

Visions

A Newsletter Publication of Horizon Consulting Incorporated

Happy New Year!!! It's a new year, a new season and a new thing is upon us! 2009 was Horizon's best year ever and we ended the year with one of the best Decembers ever in company history! (read more about it on page 4). Congratulations to our team members and thank you to our clients for continuing to believe in our organization and entrust us with your business. We also thank our families, friends and all of our vendors and business advisors who have supported Horizon through every season!

WHEN YOU PUSH TO ACCEPT CHANGE WITH OPTIMISM; YOU WILL BE SURPRISED HOW THE SITUATION RESPONDS.

We were blessed to end 2009 on a high note, having executed changes that enhanced the company. Some of these changes include increasing the 401(k) match, successfully re-bidding all expiring contracts, growing staff by 57%, renewing our line of credit (while not having to tap into it beyond February 2009), winning professional awards, supporting many charities and providing supplies and cards to our soldiers in Afghanistan and Iraq. Surely these accomplishments act as motivational factors to help maintain the momentum that Horizon has built. Without careful attention being paid, however, amid swift change can come disorder and resistance—and we successfully faced a little of that during 2009 as well. Trust that Horizon will remain true to its foundational principles as we move forward in this new thing season!

It's not news to anyone that the country is experiencing economic disparity, high unemployment and slow growth, but why is Horizon growing while others are laying employees off? Why is Horizon financially sound when others are filing bankruptcy? And why is it that Horizon is able to continue to soar while others downsize or close their doors all together? The answer is not

straightforward. You won't find it by conducting field research or Googling best business practices, but rather by asking its employees and owners. I suggest that it is not simply a result of the nature of the business we conduct but the result of how we conduct the business. Horizon attends to the little details, which ensures that the larger ones are taken care of, such as customer service and efforts to enhance each employee's work experience. But even these factors are based upon honesty, integrity, professionalism and hard work, Horizon's four foundational principles.

When change is upon us, or even in day to day operations, when these foundational principles are applied to each situation, positive or negative, the outcome proves to be the best for all concerned. For example, Horizon was recently presented with a circumstance beyond its control that would prevent employees from reporting to work on one site, thus removing their ability to earn income for the entire day. While it could have been suggested to leave the decision to management on how to handle the missed hours, employees on the affected team were brought together to participate in the creative process and brainstorm ways to avert the potential problem. An employee recommended that Horizon allow the team to work ten hours for each of the four days where access was provided, thus eliminating loss of income to the team members, allowing for better preparation for the upcoming down time and providing improved efficiencies. It was a win-win for the team and for the client! The result, a written commendation from the client for a job well done!

When managers are encouraged to push for creativity and allow their team members to be

Letter from the President



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Senior Project Manager—Atlanta
Shawn Lawson, Summer Totten
Atlanta Insuring
David Casey
Philadelphia Insuring
Carol Nicholson
Santa Ana Insuring
Julie Hansen
Technical Reviews
Luciouna Mallard
Denver Insuring Support
Carolyn Brockington
Philadelphia Insuring Support

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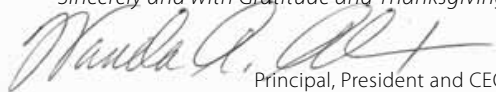
**WHAT I DO
PROFESSIONALLY
DOES NOT DEFINE ME,
BUT HOW I DO MY JOB
REFLECTS EXACTLY
WHO I AM.**

PRESIDENT'S LETTER FROM PAGE 1

heard, the workflow process strengthens and resistance to change is alleviated. When there is clarity of vision and direction, honesty and open communication from leadership and the desire to treat **everyone** with dignity, honor and respect, success is inevitable. This is why Horizon continues to succeed, because its team is able to work together positively while relying on and never compromising the four foundational principles, individually or collectively. It's also important to remember that who you strive to be personally will reflect in how you conduct yourself professionally. ***What I do professionally does not define me, but how I do my job reflects exactly who I am.***

It's not always easy to remain positive when times are tough, but when you push to accept change with optimism; you will be surprised how the situation responds. A person's thoughts, and ultimately the words spoken as a result of those thoughts, can have a powerful effect on the reality he/she experiences. Remember that the next time you find yourself facing change. What I know for sure is that as long as Horizon remains truthful to its four foundational principles, at the end of the day it will always come out on top!

