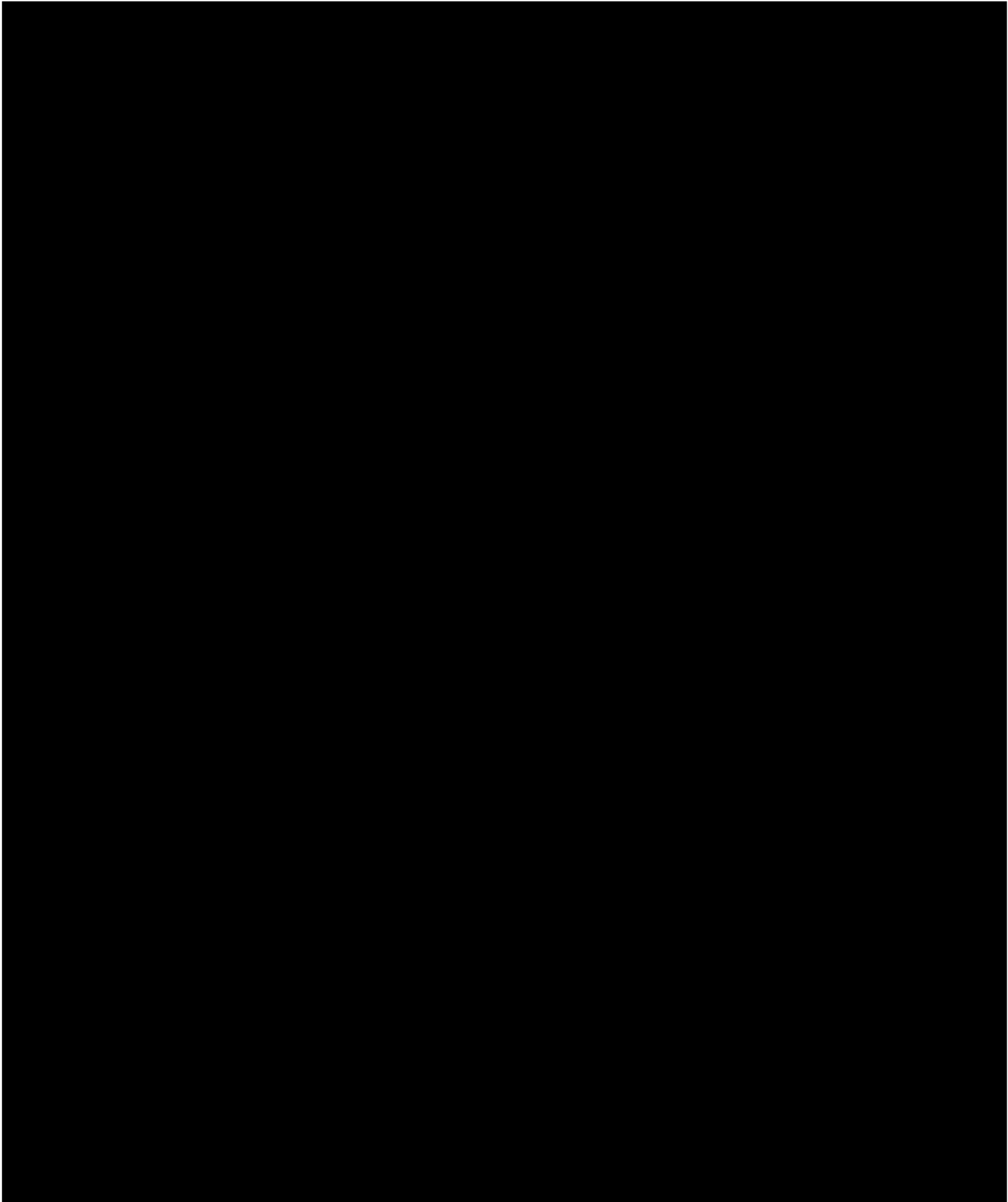


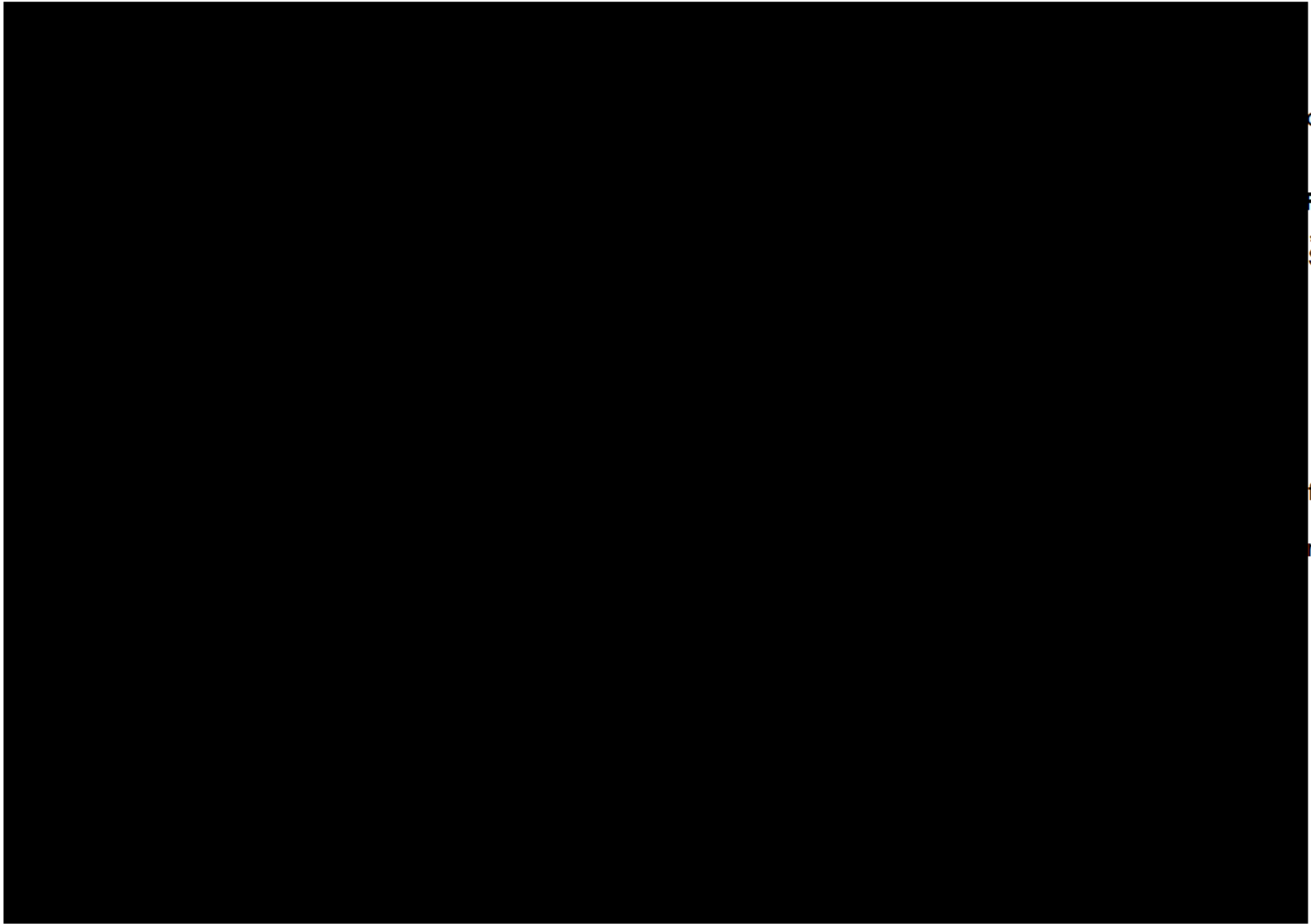


Current ERA Engagements of Similar Size and Scope



Beyond the capabilities DHS sees daily, we have proven, recent experience standing up and administering emergency assistance programs, including specifically the ERA program. In accordance with RFQ requirements, we have provided a description of our relevant experience below for your review and consideration.



