Note: The questions below (black font) are as received from the respective parties. Answers (red font) are based on our interpretation and understanding of those questions.

RFP Questions and Responses

- Would Horizon consider a custom-developed FP&A platform, with certain capabilities delivered during a defined implementation period?

  Horizon prefers solutions with established, operational core FP&A functionality that can be configured and integrated to meet the RFP requirements. As provided in Section 3.1 of the RFP, respondents may identify capabilities requiring custom development, including the design, responsible party, testing, maintenance, upgrade impact, timing, and cost. Roadmap items will not be treated as current capabilities. Horizon will evaluate the proposed approach against the stated requirements and evaluation criteria.

  If the question contemplates a different approach, please clarify the nature and extent of the proposed development.

- Would you be open to reviewing a private, interactive prototype using representative financial and workforce data, either before selection or during the finalist demonstration stage?

  Horizon is open to reviewing an interactive prototype using representative data during the finalist demonstration stage described in Section 6 of the RFP. Respondents should distinguish demonstrated operational functionality from simulated or proposed functionality and identify any custom development, third-party components, or additional costs. Demonstrations will be administered consistently under the RFP evaluation process.

- Must the requested independent security assurance and two comparable customer references already be available at proposal submission, or would you consider documented alternatives?

Respondents should address the independent security assurance and comparable customer reference requirements as specified in the RFP, indicating whether they currently meet each requirement and providing the requested supporting documentation.

If a respondent cannot fully meet a requirement at the time of proposal submission, it may identify the exception and propose a documented alternative for Horizon's consideration. Any proposed alternative should clearly describe how it would satisfy the purpose of the requirement.

Horizon reserves the right to evaluate proposed alternatives in accordance with the RFP's evaluation criteria. Submission of an alternative does not constitute acceptance of that alternative or a waiver of the stated requirement.

- Does Horizon have restrictions or prior Technical Standards regarding of consider and / or providing third party cloud resource like compute instance, cloud function, etc; in order to orchestrate integration, trigger API code, run FP&A integration utility or similar?

  Horizon will consider proposed third-party cloud resources for integration and orchestration, subject to the security, privacy, and operational requirements in Section 5 of the RFP. Respondents should identify each component, its provider, data flows, hosting and access locations, security controls, responsibilities, and all associated costs. Horizon IT will review the proposed architecture against applicable requirements. Respondents should provide the independent security assurance evidence requested in the RFP or describe the permitted confidential-review process. Any VITA requirements applicable to the proposed arrangement must also be addressed.

- Can you provide a detailed explanation regarding the duplicate data elimination request in DTs?

  Section I-02 seeks to avoid manually maintaining duplicate MIP Distribution Tables in MIP and the FP&A platform. The FP&A solution

should use or synchronize applicable MIP allocation information for budgeting and forecasting while allowing alternative allocation assumptions for scenarios without modifying production MIP Distribution Tables.

- Any warnings or restrictions around MIP Data Import/Export Module (CSV format) and MIP Scheduler option considering the required Data or security considerations?

  Horizon currently uses MIP exports and is open to a proposed use of available CSV export and scheduling capabilities, provided the approach satisfies the RFP requirements for secure, supportable integration, reconciliation, error handling, and data refresh. Respondents should disclose technical limitations and dependencies. Exported information must be protected in accordance with applicable security and privacy requirements, including HIPAA where PHI is involved.

- Does Horizon has restrictions or prior Technical Standards regarding of consider and / or providing third party cloud resource like compute instance, cloud function, etc; in order to orchestrate integration, trigger API code, run FP&A integration utility or similar?

  Horizon will consider proposed third-party cloud resources for integration and orchestration, subject to the security, privacy, and operational requirements in Section 5 of the RFP. Respondents should identify each component, its provider, data flows, hosting and access locations, security controls, responsibilities, and all associated costs. Horizon IT will review the proposed architecture against applicable requirements. Respondents should provide the independent security assurance evidence requested in the RFP or describe the permitted confidential-review process. Any VITA requirements applicable to the proposed arrangement must also be addressed. Integration with Qualifacts/Credible or ADP will require coordination with the respective providers as needed.

- The scope of this integration is with "Behavioral health revenue cycle management (RCM)" from

  Horizon seeks to reduce manual extraction and upload work across MIP, ADP, and Credible through reliable, supportable integration. Scheduled and automated file transfers may be acceptable where direct API connections are unavailable. Respondents should explain the specific methods and dependencies for each source system, consistent with Section 4.2 of the RFP.

- Does Horizon already have an operational integration solution that involves Qualifacts information? If yes, please detail the Thechnical Architecture

  Horizon currently obtains Qualifacts/Credible information through CSV file exports. No existing API or data-warehouse integration is represented by this response.