Sincerely and with Gratitude and Thanksgiving


Principal, President and CEO

Contract Updates

Insurance Endorsement Processing— Atlanta, Philadelphia and Santa Ana

Historically, assignments have trended downward during the fourth quarter. Not this year! As a recognized expert in high volume work flow processing, Horizon takes pride in readily processing the increased assignments during the fourth quarter of 2009 while ensuring both timeliness and quality contractual obligations are achieved on all IEP contracts. Holding true to Horizon's core foundational principles of honesty, hard work, professionalism and integrity; the Atlanta IEP Team enhanced service levels by performing HOC Box Receipt in FHAC, as well as gladly taking on the daily responsibilities of receiving and routing flagged technical reviews from Virginia to the proper HUD staff members. Additionally, the Atlanta team stepped up to box load and ship some 8,000 backlogged technical review files to Headquarters for processing. Horizon's Philadelphia IEP Team is sincerely appreciative for FHAC access for the remaining staff and the removal of additional processing days from test cases. Both factors have had a significant and positive impact to timeliness. As detailed in Horizon's contingency plans, all endorsement technicians who were waiting for FHAC access shadowed tenured endorsement technicians. Also new, the management team has begun processing problem cases a day earlier.

The earlier timeframe ensures work for team HUD at 7 a.m. Horizon's loyalty and support of its employees was clearly reciprocated in the team's perseverance, motivation and creativity to arrive at work during a mass transit strike. Santa Ana is also pleased to report that all staff members have been issued computers. Horizon acknowledges Flo Reinhardt and Cheryl Escalante's responsiveness and unyielding support in working with Horizon to provide prompt responses to questions and reduction in problem cases. Team HUD and Team Horizon's common vision is simply stellar service to lenders and borrowers!

Post Endorsement Technical Reviews— Atlanta, Philadelphia and Santa Ana

Horizon attended the FHA National Lender Training Conference in October. The main focus of the event was all of the changes that FHA is implementing or planning. The current state of the housing and mortgage markets has clearly caused some major industry wide shifts. Properties in declining markets and short payoffs are a few examples of the real economic impact these changes are having. Each technical review contract has specifics that apply more in that region of the country than in others. In Santa Ana, we see far more REO properties being purchased where as in Atlanta the predominate loan type is still a

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CONTRACT UPDATES FROM PAGE 2

refinance. Working to review loans with all the changes can be challenging. In the past, changes were typically based on a loan closing date or even the application date. These dates are typically well documented within a file. More recent changes at FHA, though, are effective with the FHA case number assignment date. Horizon's access to FHAC is limited and the case number assignment date is difficult to determine at best, often making applying the right set of rules a challenge. Horizon has requested access to a FHA screen that would readily provide this information and ensure that Horizon's underwriters apply FHA policies in effect when the case number was assigned.

Insurance Endorsement Support Services—Denver and Philadelphia

The Denver IEP Support Team successfully processed a backlog of 400+ boxes of files despite having minimal work space. The team diligently worked up to ten hours a day to expedite processing of the backlog for the customer. Productivity was often challenged

during the quarter by somewhat slow response and down time from both the TAPTrack and TransAccess systems on all endorsement support contracts. A Horizon contingency plan, however, was implemented so that manually entering files instead of scanning enables processing to continue. Few things are impossible with determination! Horizon's Denver team also took the initiative to assist in locating 121 files that were ordered from archives and misrouted due to insufficient information. Nonetheless, the team diligently located 80 of the 121 files. The remainder is currently being researched by team HUD.

The Philadelphia Support Team also used determination to overcome loss of productivity due to TAPTrack and TransAccess system issues. The team overcame by working overtime to ensure all work was completed. The team also evidenced its level of commitment by getting to work during a city's transit strike. All work was completed timely, thus service levels remained uninterrupted. 🏠

ALL TEAMS ARE TO BE COMMEDED FOR THEIR PATIENCE AND DILIGENCE AS THEY OVERCOME THE ANOMALIES TO ENSURE PREMIER SERVICE.



**HORIZON WILL CONTINUE
TO BRING THE BEST OF
SERVICE TO OUR CURRENT
CLIENTS WHILE WORKING
DILIGENTLY TO ENGAGE
NEW ONES.**

Looking Back, Looking Ahead

2009: A Very Good Year

"A very good year" is not the way we usually hear 2009 described, but here at Horizon that's exactly what it was. While all around us, it seemed, we heard bad news after more bad news of businesses closing, jobs lost and dwindling profits, Horizon experienced huge growth on many levels. For example:

Our best growth year ever!

- Both our company income and our net revenue grew in 2009 more than in any previous year.
- We expanded our staff by 57%, hiring in all five of our locations.
- We were able to increase our 401(k) match by 1%, bringing the match total to 4%.