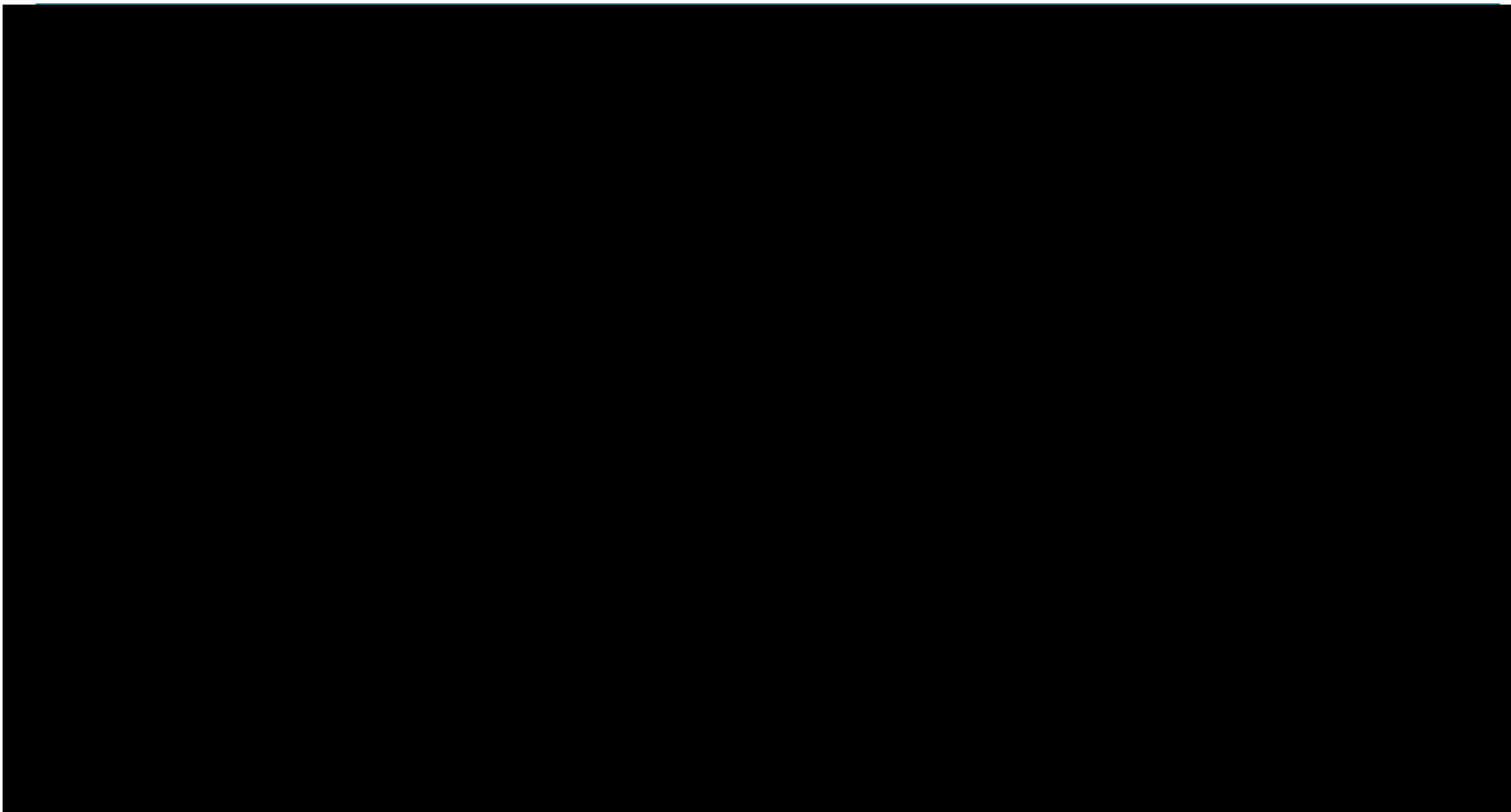


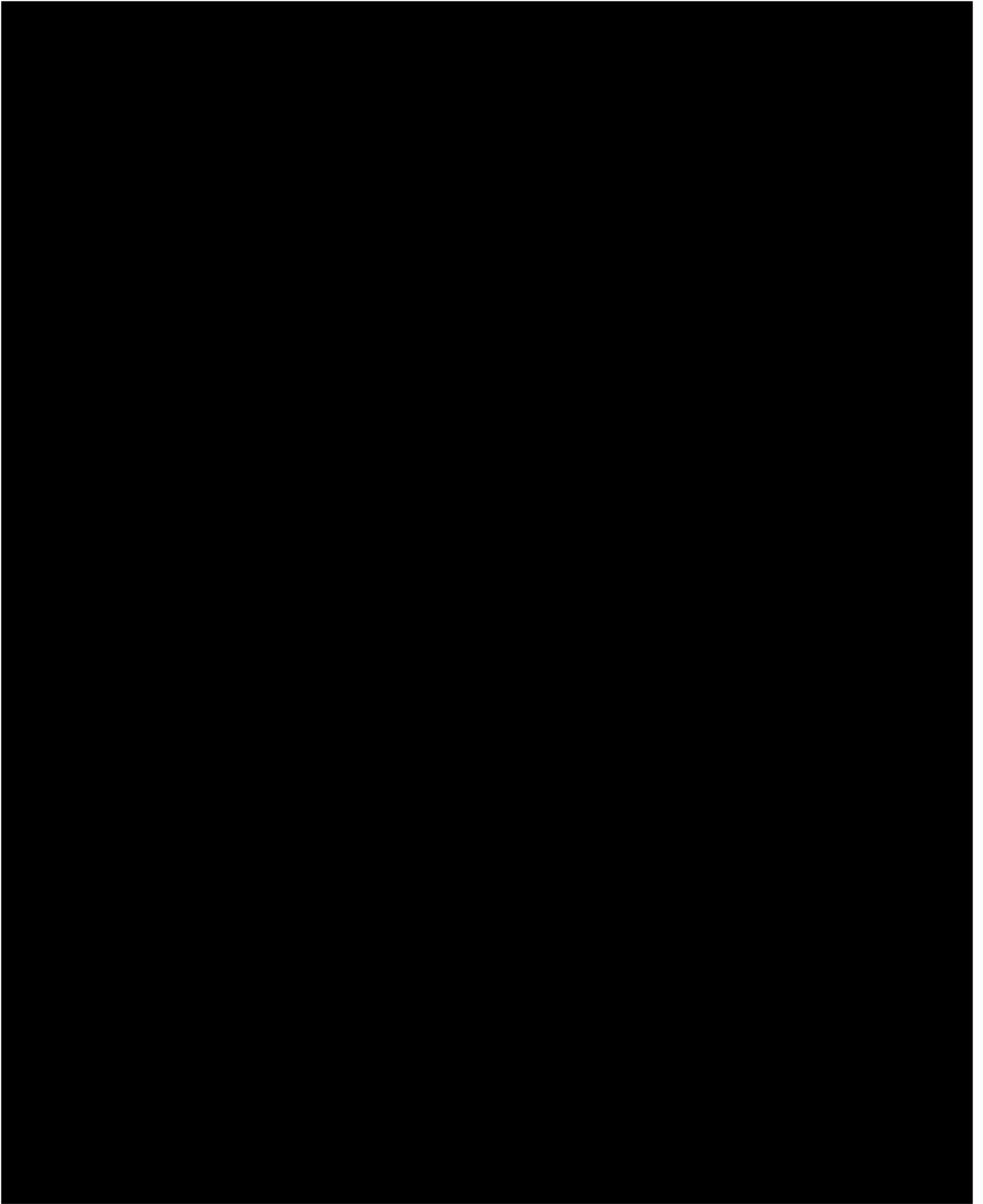
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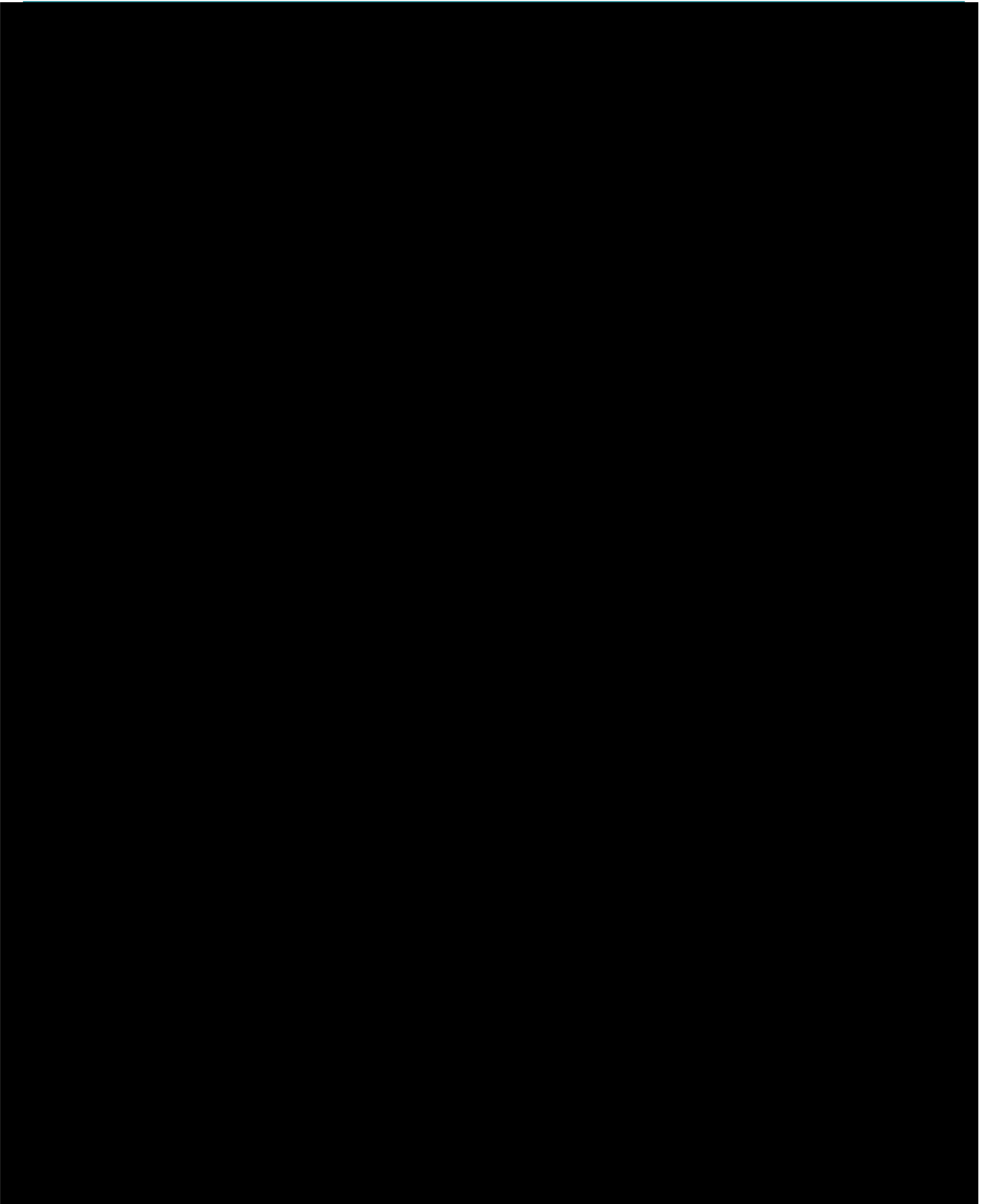
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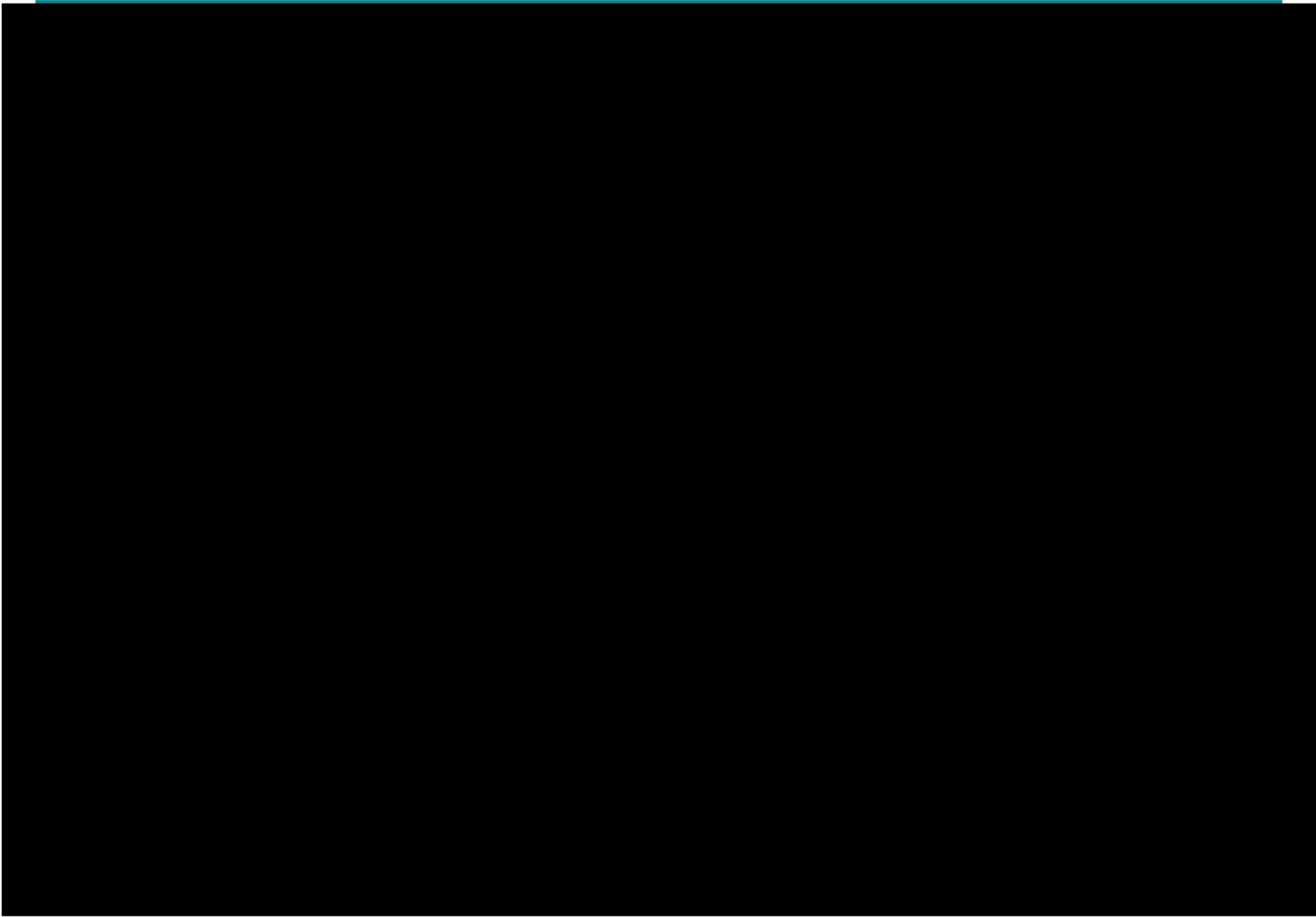
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The table below illustrates additional recent, relevant experience with the services requested in this RFP.









E.1.B Organizational Chart and Qualifications

We have carefully crafted our project team based on the capabilities, expertise, and the scope of tasks to accomplish the activities requested by DHS and by leveraging our experience establishing and implementing similar systems and programs. The Deloitte organizational chart is shown in the figure below. Each member of this team meets the desirable qualifications and has the necessary experience and knowledge to successfully implement and perform the tasks and services listed within the Scope of Work.

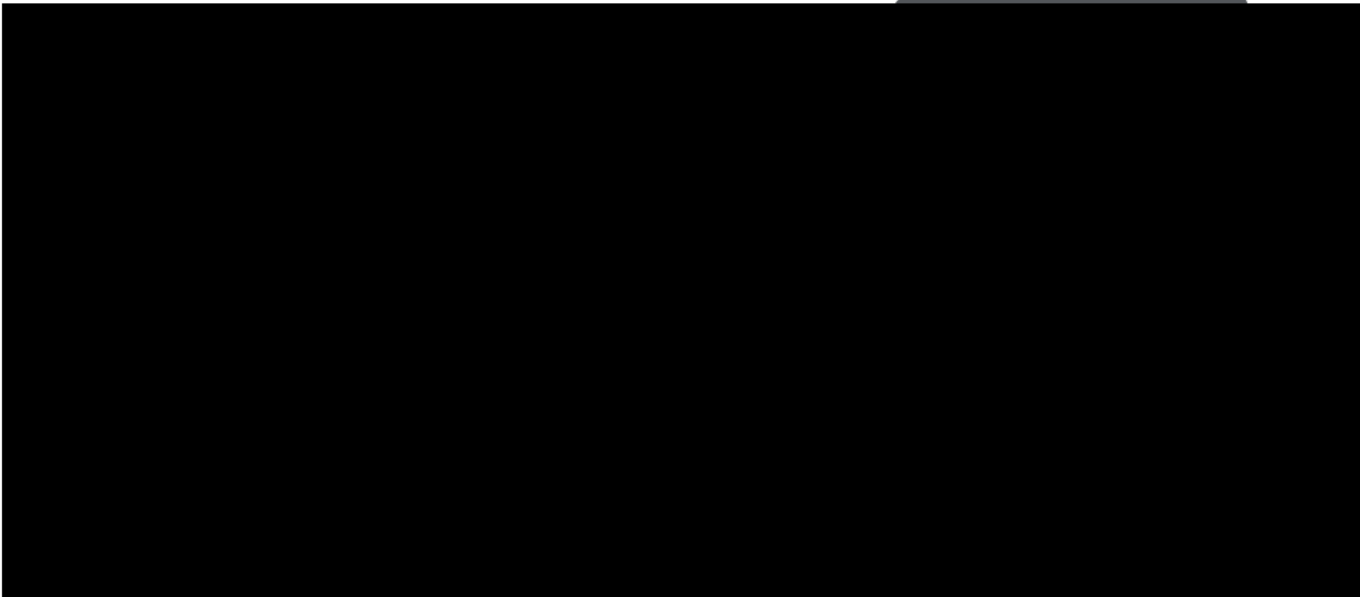
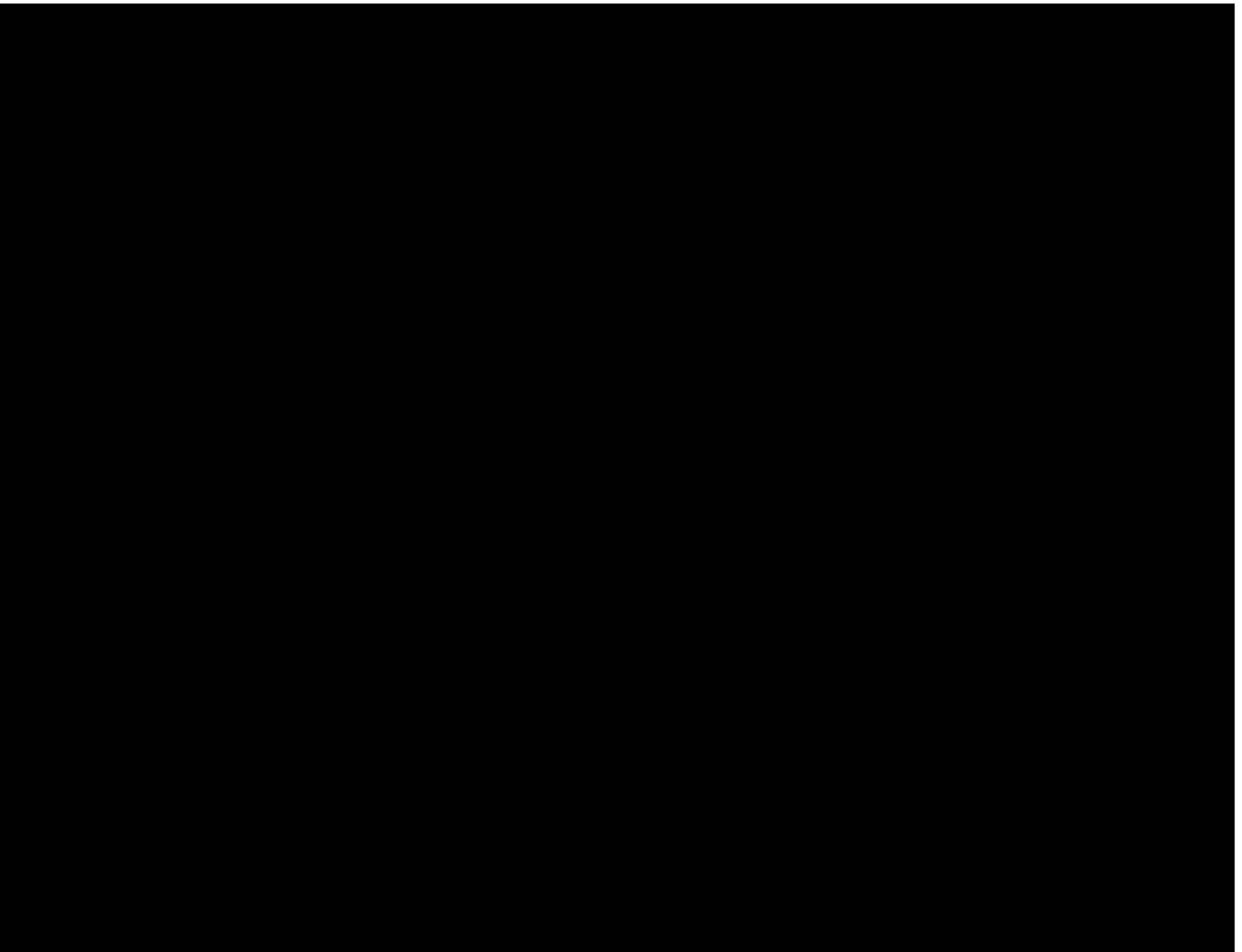
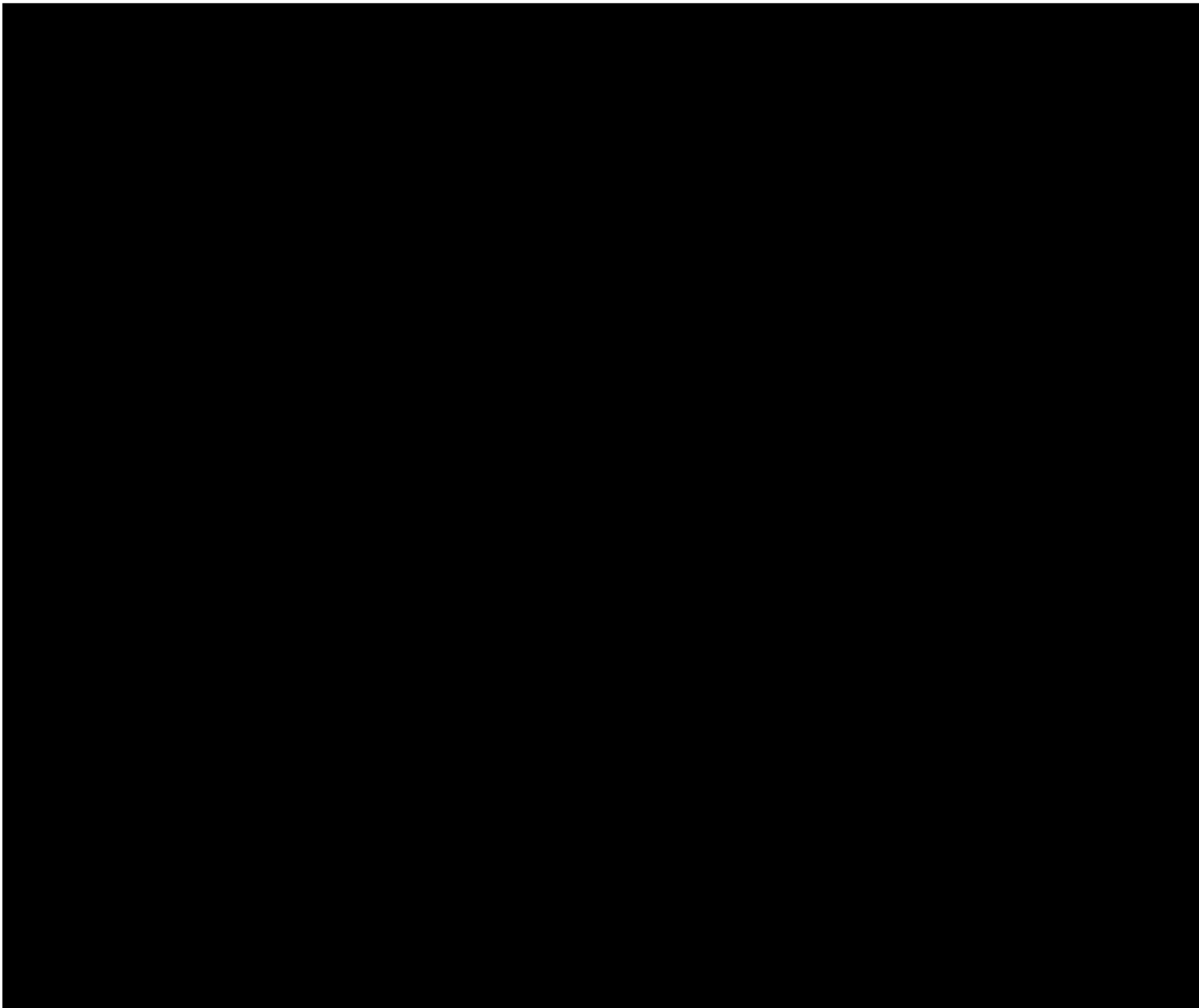


