

Response to Request for Proposal



Presented by:

Jay N. Scott, CHC, SVP, Regional Practice Group Leader
Shawn Esslinger, VP, Employee Benefits Consultant

March 20, 2020

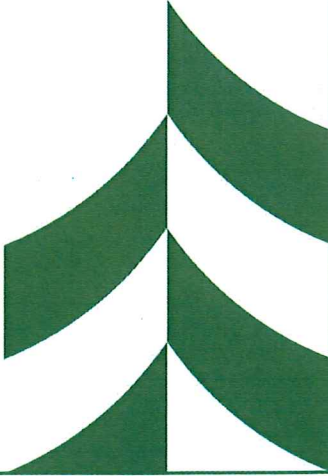


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Investments, securities and insurance products:

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NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY		NOT A DEPOSIT

Please see Other disclosure page for important disclosure information >>



March 20, 2020

Jessie Lillibridge
Human Resources Director
City of Manitowoc
900 Quay Street
Manitowoc, WI 54220

Dear Jessie:

Thank you for the opportunity to respond to City of Manitowoc's request for proposal for Employee Benefits and Broker Services. We are pleased to present you with Associated Benefits and Risk Consulting's response, outlining our extensive capabilities.

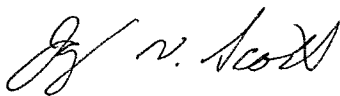
We understand that the City of Manitowoc has unique needs and, in support of this, we specialize in offering customized benefits solutions, strategies, and management. We have implemented nearly every type of medical plan model with our clients and represent several of the lowest-cost plans and highest satisfaction plans in the state. In addition, we have extensive experience with the other benefits that are an integral part of an employer's offering including dental, disability, life, vision, long-term care, voluntary benefits and flexible spending accounts to name a few.

In your partnership with us, you have and will continue to work with a team of experts who represent private and public-sector employers on all aspects of employee benefits consulting and human resources law. Through training and one-to-one consulting, your current service team will continue to work with your administration, HR professionals, finance department and all key stakeholders to ensure they have a clear understanding of the rules governing human resources and employee benefits.

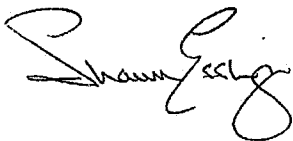
We trust that in reviewing our capabilities you will continue to find that ABRC is highly qualified to perform the full range of services necessary for your employee benefit programs. Serving as a testimonial to this fact we have provided in the following pages an extensive list of our most recent accomplishments resulting from our engagement with the city. We look forward to the opportunity to present our capabilities during an in-person meeting.

Thank you again for the opportunity to continue to work with City of Manitowoc.

Respectfully,



Jay N. Scott CHC
SVP, Regional Practice Group Leader



Shawn Esslinger
VP, Employee Benefits Consultant

Summary of key accomplishments

Associated Benefit and Risk Consulting has been the city's employee benefit consultant for more than five years. During our tenure, we have been engaged on a day-to-day basis on the management of the city's employee benefits and have enjoyed a very proactive relationship.

We are aware of the demands placed on our municipal clients. Few public entities are overstaffed in the areas of human resources and budgets are tight. For this reason, we consider it our responsibility to take on as much of the burden as possible in our relationship.

Along the way, we have taken a comprehensive approach to evaluating your benefit programs and share below some of the key accomplishments achieved while working with the city under our current consulting agreement:

Marketing planning and execution

- Facilitated the following carrier and/or vendor RFPs, with subsequent lines of coverage implementations to ensure smooth transition for city administrative staff and employees/family members;
 - Voluntary STD and LTD benefits (first time offering) with selected Mutual of Omaha
 - Vision insurer to replace VSP with NVA selected
 - FSA and COBRA administrator services to replace TASC with Discovery Benefits selected
 - HSA administrator (new offering) with selected Discovery Benefits
 - Third Party Administrator and Pharmacy Benefit Manager services replacing Anthem with Robin Health Partners selected
 - Stop loss marketing conducted for plan year 2020 due to move from Anthem
 - Dental administrator services to replace Anthem, with Delta Dental of Wisconsin selected
 - Voluntary worksite benefits (accident and critical illness); lines of coverage were tabled for future consideration

Vendor Management

- A considerable amount of time was spent by the team at the city and at ABRC during plan year 2019, managing significant service and system issues associated with Anthem's claims, enrollment and invoice processing systems. ABRC facilitated a separate meeting with Anthem leadership to communicate service and system issues in the hope of rectifying and/or improving services for the city and their plan members. After much work in attempting to improve service for the city, a decision was made to initiate an RFP to replace Anthem.