It is by following our four foundational principles of honesty, integrity, hard work and professionalism that Horizon is able to accomplish so much. Our employees know that the bar is set high, and they continue to reach or surpass it each and every day. They also receive our respect, appreciation and acknowledgement. We relish and applaud employee creativity, and there have been many instances when a great idea has been implemented that came directly from employees.

We gave as good as we got

Giving back to the community, both locally and globally, is another principle that Horizon lives by. In fact, we believe in providing and giving to others in much greater measures than that in which we have been blessed. We made financial donations to many nonprofit organizations in 2009 and we continued our resolution of sending care packages to the military troops stationed in Iraq and Afghanistan. Many times, our customers and vendors were invited to join us in our campaigns and they did. We also continued to encourage our employees to volunteer their time and talents and they were able to present a strong force in communities on their own. Giving back is a companywide spirit that we're very proud of at Horizon. Knowing that we have brightened another's day gives us the unbelievable feeling of joy that together, we can accomplish great things.

We've been recognized with awards

In 2009, Wanda Alexander was recognized with both the Brava! Women Business Achievement Awards by SmartCEO Magazine and the Washington Business Journal's Minority Business Leader Award. We are extremely proud of Wanda for having been selected for these honors, and

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LOOKING BACK, LOOKING AHEAD FROM PAGE 4

she acknowledges that those who work for and with Horizon share in these awards for their part in helping to make Horizon shine. One or two people can't make a company great. A company becomes great when people bring their passion and skills to the work, and believe in and support the vision and foundation set by the company's

leadership. As you read this, be proud of the part you have played in Horizon's success!

New look, new visibility

Early in the year, we made the decision to increase Horizon's visibility for many reasons. One being that Horizon is always looking to add new customers to its client base and good employees to complete the work.

We held a strategic planning session with ARM Consulting, LLC in December of 2008 which led to the company being hired as Horizon's Business Development firm in 2009. They recommended we hire a marketing firm to augment this new visibility Horizon was seeking, and we did, RMR & Associates, Inc. Some may have received, or will receive, calls or emails from RMR seeking information and insight about Horizon's work and its people for newsletters, press releases, website updates and other marketing vehicles. RMR has been working with Horizon to develop a new interface for the website that, along with new and updated information, will include an exciting Employee Welcome video. This is a new thing season and Horizon will bring honesty, integrity, hard work and professionalism to everything it does while providing the best of service to our customers and employees! 🏠



Wanda Alexis Alexander ended the year off as the keynote speaker at the December Sterling Virginia Women's luncheon.

Spotlight On Melody Mata, Santa Ana

Melody will celebrate her second anniversary with Horizon on February 6, 2010. She started as an Endorsement Technician and, about eight months ago, was promoted to NOR Specialist.

"I like helping people, and that's one of the things I do in my job," says Melody. Her job also includes training and Quality Control.

Melody enjoys working in the area where she grew up and calls "home." Although her family moved to New Mexico when she graduated from high school, Melody moved back to the area three years ago. Most of her family still lives in New Mexico, and Melody enjoys traveling to see them, skiing and other family activities. At home in Santa Ana she



loves all the beautiful scenery and especially "hanging out at the beach."

When she's not at the beach or visiting family in New Mexico, you might find Melody traveling—mostly in California, to such places as San Francisco or San Diego.

In the future, Melody sees herself traveling more while still working at Horizon. "I love the family atmosphere here," she explains. "They really do care about people and are appreciative." In fact, Melody suggested to her brother that he work at Horizon too, and last fall he joined the Horizon, Santa Ana team—bringing a whole new dimension to the Horizon "family."

Congratulations, Melody, on being this issue's Spotlight Employee! 🏠

Employee Spotlight

"I LIKE HELPING PEOPLE, AND THAT'S ONE OF THE THINGS I DO IN MY JOB."

—Melody Mata

Employee Happenings



JOIN US IN WELCOMING TO THE HORIZON FAMILY THE FOLLOWING NEW EMPLOYEES:

CALIFORNIA

Emilio Mata

Janai Fullard

Barbara Fuller

Christopher Lee

PENNSYLVANIA

Wydia Corprew

Elizabeth Perry-Hauser

Linda Taggart

Stacey Tatara

HEADQUARTERS (LANSDOWNE,VA)

Terry Akin

Jaime Armolt

Alecia Towne

Robyn Williams

Rosemary Zimmerman

MISCELLANEOUS HAPPENINGS

Tiffany Goodwin has gotten engaged!