Figure 4.Org Chart for the Arkansas ERA program. program.

In the table below, we highlight the experience and qualifications of our proposed management staff and illustrate that our professionals meet the desirable qualifications and have the necessary experience and knowledge to successfully implement and perform the tasks and services outlined within Section 1.1 of the RFP.





	Maximum RAW Score Available
E.2 CLIENT ASSISTANCE CAPABILITIES	
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.	5 points
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.	5 points



OUR RESPONSE

E.2 CLIENT ASSISTANCE CAPABILITIES

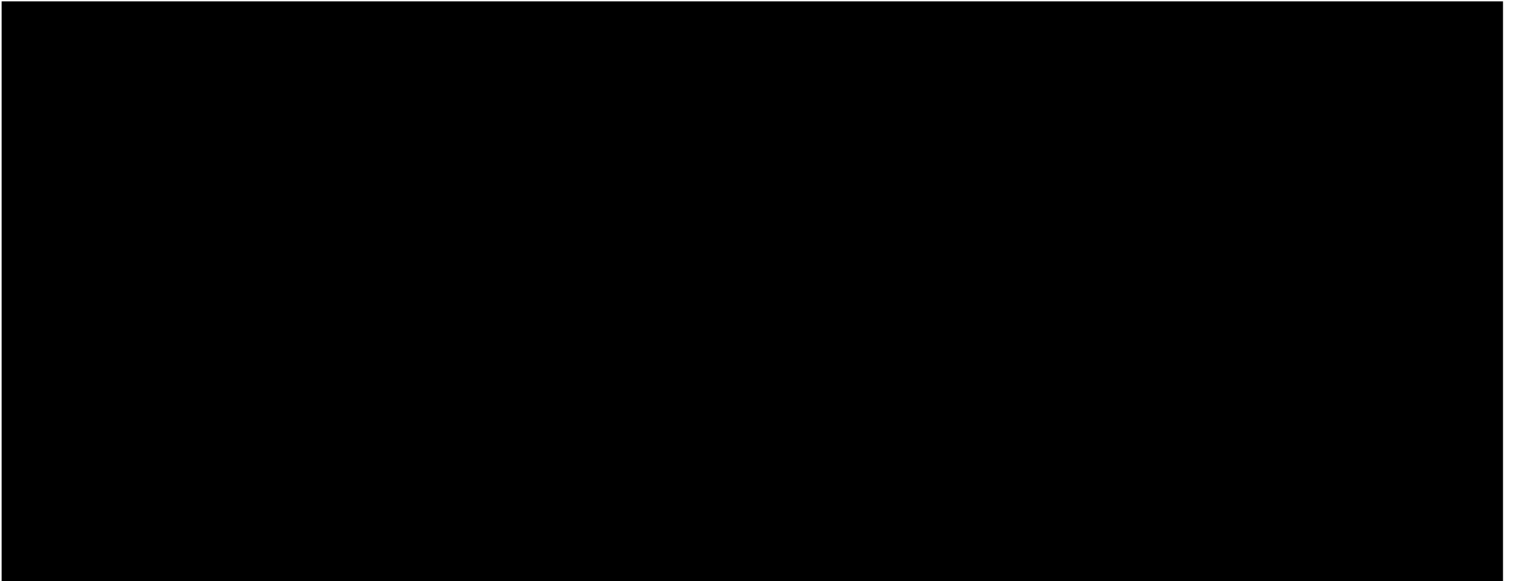
Our response to this section is organized to address each of the two requirements as follows:

- E.2.A Client Assistance Functions and Training Methods
- E.2.B Communication Capabilities

E.2.A Client Assistance Functions and Training Methods

Deloitte is pleased to collaborate with the DHS to mobilize quickly, and efficiently administer this program to help make sure Arkansans receive timely and critical rental assistance. We bring to DHS a highly skilled **Crisis Management team** that can quickly and efficiently scale a team of professionals for immediate and unforeseen reasons, with a proven experience in emergency operations. **Well-trained professionals**, including **Workforce Management staff**, **Rental Assistance staff**, **Program Integrity staff** and **Quality Assurance staff** will be fully equipped and trained to begin work by the contract award date. The sections that follow provide an overview of our approach for Application Processing, Call Center, and Training.

Electronic and Paper Application Processing

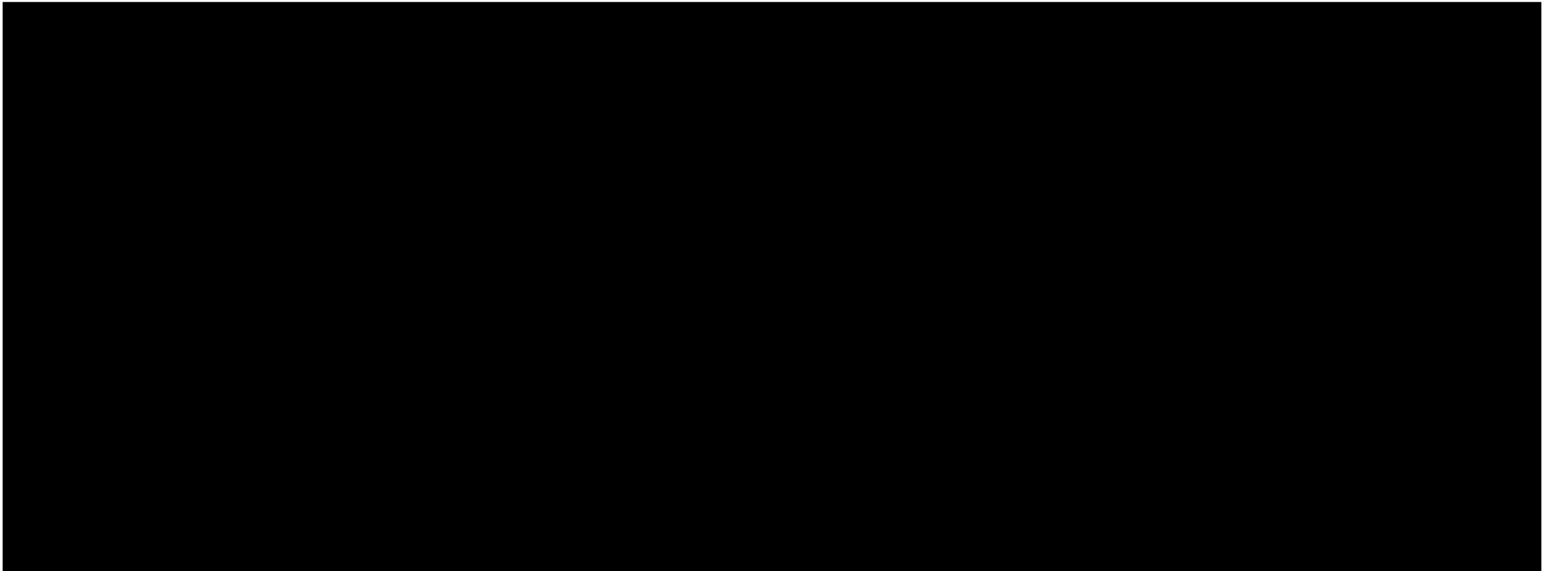


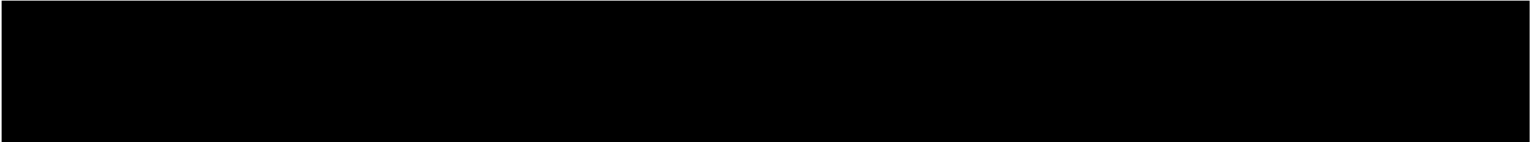
Tracking and Matching



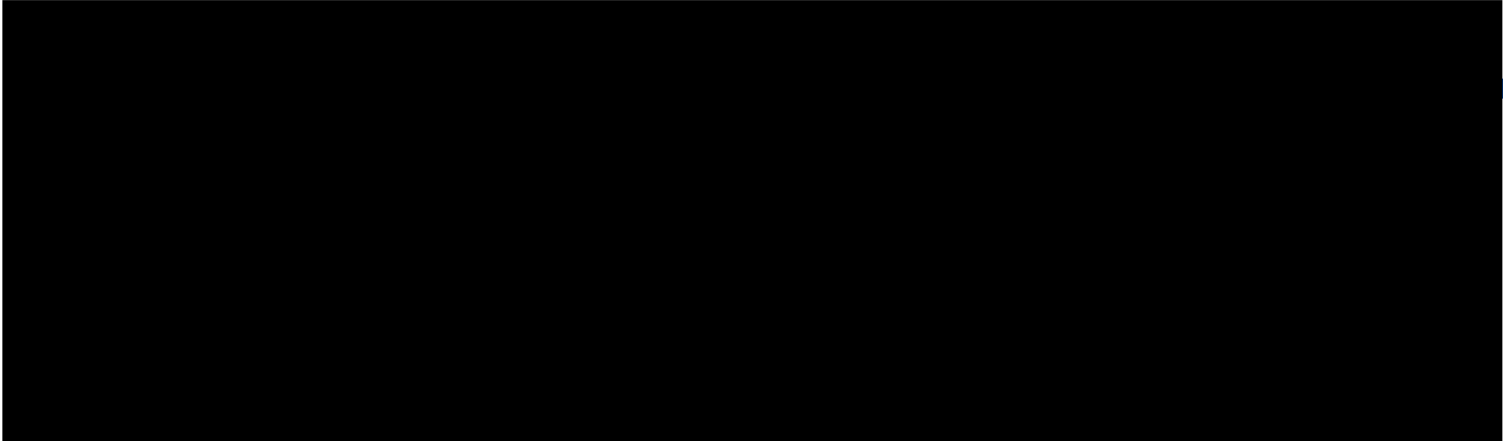


The Applicant and Landlord portals provide the following features:

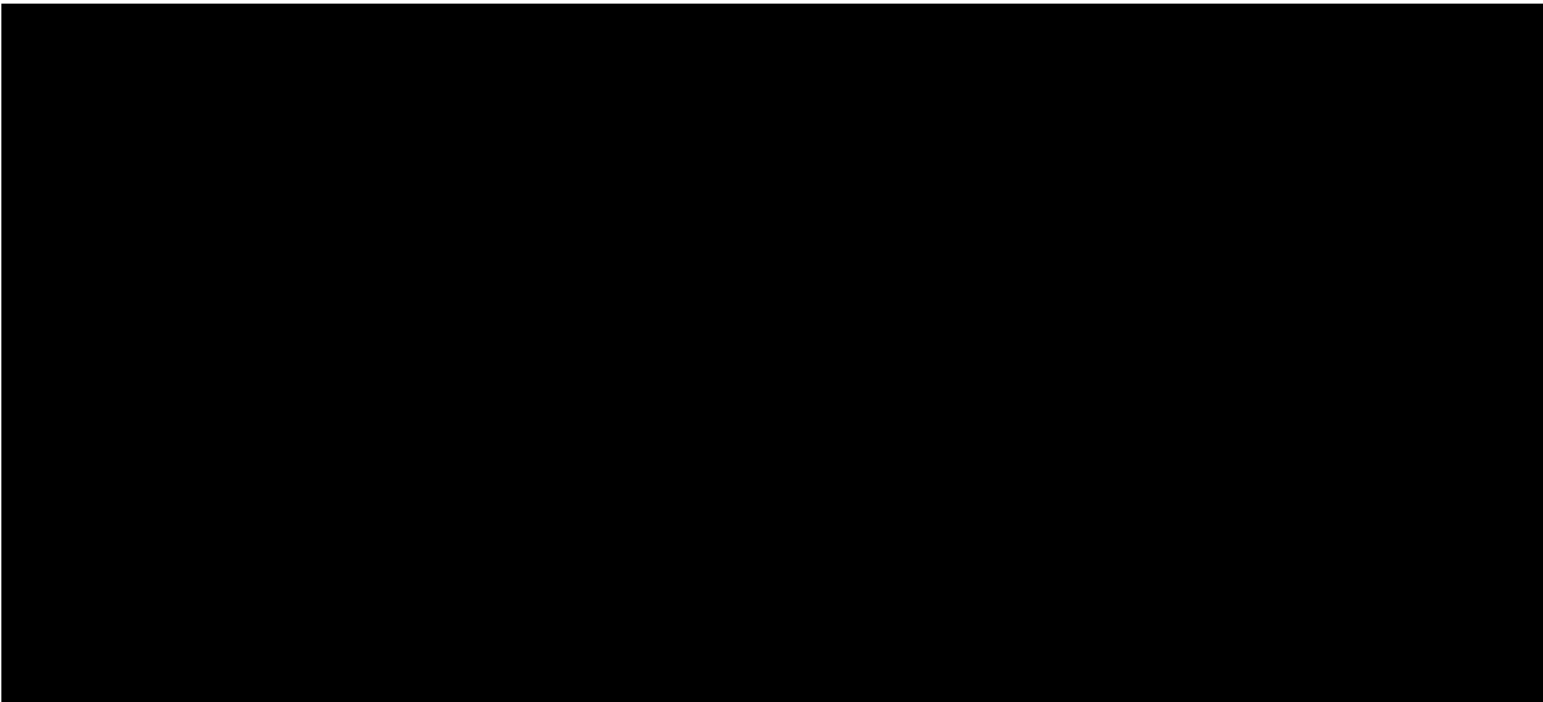




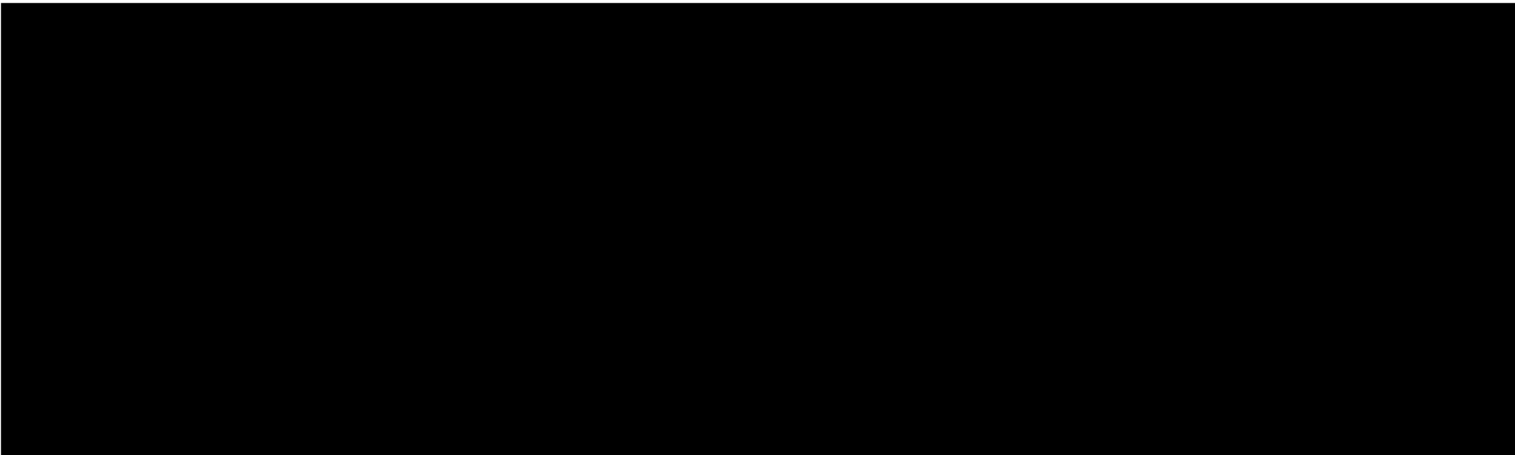
Customer Assistance

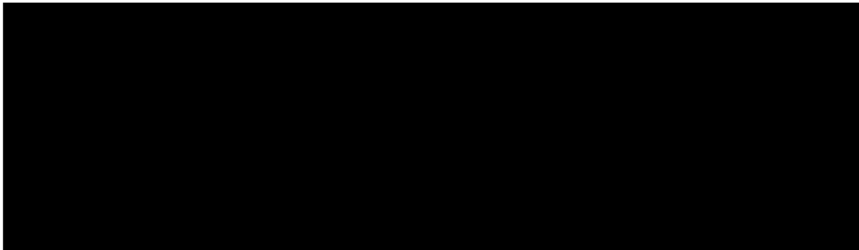


Call Center



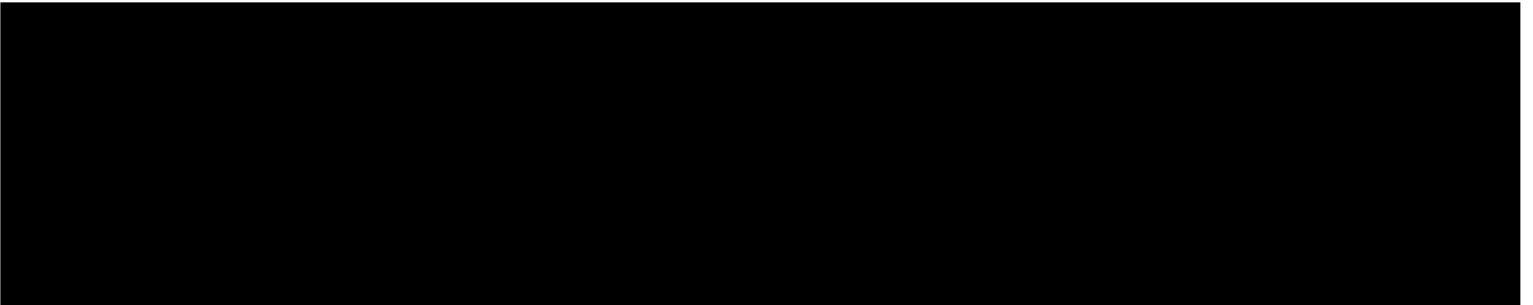
Our Approach





With Deloitte, you have a team that can establish and rapidly operate a call center, while infusing innovation into current state operations and always maintaining sight of the applicant experience. With a group of talented cross-functional specialists, and industry leading partners, we elevate and modernize the applicant experience, increase efficiency of agents, and reinvent the future of work for support operations.

The Arkansas ERAP Call Center proposed by Deloitte is rounded out by the following on informed ratios, skills and escalation tiers that allow Deloitte to deploy a complete solution with the needed agents, supervisors, support staff, and leadership. This would include but it is not limited to agents, supervisors, quality assurance analysts, trainers, knowledge management analysts, and workforce management analysts.



Workforce Management (WFM)



Figure 11. Our Approach to Workforce Management

Inquiry support

Deloitte understands the importance of providing accurate information and support upon inquiries from governing legislature. The following internal controls and quality control practices will be in place for Call Center operations and assist with these inquires:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Training

As the industry leader in training development, Deloitte brings cutting edge technologies and tools to Arkansas. Deloitte has trained more than 100,000 agents by executing our training methodology that focuses on the tools, technology and practical experience to deliver a world-class customer experience. In addition, Deloitte will also leverage our recent Integrated Eligibility project experience designing, developing, and delivering 2,000+ trainings in Arkansas to develop materials that speak to the residents of Arkansas. This is done by creating a curriculum of modules that focus on the following:



Figure 12. Approach to Training

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

E.2.B Communication Capabilities

Deloitte understands the importance of serving clients and applicants in a language they can comprehend. If adequate accommodations are not met, it can be a significant challenge for non-English speaking residents to comprehend the services intended for their support, as well as to understand the actions they need to take in order to procure it. We also understand that there are populations with cultural and/or health disparities, our team includes professionals with the required training to sensitively and effectively address the needs of these individuals.

[Redacted]

[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Special Populations



	Maximum RAW Score Available
E.3 TECHNOLOGICAL CAPABILITIES	
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 states and programs using it.	5 points
B. Describe your strategies for providing redundancy, fault tolerance, and an uptime of 99.9% scheduled website availability.	5 points
C. Describe your approach to a user-friendly, easy to understand interface for applicants. Include screen shots or examples to illustrate.	5 points
D. Describe the system's user-side document upload capabilities and mobile support.	5 points



OUR RESPONSE

E.3 TECHNOLOGICAL CAPABILITIES

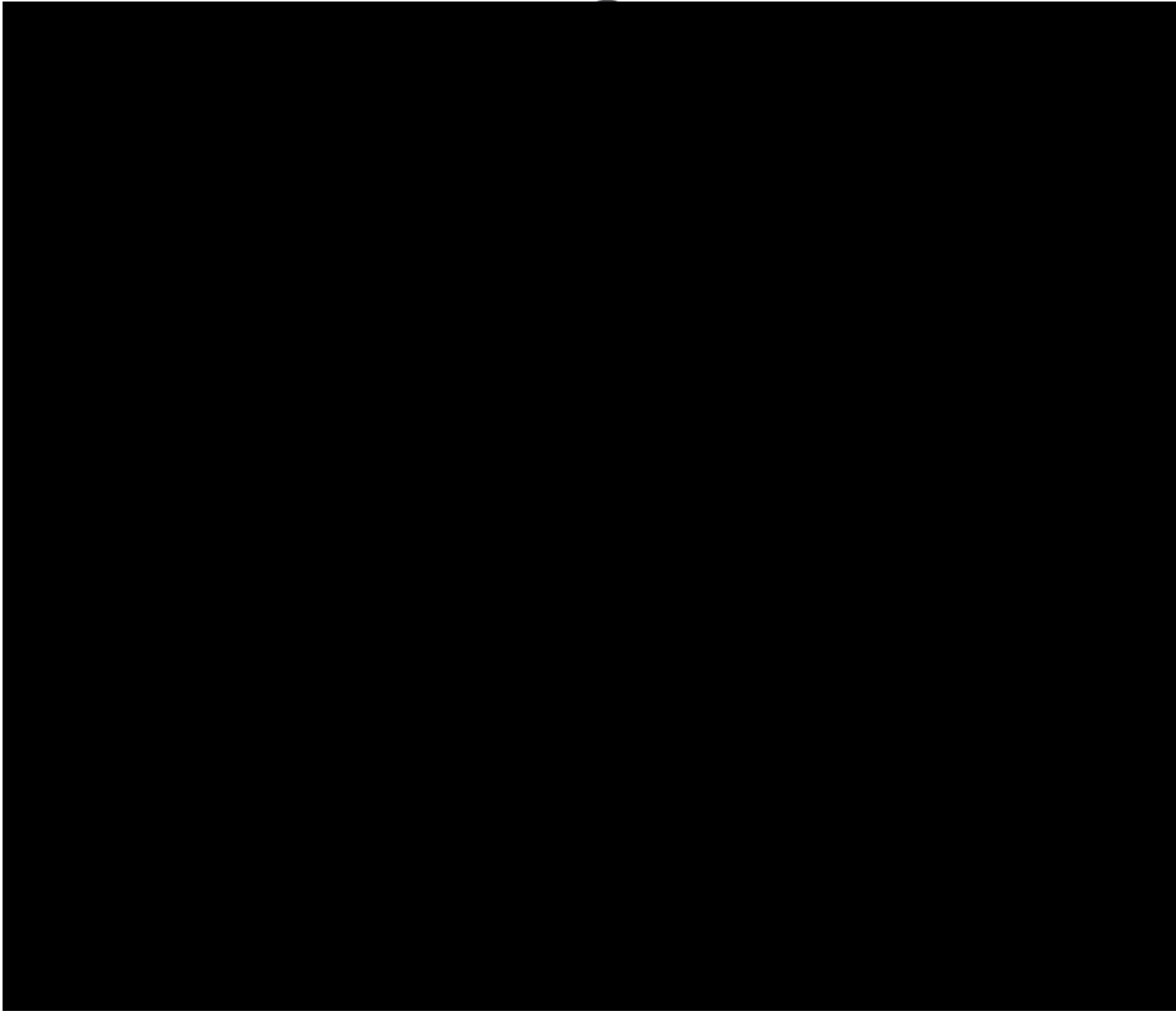
Our response to this section is organized to address each of the two requirements as follows:

- E.3.A Proposed Solution Description
- E.3.B System Uptime and Performance
- E.3.C User Interface
- E.3.D Document Management Capabilities and Mobile Support