- When does your fiscal year begin? July 1.
- Are there multiple currencies Horizon does business in? Horizon operates in U.S. dollars (USD) only.
- Can your team provide any driver-based examples / data referenced in the RFP?

  Horizon anticipates using the FP&A platform to create and maintain driver-based models with limited ongoing reliance on IT or vendor consulting. The principal drivers include staffing, service volumes, reimbursement assumptions, and inflation. Finance should be able to modify models and authorize managers to review or edit information within their assigned scope.

  Personnel expense forecasting would use ADP staffing, FTE, compensation, benefits, vacancies, and hiring assumptions, with costs allocated to reporting segments using synchronized MIP Distribution

Table information. The platform should permit scenario-specific allocation assumptions without changing the MIP production table.

Service revenue forecasting would use Credible service and encounter volumes, clinician capacity, utilization, payer mix, units, and reimbursement assumptions. Nonpersonnel expense forecasting would use MIP actuals and inflation or other assumptions by GL account or category.

Horizon currently uses Excel-based models incorporating staffing, service volume, reimbursement rates, and inflation assumptions to develop budgets and forecasts.

We anticipate providing representative examples of these models to respondents selected for the finalist demonstration phase, as described in Section 6 of the RFP. These examples will help finalists understand Horizon's existing modeling processes and demonstrate how their proposed solutions would accommodate our requirements.

All finalists will receive the same representative information and demonstration instructions. Any examples provided will be appropriately sanitized to protect confidential information. Those templates may serve as implementation references and may initially use approximately 18–24 months of historical data for calculation and trend analysis; this does not limit the separate preference for a minimum of five years of historical information.

Integrations

- MIP Fund Accounting: Which MIP version is in use, is it cloud-hosted or on-premises, and what data access methods are available (direct database, API, or scheduled exports)?

  Horizon uses MIP Cloud and currently has scheduled export capabilities. Respondents should identify their proposed extraction method and any dependencies or limitations.

- Distribution Tables: How are Distribution Tables currently stored and maintained in MIP, and can Horizon provide a sample or export of their structure?

  MIP Distribution Tables are maintained within MIP and updated when allocation requirements change. The sample structure below identifies distribution codes, descriptions, status, reporting segments, and percentage allocations. Horizon seeks to avoid duplicate manual maintenance while supporting scenario analysis in the FP&A platform.

Field*	**Purpose**
Distribution Code	Unique alpha-numeric code that directs the distribution of costs or revenues for uploaded data with the same code
Description	Distributoin Code desecription
Status	Active, Inactive
Division	General Ledger Segment Codes. There can be multiple rows to accommodate variations in segment coding that apply to the same distribution code. For example, if there is a code for a staff member who is charged to two departments, there will be two lines in the table; one for each department.
Disability	
Core Service	
Department	
Program	
Location	
Fund Source	
Agency	
Future Use	
Future Use 1	
Units	Unit count (not currently used)

Amount	Flat amount (not currently used)
Percent	Pro-rata share of costs assigned to each line item

*Fields are columnar. A sample DT is attached to this response.

- Credible Behavioral Health: What data access options are available (reporting API, data warehouse, or file exports), and will Horizon provide a technical contact and the necessary access?

  Horizon currently uses Credible file exports. API or data-warehouse capabilities may become available in 2027, but availability, timing, access, and costs have not been confirmed. Proposals should describe a feasible integration using currently available methods and may identify future enhancements separately.

- ADP: Which ADP product is in use, and does Horizon already use an ADP API or data connector?

  Horizon uses ADP Workforce Now (SaaS). Horizon does not currently use an ADP API or connector for this purpose. Respondents should disclose any required connector, licensing, or third-party dependency.

- Is write-back to MIP expected, or is a read-only integration acceptable

  Read-only integration with MIP is acceptable. Write-back is not required. Respondents may describe write-back as an optional capability, identifying the controls and costs necessary to protect source-system data.

- How many years of historical data should be loaded, and what are the approximate annual volumes (GL transactions, employees, and encounters)?

  Horizon prefers access to approximately five years of historical information, where available, but the RFP asks respondents to

recommend the historical load and disclose related assumptions. The platform should be scalable to accommodate changes in staff, services, programs, funding sources, and transaction volumes.

For illustration, the July CSV extracts from the three source systems had the following file sizes:

- ADP data: 61 KB
- Credible Service data: 8,107 KB
- MIP Transaction level detail: 12,133 KB

These file sizes are illustrative only, not annual transaction counts, maximum volumes, or guaranteed storage requirements. Respondents should identify volume-related limits and pricing assumptions.

Security and compliance

- Does Horizon expect a Business Associate Agreement, and is the preferred design to exclude PHI by using aggregated or de-identified Credible data?