PROMOTIONS

Melody Mata
QC Specialist

Monica Guzman
QC Specialist

Matthew Willis
Endorsement Technician

John Potter
Floater

Ophelia Molden
Floater

Dorothy Montana
Assistant Project Manager

EMPLOYEE OF THE MONTH WINNERS

SEPTEMBER

IEP Support (Philadelphia): Brian Ransom

IEP Atlanta: Brendolyn Ray

IEP Philadelphia: Irene Coward

IEP Santa Ana: Celia Lazo

Headquarters: Linda Conway

OCTOBER

IEP Support (Atlanta): Shanquilla Haugabrook

IEP Atlanta: Latasha Cuffee-Myers

IEP Philadelphia: Derrick Morris

IEP Santa Ana: Katie Egger

Headquarters: Karen Moore

NOVEMBER

IEP Support (Philadelphia): Oronde Melton

IEP Atlanta: Virgil Loftin

IEP Philadelphia: Sherrie Thompson

IEP Santa Ana: Marc Sanford

Headquarters: Karen Moore

DECEMBER

IEP Support (Philadelphia): Tonya Corbin

IEP Atlanta: Latasha Cuffee-Myers

IEP Philadelphia: Jamila Price

IEP Santa Ana: Charlie Nguyen

Headquarters: Deborah Brooks

A Year in Review

Why do people donate their time and money to others? Is it because it gives them that warm and fuzzy feeling, or because they want to help those less fortunate than themselves, or even because it allows them to be a productive member of society? Whatever the reason may be, and there is a myriad of them, community service continues to be a core value among the old and young alike, and Horizon is no exception.

Throughout 2009, Horizon was fortunate enough to involve its employees and financial resources to support many community service efforts. Embedded in its foundational principles, donating time to others comes as second nature to those working for and with the organization. During this past year Horizon has contributed, in various forms, to the following organizations:

- *Stone Bridge High School's Ethics and Leadership Day*—A program that provides graduating seniors with the opportunity to make difficult decisions and consider the impact those decisions have on society.
- *Herndon Optimist Youth Football First Annual Golf Classic*—An event to raise funds to directly benefit more than 200 youth athletes in the local area.
- *Soldiers Serving in Afghanistan*—Donations to include supplies not regularly furnished by the government such as toiletries, snacks, games and reading materials.
- *Northern County Emergency Outreach Program*—Donations to include canned and boxed foods.
- *Flood Victims in Atlanta, GA*—The Fall saw record breaking rainfalls, resulting in catastrophic flooding as well as loss of property and life. Horizon was able



to make a monetary donation to a victim in the DeKalb County community as a way to display its sincere commiseration for his loss.

In addition to the above, Horizon was also able to support the Loudoun Dulles Fraternal Order of Police Lodge #69, BUILD Metro DC, the Good Shepherd Alliance, Loudoun Interfaith Relief, Loudoun Volunteer Caregivers, the National Foundation for Teaching Entrepreneurship and Volunteers of America.

Whatever your reason may be for serving others, continue to keep your generosity alive. It is said that you reap what you sow, and sowing into others can only bring greater return in the end. Look to 2010 for new ways that you can donate, and happiness is sure to be yours! 🏠

Giving Back to the Community

COMMUNITY SERVICE CONTINUES TO BE A CORE VALUE AMONG THE OLD AND YOUNG ALIKE.



Final Thoughts



Stephen Coakley

I would like to take this space to say thank you to our entire team, our customers and our vendors. While economic conditions are indeed very tough, we've been truly blessed. I'm happy to report that due to efforts of all involved, in 2009, Horizon had its best year ever! We've grown from around 70 employees to over 110. And the truth is we could use more—especially DE underwriters! As an owner, it's been rewarding to be able to give raises during this past year when other firms are laying off, to significantly increase the 401(k) match when others are eliminating retirement plans, to invest in technology that will make us even more productive, and to support a number of worthy charitable causes. As you can see, we are not resting on our laurels as we move into 2010. We have many challenges ahead and we can always do better. We also have two important contracts that are up for re-bid while working to bring in new customers, as well. It's going to be a great year! Thank you again for all that you do and...



**“A HAPPY NEW YEAR! GRANT THAT I
MAY BRING NO TEAR TO ANY EYE
WHEN THIS NEW YEAR IN TIME SHALL END
LET IT BE SAID I'VE PLAYED THE FRIEND,
HAVE LIVED AND LOVED AND LABORED HERE,
AND MADE OF IT A HAPPY YEAR.”**

—Edgar Guest