E.3.A Proposed Solution Description

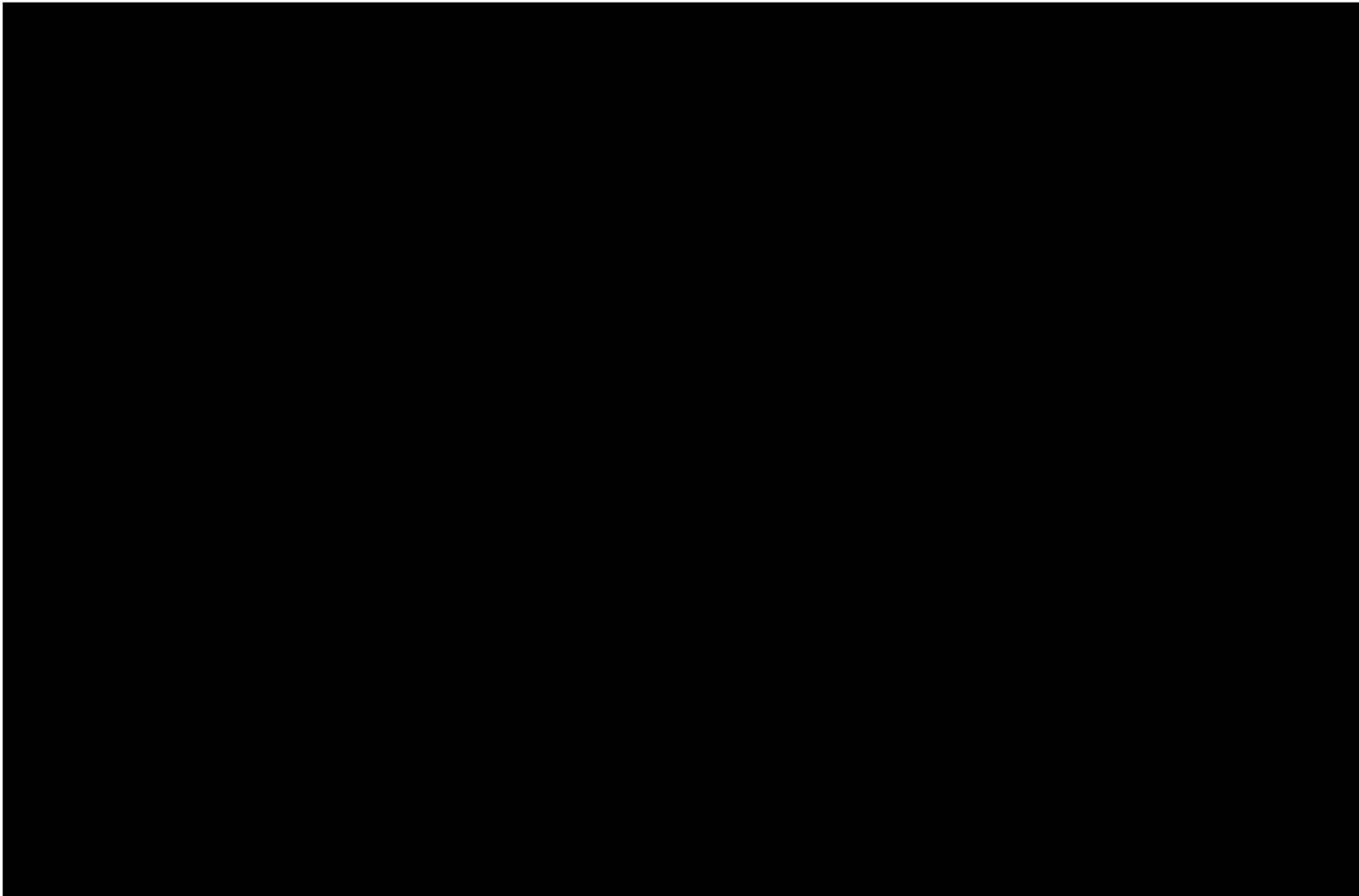
In order to meet the requirements outlined in the RFP and help DHS administer the ERAP program in a timely and accurate manner, we are proposing the following services and technology which we will provide in a highly coordinated and orchestrated manner.

This section provides an overview of each of the services and the technology solution we use to meet DHS' needs to effectively deliver the ERAP program. Our solution is designed to provide the enabling technology to serve each of the following stakeholders shown in the Figure 14 shown below.





Technical Architecture Overview



[Redacted text block]

[Redacted text block]

Configuration Approach

[Redacted text block]

[Redacted text block]

[Redacted text block]

Integration Approach

[Redacted content]

Security Approach

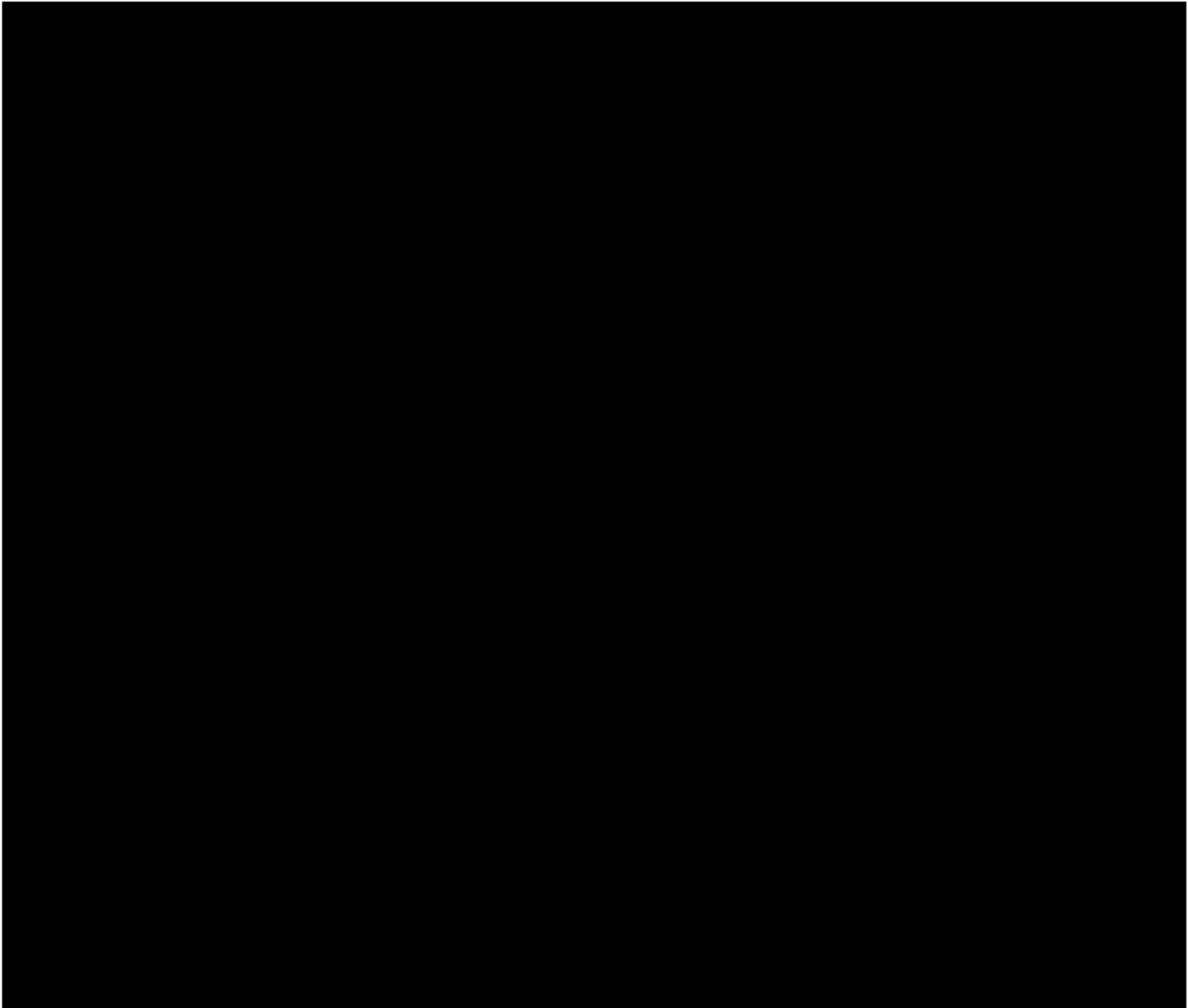
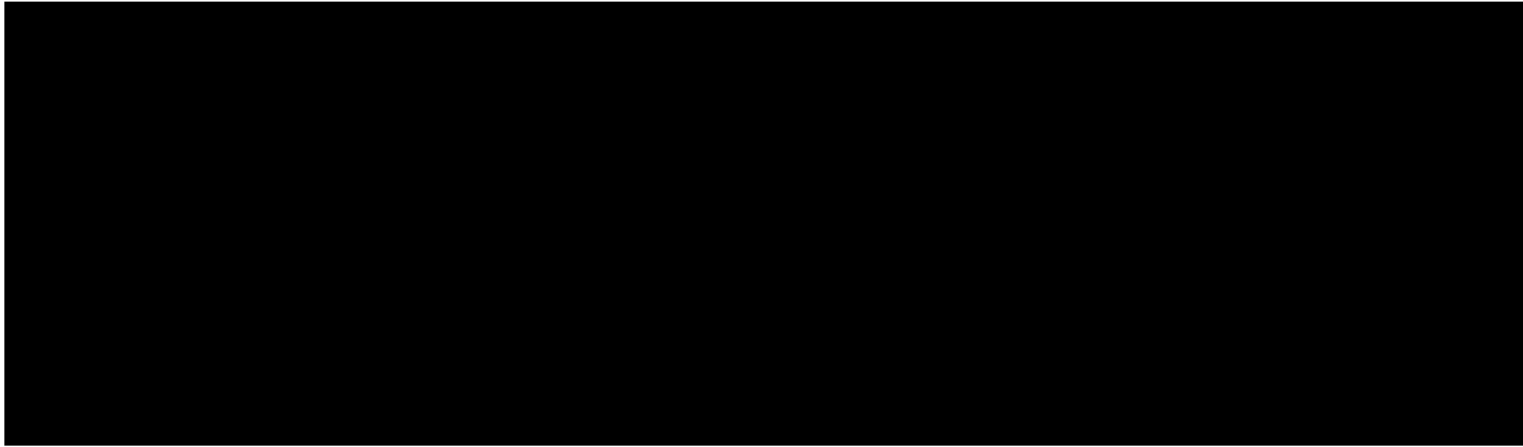
[Redacted content]

Reporting and Analytics

[Redacted content]

E.3.B System Uptime and Performance

[Redacted content]



E.3.C User Interface



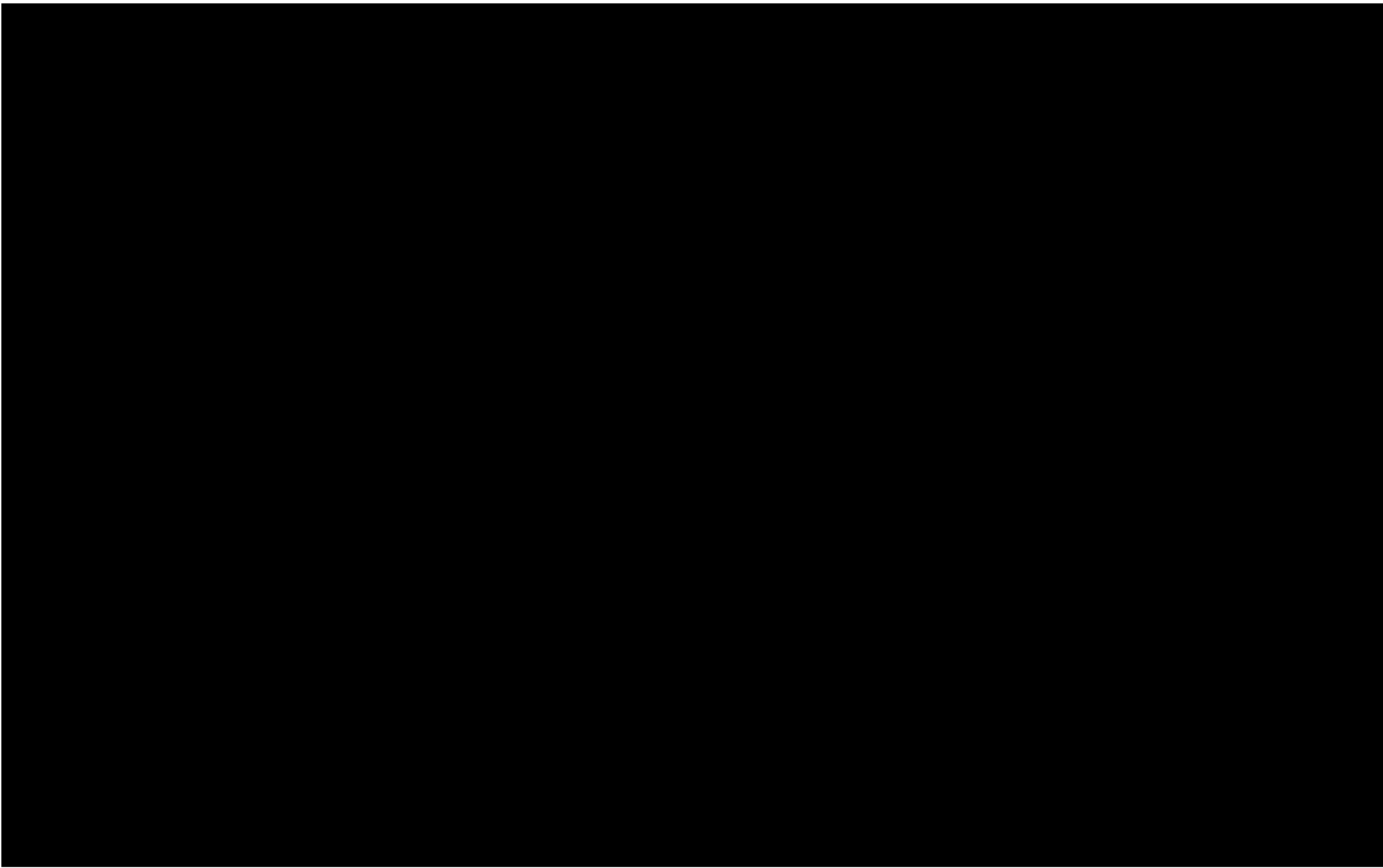
The ERAP Solution is a user-friendly and secure web-based application with a clear and uniform human centric design. The

[Redacted]

[Redacted]

[Redacted]

[Redacted]