Financial Analysis to include benefit plan design analysis and recommendations

- Conducted financial review of current medical plan compared to Central States
- Conducted financial review of Manitowoc County health care cost versus the City of Manitowoc
- Upon request by Finance Director, completed GASB 76 OPEB valuation information
- Compiled annual PCORI fees options in preparation for the City's filing of IRS Form 720
- Developed plan design factors for medical and pharmacy plan changes made as follows:
 - 2018 deductible, co-pays, coinsurance and out-of-pocket increases
 - 2019 deductible, co-pays, and out-of-pocket increases
 - 2020 move to a HDHP/HSA with city HSA contribution, including preventive drug list

- Dental plan analysis was conducted to determine whether certain Anthem dental design features could be improved upon with the timing of the move to Delta Dental (i.e., composite fillings vs. amalgam, etc.)
- Shared monthly Funding Analysis Reports to track how the city's plan performs against budget; shared during monthly council meetings

Education/Benefits Communication

- Presentations were conducted to city employees on *What are High Deductible Health Plans (HDHP) and HSAs*, and then the following year, provided presentations to city employees again on *What are HDHP/HSAs*, in advance of the new HDHP plan design going into effect
- Presentations to city council and/or personnel committee are conducted every fall in anticipation of upcoming plan year benefit changes and related financial changes
- Conducted open enrollment meetings during the 2017, 2018, 2019, open enrollment periods
- Assisted in getting Benefitcloud/Elly application made available to city employees, at no cost to the city via the current city and Aurora clinic's service agreement.
 - Developed a quarterly communication plan and created written benefit related 'pushes' on varying topics to be sent out via the Elly app to city employees registered with the application

Wellness

- Facilitated a Wellness platform vendor RFI, with Go365 selected and assisted with design and implementation of wellness program
- Recently conducted review of Go365's platform, alongside Aurora's new CoreHealth platform (review of HealthPartners wellness platform to be scheduled soon)
- Coordinated the annual process related to compiled biometric results to be shared between Aurora and Go365 for download into participant accounts

Near-site Clinic related

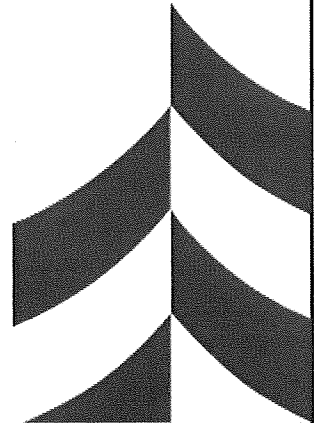
- Renegotiated the Manty Health & Wellness Center clinic service agreement with Aurora
- Reviewed cost impact associated with adding Physical Therapy services to clinic offering
- Requested updated EAP agreement with Aurora due to move from Anthem
- Ongoing participation at near site clinic quarter strategic meetings

Goals or recommendations for this upcoming year

- Continue to communicate and raise awareness of new programs available to city employees through the Robin/Health Partners medical and pharmacy services that went into place January 1st.
- Revisit disease management opportunities via the Manty Health & Wellness Center
- Market vision carriers to determine whether network and plan design can be improved upon from what currently is provided by way of NVA
- Review city compliance with Notice requirements
- By midterm meeting, create *Focus on Benefits* guide to be used for new hires and during open enrollment

PROPOSAL RESPONSE

Proposal response



Executive summary

Associated Benefits and Risk Consulting (ABRC) offers a great depth and breadth of products and services while providing personal attention to every client. Our consultants work to help employers understand how to best structure, fund, implement, and manage employee benefit programs by providing:

Strategic planning: We use a formal strategic planning process that we facilitate to help you create a vision and course of action for both the short and long term. This is a collaborative effort designed to develop a customized benefits strategy and a Client Service Plan (CSP) that supports your overall plan. The CSP developed by the city can be found in Appendix G.

Specialized technology: We support the management of your benefit plans with our specialized technology. Our proprietary tools will provide employee and employer communication, plan metrics, benchmarking, and analysis. We employ our technology to manage communication campaigns and our overall ABRC service expectations. We trust that the city has gained a streamlined approach with the use of ABRC's suite of technology tools.

Compliance: Our on-staff Compliance and Workplace Solutions team is the best resource to monitor emerging benefit issues and regulatory/legislative events, at both the state and federal level. Members of our HR Solutions team are licensed, employment law professionals and are an integral part of the service team you will be provided by ABRC. We will also communicate emerging legislation and trends to you through our consultants, training opportunities, Resource Library articles, eBooks, Update magazine, annual MarketPulse trends report, Frequently Asked Questions (FAQ) guide and more.

Underwriting/actuarial services: Our consultants have access to specialized expertise like underwriting and actuarial. Your consultant may work with our underwriter or an actuary on your behalf to incorporate an underwriting strategy or provide actuarially sound analysis in the development of your CSP.

Vendor management: ABRC positions itself to work with virtually all insurance companies on a local, national or international level. In order to strengthen our vendor relationships and to work effectively with our vendors for the purpose of meeting the needs of our mutual clients, we've established an evaluation process for our vendors to understand their respective strengths and weaknesses. Our evaluation process strengthens our mission of being objective third parties.

Plan performance monitoring: One of the areas separating ABRC from our competitors is the level of detail and customization we can provide in the area of plan analysis and reporting. We provide our clients a suite of technology at their disposal to design and manage their benefits programs or we will provide the analysis for you.