  Horizon anticipates needing service-level operational data, including units of service, visit and client counts by service type, and related data needed for forecasting. Aggregated data alone may not support every intended analysis. Respondents should identify the minimum data elements needed and describe feasible aggregation or de-identification approaches, including their costs and operational implications. Horizon prefers to minimize PHI where practical. If the vendor or a subprocessor will create, receive, maintain, or transmit PHI on Horizon's behalf, an appropriate Business Associate Agreement will be required, as contemplated by Section 5 of the RFP.

- Is Microsoft Entra ID the identity provider to be used for SSO and MFA?

  Yes, that is our IdP

Excel and functionality

- Could Horizon clarify what it considers parity with Excel, including the formulas and workflows that are essential, and which Excel version and platform users run?

  Horizon seeks an Excel-centered experience that preserves familiar formula syntax, flexibility, and workflows to the extent practical, consistent with F-01 and Section 11 of the RFP. The objective is to allow Finance to build, maintain, and modify models and reports with a short learning curve and limited vendor dependence. Respondents should describe Excel compatibility and material limitations rather than assume every Excel feature is required. Horizon's specific Microsoft 365/Excel version and operating-system details will be confirmed separately.

- Must managers work inside Excel, or is a web-based interface acceptable for occasional budget owners?

  Horizon prefers a consistent, integrated platform for frequent and occasional users. A web-based interface is acceptable if it meets applicable functional and security requirements. Excel parity is particularly important for Finance personnel who develop and maintain models; a simplified interface for occasional budget owners or approvers is acceptable if it supports the required activities and access controls.

- Approximately how many departments, programs, locations, and funding sources will be modeled?

  The current chart of accounts includes the approximate counts below. These are planning figures, not maximum system limits. The platform must accommodate additional dimensions and members as Horizon's

needs evolve. The number of active locations will be confirmed separately.

- Departments: 25
- Programs: 71
- Fund Sources: 171
- General Ledger Accounts: 407

Commercial and project

- Is there a budget range or expected contract term (initial term and renewals)?

  Horizon is not disclosing an anticipated budget range for this procurement.

  The RFP does not establish a required initial contract term or renewal structure. Respondents should identify their proposed contract terms, including any minimum commitments, renewal provisions, and associated pricing.

  As specified in Section 8 of the RFP, respondents must provide firm one-time and recurring pricing, including a three-year total cost of ownership. The three-year pricing requirement is intended to facilitate evaluation and comparison of proposals and does not constitute a commitment by Horizon to a three-year contract.

- Is the 20-user count final, and are named or concurrent licenses preferred?

  The anticipated 20-user count is an estimate for proposal and pricing purposes and is not intended to represent a permanent limit on future users.

  Horizon does not have a specific preference for named-user or concurrent licensing. However, some users routinely access applications from multiple devices, such as an office workstation and a

laptop. Horizon prefers a licensing arrangement that accommodates this usage without session conflicts, unnecessary lockouts, or additional licensing costs for the same individual.

Respondents should describe licensing methodology, restrictions on simultaneous sessions from multiple devices by the same user, and costs for additional users. Where available, distinguish pricing for Finance users, occasional contributors, approvers, and IT support.

- What is the target go-live date, and is it tied to a budget cycle?

  Horizon has not established a firm go-live date. Our preference is to implement the selected solution as soon as reasonably practical following contract execution, allowing sufficient time for configuration, integration, testing, and training.

  Respondents should provide a realistic implementation timeline, including major milestones and anticipated go-live timing. Horizon will consider the proposed implementation schedule as part of its evaluation, including the solution's ability to support future budgeting and forecasting activities.

- What Horizon resources (Finance, IT, and system administrators for MIP, ADP, and Credible) will be available during implementation?

  Horizon anticipates making appropriate Finance, IT, and system administration resources available to support implementation activities, including requirements clarification, system integration coordination, data validation, testing, and training.

  The extent and timing of these resources will depend on the selected solution and its implementation requirements. Respondents should identify the anticipated level of Horizon involvement, including the roles, estimated commitments, and project phases requiring participation.

Horizon expects the selected vendor to lead implementation activities and clearly identify its responsibilities and dependencies on Horizon personnel or third-party software providers.

- Will finalist demonstrations be held remotely or on site, and what is the expected timing?

  As specified in Section 6 of the RFP, finalists will be required to demonstrate the identified functionality using representative data or explain precisely how it will be configured.

  Horizon has not yet established the dates or format for finalist demonstrations. Demonstrations may be conducted remotely or on-site, at Horizon's discretion. Finalists will receive additional information regarding scheduling and demonstration requirements following the initial proposal evaluation.

- When does Horizon anticipate announcing its selection?

  Horizon anticipates making a selection following completion of the proposal evaluation process, including any finalist demonstrations, clarifications, and other necessary procurement activities.

  A specific selection date has not been established. Respondents will be notified of the outcome in accordance with the RFP and applicable procurement procedures.