System Accessibility



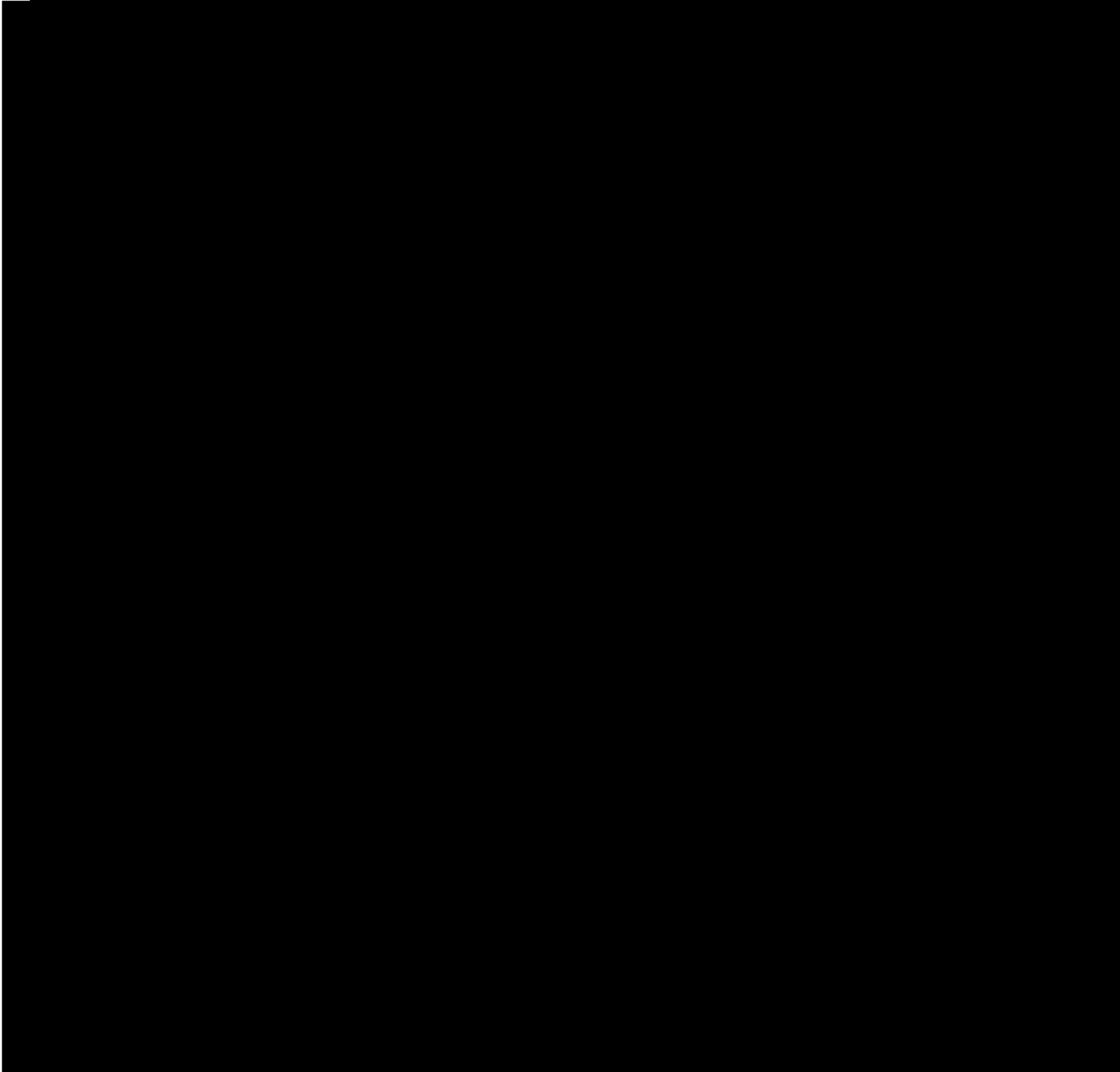
Device Compatibility



E.3.D Document Upload Capabilities and Mobile Support

User-Side Document Upload Capabilities





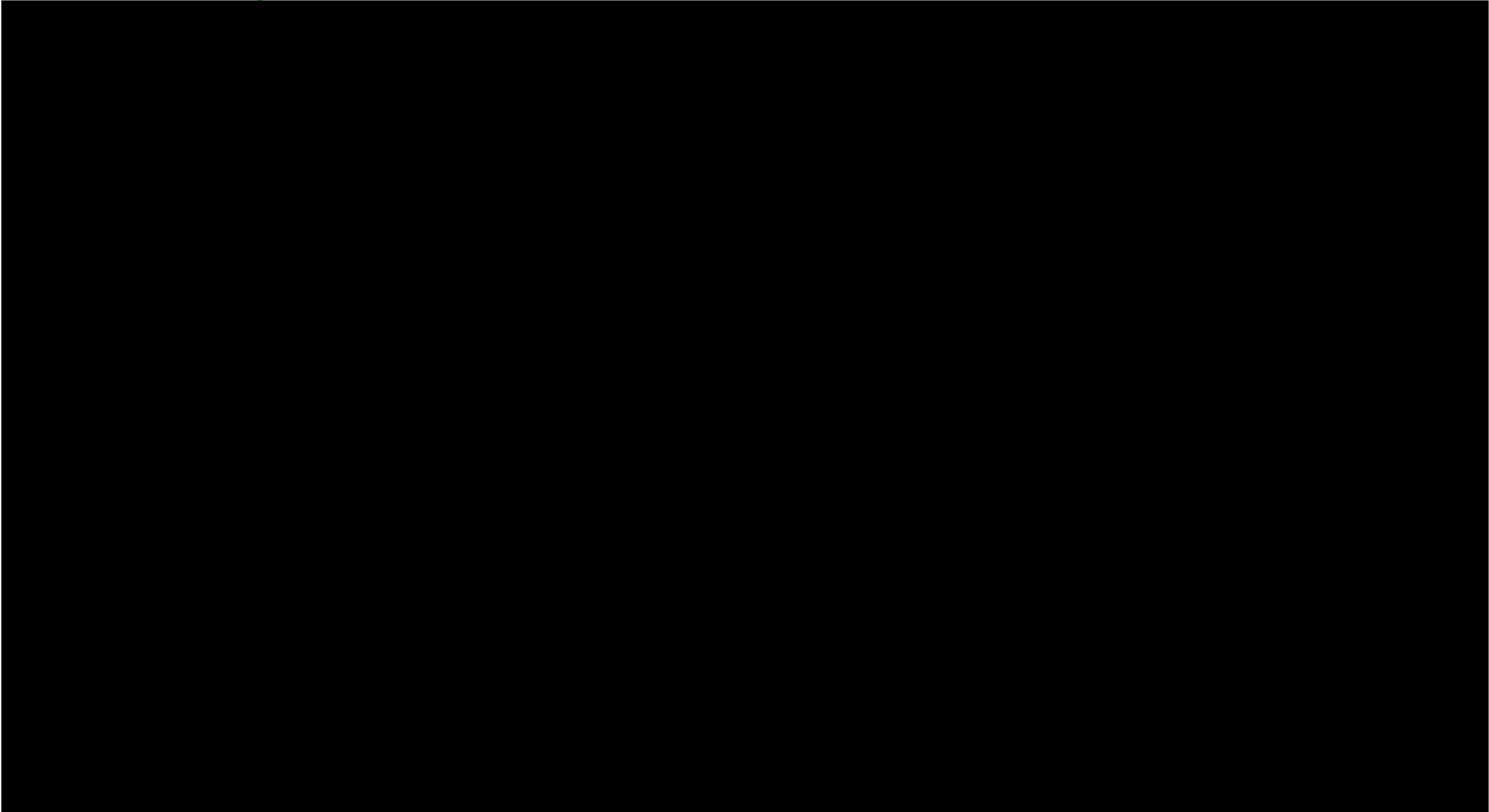
	Maximum RAW Score Available
E.4 COMMUNITY OUTREACH PLAN	
A. Provide a proposal for how to involve community action agencies and other community organizations in the process, including a proposal for compensating those agencies for their work. Include a summary of your experience in providing outreach for similar state or federal assistance programs, a proposed budget for this ERA outreach, and plans to reach rural and high poverty areas.	5 points

OUR RESPONSE



E.4 COMMUNITY OUTREACH AND MARKETING PLAN

E.4.A.1 Our Experience



E.4.A.1 Proposed Community Outreach and Marketing Plan

Below, we outline the components of our recommended plan. We will coordinate and confirm with the DHS the plan meets the states objectives, including defining goals around equitable distribution of funds. We suggest a robust community engagement effort, dedicated spend for paid media, and human-centered creative. During campaign execution, it will be

critical to continuously monitor marketing and advertising activities so that we can iterate and improve, drive to the state's goals on equitable distribution, maximize ROI, and react to public perception. By employing these tactics together, DHS can amplify its messages and deliver the repeat exposures required to drive action, enabling a more efficient and effective distribution of funds.

Community Engagement –

[Redacted content]

[Redacted content]

[Redacted content]

[Redacted content]

	Maximum RAW Score Available
E.5 PAYMENT PROCESSING AND DISTRIBUTION	
A. Describe your payment processing and distribution, including compensation details regarding Contractor-financed payments and DCO reimbursements by invoice.	5 points



OUR RESPONSE

E.5 PAYMENT PROCESSING AND DISTRIBUTION

After an application is submitted, eligibility is confirmed, the benefit amount is calculated, and the application is approved - we're ready for the last step in the process – making the payment to the payee (Landlord, Utility or in some cases, the Tenant). Refer to section E6.A.1 for Eligibility Determination, Verification and Fraud Deterrence for additional details.

[Redacted content]

[Redacted content]

E.6 DATA MANAGEMENT AND SECURITY	
A. Discuss your approach to eligibility determination/verification and fraud deterrence.	5 points
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.	5 points
C. Describe the solution’s recovery point objective (RPO) and recovery time objective (RTO).	5 points

OUR RESPONSE

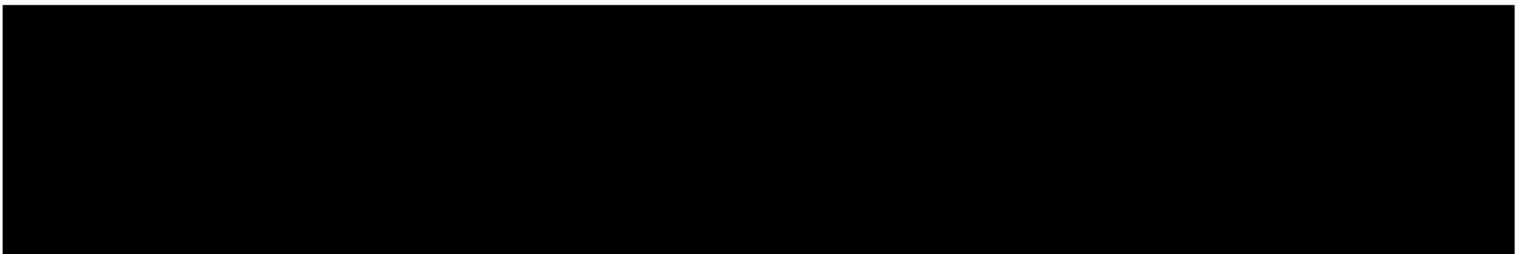


E.6 DATA MANAGEMENT AND SECURITY

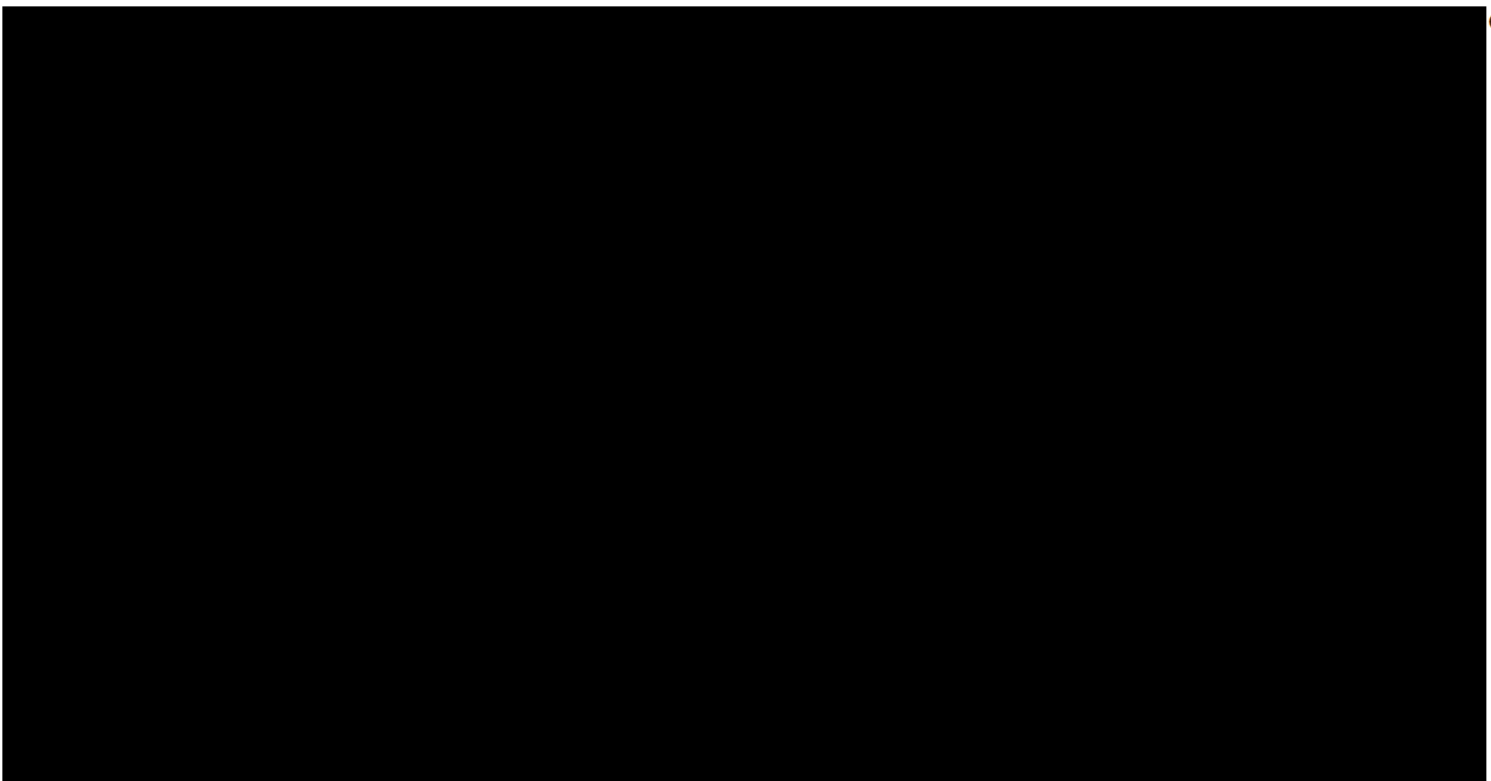
Our response to this section is organized to address each of the two requirements as follows:

- E.6.A Approach to Eligibility Determination/ Verification and Fraud Deterrence
- E.6.B Privacy and Security Compliance
- E.6.C Solution RPO and RTO

E.6.A Approach to Eligibility Determination/ Verification and Fraud Deterrence



E.6.A.1 Eligibility Determination/ Verification

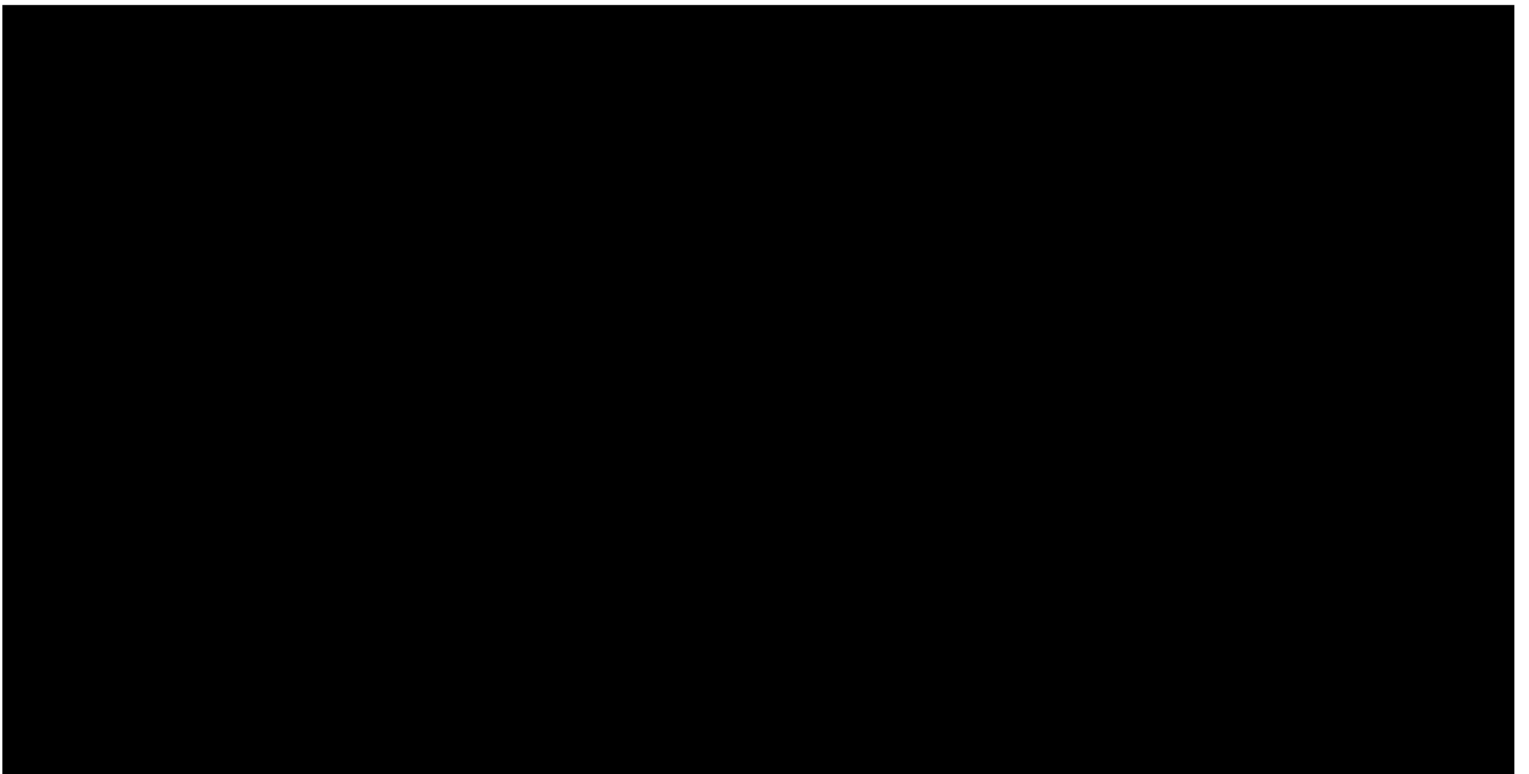


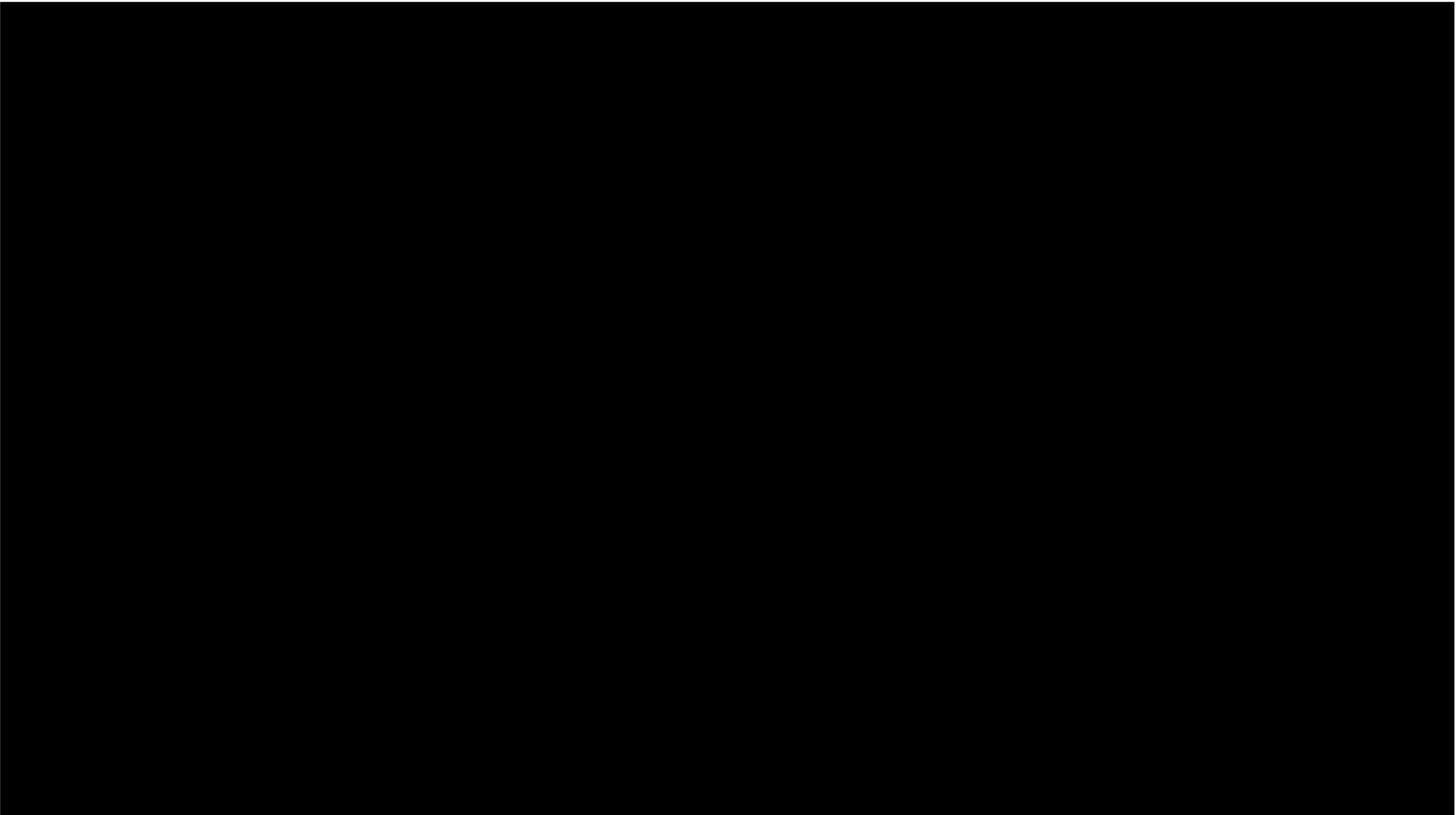
e



Figure 28. Key Features of back-office components.

These existing specifications and features are the baseline on which we configure and customize for the needs of DHS. In addition to the business as described, we have also included the following screen shots (Figure 29 and Figure 30) from the back-office solution to illustrate the functionality available. This solution allows us to quickly make the necessary configurations to get the solution up and running quickly for the State of Arkansas to assist households that are unable to pay rent or utilities due to the COVID-19 pandemic. Deloitte will configure as well as intake and review applications for eligibility determination, verification and fraud deterrence with the established program guidelines approved by the State.





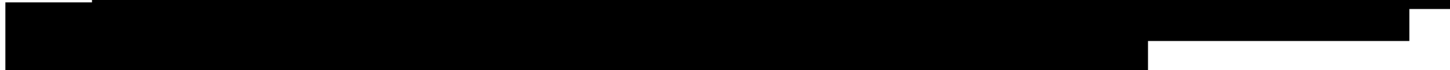
These in line quality control and fraud detection checks may include:

- [Redacted list item]

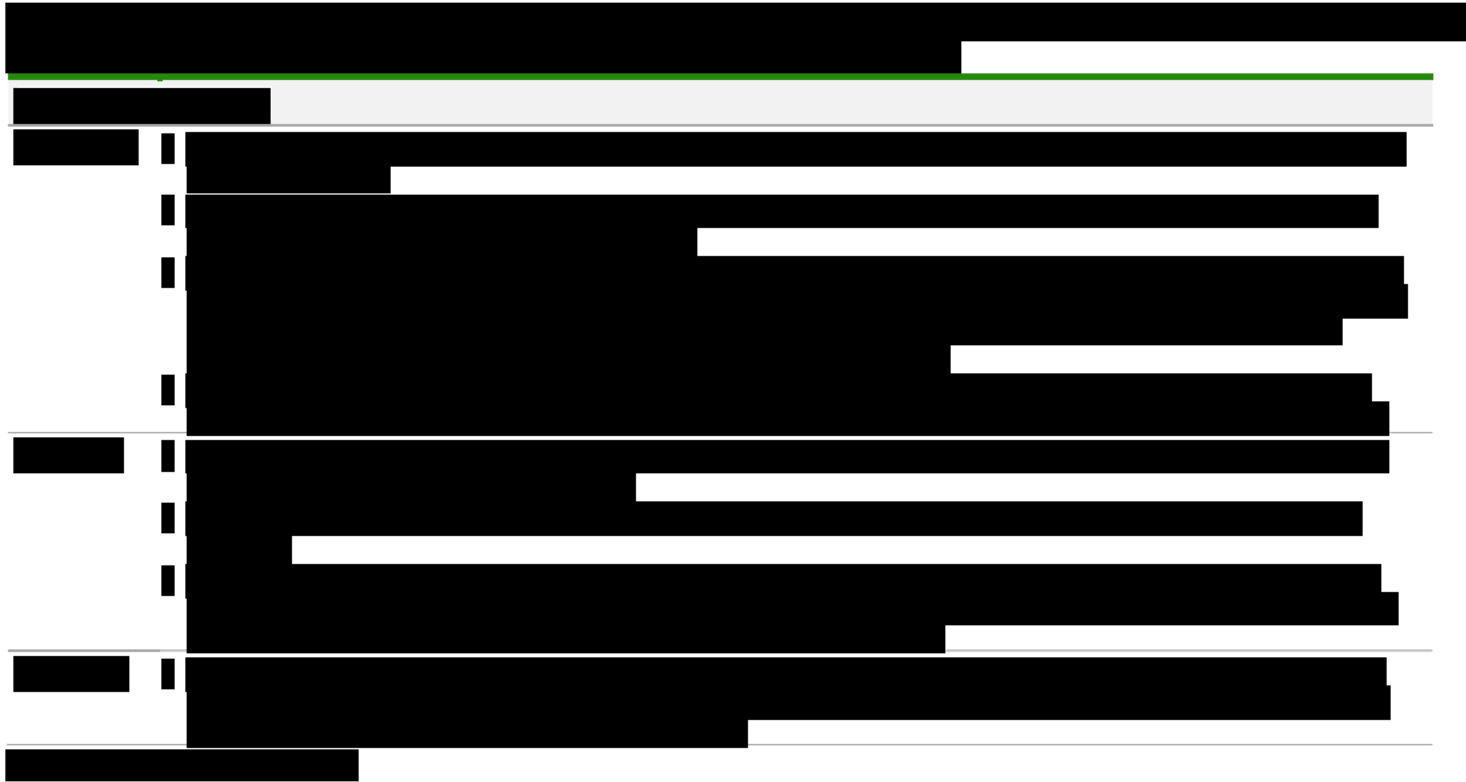
E.6.A.2 Fraud Deterrence

Effective program execution requires a comprehensive fraud risk management framework encompassing a broad range of tools and methods aimed at preventing, detecting, and responding to identified Fraud, Waste, Abuse, Mismanagement, and Errors (FWAME) risks and anomalies using measurable outcomes for ease of tracking. These objectives can require a comprehensive fraud risk assessment and monitoring driven by risk sensing, anti-fraud analytics, and forensic accounting for identifying risk exposures to be addressed through implementation and management of compliance systems and controls.

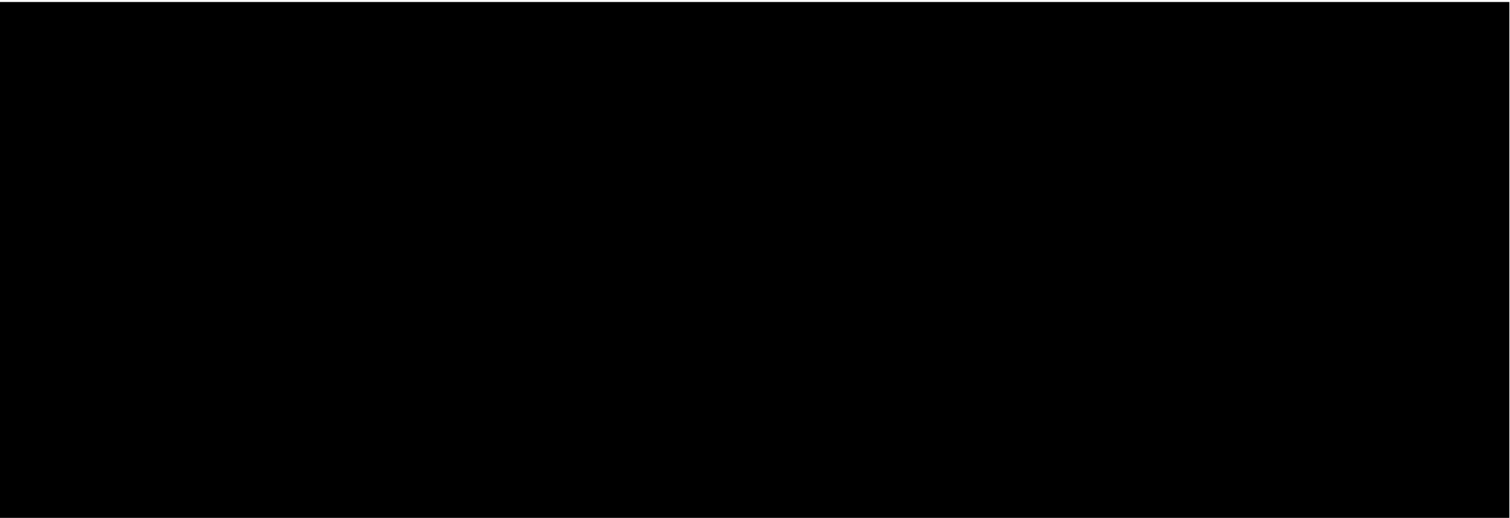
The Deloitte Team's holistic Program Integrity and fraud deterrence approach focuses on prevention of fraud, waste, and abuse.



The Deloitte Team’s holistic Program Integrity and Fraud Deterrence approach facilitates collaboration and information sharing across agencies, leverages advanced analytics, and provides a risk assessment framework that looks at the payment business process from application in-take to payment, enabling DHS to be better positioned to prevent, detect, and respond to fraud, waste, and abuse.



Detecting and mitigating fraud risk differs from many other forms of risk modeling because of its mercurial behavior. Once a scheme has been uncovered or a loophole filled, bad actors will attempt to identify and exploit others. An effective fraud detection solution requires a tech-enabled approach that incorporates an array of indicators that combine subject matter specialist-driven business understanding with sophisticated supervised and unsupervised machine learning models to measure the Arkansas ERAs emerging areas of risk exposure. The outputs from each indicator can be combined to identify entities that have elevated risk across multiple indicators. Deloitte brings expertise and access to a variety of external, third-party data sources show that can provide additional information and context to help identify potentially fraudulent submissions, as outlined in the figure 32 shown below.



Specific data that may indicate FWA is often difficult to detect, increasing the need for advanced analytics techniques to uncover complex, sophisticated schemes. To provide a full suite of detection capabilities, from basic foundational PI and FD

checks to harnessing the power of predictive modeling, we will incorporate the right tools, technologies and processes to effectively govern the process for signal detection and rule and model development and implementation.

[Redacted]

Cognitive Prepay Analytics

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

Cognitive Post-Pay Analytics

Post-payment analytics focuses on identifying groupings of claims that, when viewed individually, do not appear to indicate any PI concerns. However, using sophisticated aggregation and supervised and unsupervised modeling techniques, we can reveal trends, patterns, and lessons-learned over time related to emerging fraud schemes. This entails:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

During the Post-Pay analytics processing, our team will be able to identify patterns and groups of claims that appear to be part of a potential fraud scheme associated with a single or group of bad actors. As a result, there may be investigative action that DHS may undertake to reclaim these wrongful payments, with the potential for criminal prosecution as well. We will work with stakeholders to develop a pipeline that will provide associated fraud referrals, including key data elements used to identify these claims, so that they can be assessed for any potential future action.

E.6.B Privacy and Security Compliance

Cyber Risk Overview

Many state agencies and divisions face challenges in defining and developing software solutions to meet their Citizens and business needs and a key ingredient that is often overlooked is cyber risk. As the sophistication and frequency of cyber-attacks rise, securing these newfound solutions is becoming more time consuming, resource intensive, and expensive. Deloitte will bring our market-leading Cyber practice to the ERAP project to oversee the configuration of the Salesforce solution and to implement Cyber process and technology controls to verify the confidentiality, integrity and availability of the solution. Our proposed solution has the capability to comply with numerous industries, state, and federal privacy and security standards and guidelines. We will work with DHS in order to establish the necessary compliance requirements for the ERAP including those outlined below.

In the current environment, State agencies are finding themselves facing these high-level risks when applications are left unsecured:

- Reputation – State agencies and divisions rely heavily on their reputation to maintain the Citizens' trust. Having a data breach caused by a malicious actor can permanently damage the State's image and Citizen trust.
- Citizen Relations - Citizens are more wary than ever of how organizations and state entities are using their data, what they are using it for, and what data they are collecting. Citizens are increasingly putting pressure on institutions that handle and house their data to put controls in place to keep it safe.
- Compliance - Regulatory bodies at multiple levels (federal, state, local, etc.) are progressively requiring regular security testing of critical assets and infrastructure.
- Financial - Data breaches and security incidents are becoming increasingly costly. According to Security Intelligence - What's New in the 2020 Cost of a Data Breach Report, the average cost of a data breach in 2020 is \$3.92 million globally and \$8.64 million in the US.

Security Compliance

Deloitte's approach to information security governance, privacy and compliance is structured around the National Institute of Standards and Technology (NIST) Special Publication (SP) 800-53, Federal Risk and Authorization Management Program (FedRAMP) High impact level, Section 501 of Division N of the Consolidated Appropriations Act, 2021, Pub. L. No. 116-260 (Dec. 27, 2020) and OMB Implementation Guidance for Supplemental Funding Provided in Response to the Coronavirus Disease 2019 (Covid-19). As part of our solution, Deloitte will submit a System Security Plan that outlines the processes of managing compliance against the above-mentioned standards and requirements. This System Security Plan will be provided to DHS for review and will describe the procedures and data handling processes that will be implemented to secure ERAP data and protect privacy and confidentiality of its citizens.

In order to meet requirements defined within this RFP, Deloitte's solution also establishes a number of privacy requirements in order to meet Section 501 of Division N of the Consolidated Appropriates Act and to establish data privacy and security requirements as required by Section 501(g)(4), including:

- Data privacy and security requirements with appropriate measures to ensure the protection of the privacy of the individuals and households,
- Requirements that the information collected, including any personally identifiable information, is collected and used only for submitting reports to the federal government, and
- Requirements that confidentiality protections are established for data collected about any individuals who are survivors of intimate partner violence, sexual assault or stalking.

Meeting regulatory compliance requirements helps to establish confidence in the security of your solution. Our proposal of the ERAP by GovConnect solution meets the standards in cloud security in order to protect the confidentiality, integrity, and availability of citizen data.

Identity and Access Management

Our proposed solution leverages role-based security model to provide authentication and authorization into the solution. Restrictions and access can be placed at different levels to define the user's level of access rights. Our solution uses form-based identity access management login functionality and leverages out-of-the-box security roles, user access teams, and field-level security to prohibit unauthorized access. When users log into our portal system, they submit a username and password on the login page, which are sent to our solution via an encrypted session.

Cybersecurity Hardening Practices

Deloitte believes that cybersecurity is a core part of what we do and needs to be integrated into our programs to support DHS in minimizing risk and protecting the Citizens. To that end, our approach includes key leading cybersecurity hardening

[Redacted Table Content]

E.6.C Solution RPO and RTO

The proposed solution will be hosted in the [Redacted], which is a dedicated instance of [Redacted] specifically isolated for use by U.S. federal, state, and local government customers.

[Redacted Text]

Establishing a Recovery Time Objective (RTO) & Recover Point Objective (RPO) for disaster recovery is vital to recovering the system in a manner that fits business need. Recovery Time Objective is defined as the time required to restore an application once the decision has been made to declare a complete failover. Recovery Point Objective describes a point in time to which data must be restored to be acceptable to the owner(s) of the processes supported by that data. The RTO/RPO should be agreed with the contractor/State and will determine the type of disaster recovery design needed to fulfill the downtime requirements of the business.

[Redacted Text]

	Maximum RAW Score Available
E.7 AUDIT/RECORD RETENTION	
A. Discuss your strategies for record retention, reporting capabilities, and information auditing experience and capabilities.	5 points



OUR RESPONSE

E.7 AUDIT/RECORD RETENTION

Deloitte understands that the ERAP system will store sensitive information, including personally identifiable information (PII), within the Salesforce environment and that such information needs to be protected and encrypted at rest and while in motion.

[REDACTED]

DHS is committed to protecting the sensitive data within ERAP. To accomplish this, it is important for the agency to have visibility into: (1) How and where the data is stored, (2) Who can access it, and (3) How and where it can be accessed. This will help you determine how this data could be protected.

[REDACTED]

In our GovConnect solution, we have enabled event monitoring capabilities for enabling the complete audit of the data. In the following section, we will describe how the audit functionality will be implemented in the case management system giving you confidence with regards to the safety of your data.

[REDACTED]

[REDACTED]

As part of our overall monitoring strategy, Deloitte leverages [REDACTED] capability to provide insights in the activities that take place within [REDACTED]. Event Monitoring includes over 48 different event types, describing each of your users' activities in [REDACTED], which offers 16 pre-built dashboards to quickly begin working with event log files and identify anomalous user behavior. API-based access to event log files allows you to analyze and visualize events in the tool of your choice, and [REDACTED] apps can help you extend functionality and unlock new insights. Event Monitoring log data in [REDACTED] and other external data sources can be easily imported into [REDACTED] for security monitoring.

From a Security standpoint, ERAP will provide DHS with complete audit information of user logging, updates to user security roles and privileges, large data exports or unexpected execution of reports.

This will help DHS assess if the logins are atypical and take appropriate actions. Additionally, we can enable the audit trail which will provide a log of user-generated actions such as new fields created, or permissions changed. This will help you

identify which user made the changes, when, and from where. This knowledge can help you prevent unauthorized access from the locations where the data should not be accessed from.

While ERAP will provide you with a flexible framework of managing user roles and privileges, erroneous actions can unintentionally provide privileges to users to have broad access to the data stored within the system that their role necessitates. Such access can have unintentional effects in terms of exposing the data and having compliance issues. The **user activity monitoring** included in ERAP will help you identify how your users are created and deactivated, what privileges are made available to the users, changes to the privileges of the users and alerts if the privileges give them with higher access etc. The user audit also helps with user adoption and we expect DHS to take benefit of **application usage logging** to assess how the application is being used and adopted. You can also understand how each module of the application is performing and take actions to improve adoption and performance. This particularly benefits the reporting module.

[REDACTED] also provides Enhanced Transaction Security framework to intercept real-time events and apply appropriate actions to monitor and control user activity. Each transaction security policy has conditions that evaluate events and the real-time actions that are triggered after those conditions are met. The actions are Block, Multi-Factor Authentication, and Notifications.

In addition to Enhanced Transaction Security, **Real-Time Event Monitoring** is an extension of Shield Event Monitoring that helps clients to monitor and detect specific events in [REDACTED] in near real-time. With Real-Time Event Monitoring, you can store and query event data in [REDACTED]. Many of the storage events are [REDACTED], which are ideal for storing large volumes of data for up to six months. A big object stores the data natively in Salesforce, so you can access it for reporting and other uses. Some of the storage events, such as the Threat Detection ones, are standard [REDACTED]. To meet client's **data retention requirements**, the logs can be shipped to external database in [REDACTED] or other data storage tool of choice. During the planning phase of the project we will work with DHS to discuss the option to enable the record retention policy as per the requirement.

At the end of the contract, the data stored in the GovConnect ERAP database will be transferred to DHS in a mutually agreed format and will be accompanied by a data dictionary. Additional work products beyond the program data such as program guidelines, FAQs and training documents developed during the life of the project will be shared with DHS. Deloitte will not store or use any data after the contract is terminated.

	Maximum RAW Score Available
E.8 IMPLEMENTATION PLAN	
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.	5 points

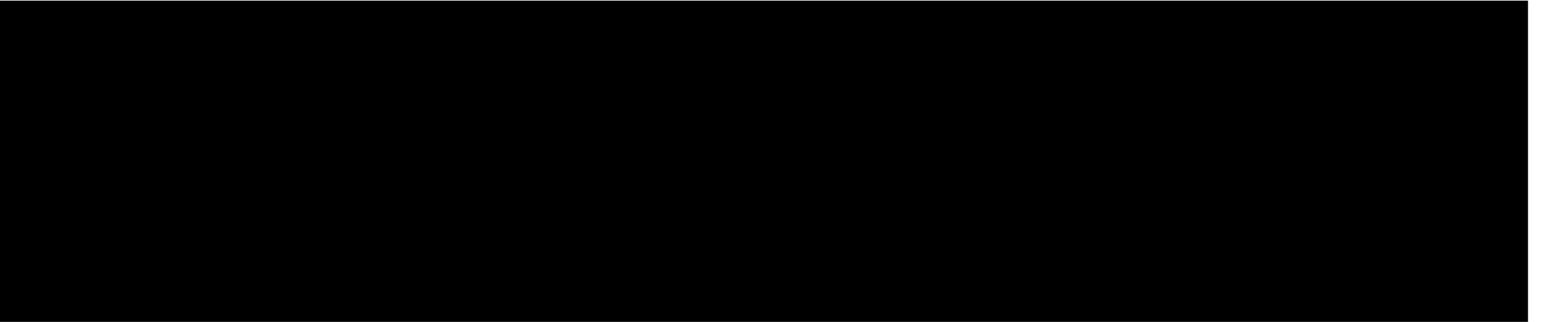
OUR RESPONSE

E.8 IMPLEMENTATION PLAN

We have carefully reviewed the requirements provided in the RFP and analyzed them in context of the prescribed implementation milestones, our experience and our planned approach for this project. Given the need to get the Arkansas ERA program up and running as quickly as possible, we have developed a proposed implementation plan that focuses on speed and accuracy throughout the program implementation meeting DHS's ERA program goals.

[REDACTED]

[REDACTED]



DHS Responsibilities

Following are the activities expected to be completed by DHS:

- Participate in all design and configuration sessions and facilitate timely decisions for review and approval in accordance with the proposed implementation timeline.
- Review and approve work products, including all GovConnect requirements, design objectives and ERAP material DHS publishes to a State Public Awareness website.
- Approve recommended approval and/or denials of awards including award amounts.
- Approve appeals actions.
- Approve any specified Work Product and communications and for responding to, and compliance with the DHS obligations to its governing body, regulators, and other stakeholders.

Formal Program Closeout