Communications support: We believe that the key to any benefit program is how well it is communicated to its members. As such, we have created multiple mediums of communication that support whatever method our clients want to utilize based on the needs of their employees. We can provide employee communication via presentations, webcasts and/or handouts/print pieces.

Health Management: Our Health Management Solutions team has deep expertise in wellness consulting, health promotion, clinical analysis, and health management and wellness program development, including the implementation of onsite and near-site clinics.

1. Services requested

The City of Manitowoc desires a Benefits Consultant with the ability to provide the following services:

1. Professional, engaging, relatable employee presentations

Over the last five years, ABRC has produced and presented professional presentations on numerous occasions to the city's HR committee, ad hoc employee committees, and to all employees during open enrollment. To serve as an example of our work, we have included the 2020 open enrollment meeting presentation in Appendix A.

2. Structured communication plans with the ability to provide professional educational/informational documents for employees;

ABRC's employee communication models offer a variety of resources to employ in your communication campaign. Solutions range from fully integrated online communication and enrollment, to employee presentations, to one-on-one consultations. Ultimately, the goal is to use a communication plan that is best suited for the City and employees. Some of the resources we use to accomplish the communication goals and strategy of our clients include:

My Benefits Communication (MBC) – Streamlining employee communication. A tool that builds customized, narrated online presentations branded to your company. Our tool allows you to connect with your diverse workforce when it is convenient to your employees. It can be emailed or linked to your intranet site or other internal portal, making it accessible 24/7 to your employees and their dependents. Supplementing traditional communication methods with MBC allows you to offer a flexible and engaging method of communicating important information and ensures a consistent message to all employees and their families.

Full capabilities include:

- **Branding and customization.** Your My Benefits Communication presentation will be branded with your logo and completely customized to your benefits package and overall benefits philosophy.
- **Tracking.** Communication is only effective if you know you are reaching your audience. We give unique usernames to your employees so we can track who has accessed the presentations, which presentations were viewed, and for how long. This will determine how well your communication strategies are working for your organization.
- **Reporting.** We can provide you with detailed reports of the tracking, survey and quiz results. These reports will be essential when you plan strategies for future benefit decisions and objectives.

Benefit statements – Employers tend to focus more on salary versus “value” when promoting, recruiting and communicating with employees. Our Hidden Paycheck benefit statements assist clients in demonstrating the value of the client's entire employment package. Hidden Paycheck not only covers tax savings, salary and employer contributions to benefits, but it also provides non-financial benefits, such as PTO, work from home opportunities and flexible scheduling conveying a true employee total package. We can deliver these personalized, total compensation reports annually to you, upon request.

Online enrollment– We offer consulting services to assist you in finding an online benefits enrollment solution and/or enrollment support that achieves your organization’s goals, while keeping resources and budget in mind. As an example, when the city wanted to consider Kronos for their online enrollment system, the city reached out to ABRC’s workforce technology team for insight related to the proposal received from Kronos to determine whether it was a good option for the modules proposed for the city. Should the city ever consider changing from Springbrook or Accela, ABRC could manage the RFI/RFP process as well as vet responses and manage finalist presentations for consideration by the city.

Consumer Toolkit – Designed to help your employees save money on their out-of-pocket medical expenses. Our toolkit will make it easy for your employees to learn a variety of ways to save money on their health care and other ways to improve their overall health.

Health Plan Selector Tool – Allows your employees to compare out-of-pocket costs of the health plan choices. Employees are able to add family members, health care usage and spouse plans and then calculate the out-of-pocket costs, premium costs and tax savings to the member in a side-by-side comparison of all available plans so they can select the plan that is right for their situation.

Traditional employee communications – Such as employee meetings and town halls. Customized print pieces to mail or hand out can also be developed to meet the needs of your employees.

Focus on Benefits – ABRC can provide clients with a customized employee benefits guide which may include summaries of your benefit offerings, description of choices and all required compliance notifications. This document was requested by the city’s HR team during our recent CSP planning meeting. It will be delivered to the City at our 2Q midterm meeting and an example Focus on Benefits is provided in our response for review.

See Appendix B for a sample Focus on Benefits.

Associated Market Advantage pairs online benefits enrollment technology with employee advocacy, providing true end-to-end support for your employees as they choose and manage their benefits throughout the year. It offers the following services:

- Employer and employee advocacy to assist with benefits enrollment and claim issues
- Use online enrollment technology for new hires, terminations, changes and annual enrollment to reduce administrative burdens of paper forms
- Facilitate enrollment in worksite/voluntary benefits

Please note: My Benefits Advocate and Associated Market Advantage may not be included in our proposed compensation, please refer to our fee addendum for what is specifically included in our compensation.

3. City leadership education;

Since partnering with the City, ABRC has presented to City leaders and committee members on various employee benefit topics, and we hope to continue to be given the opportunity to do so. A tenet of our mission statement is to “simplify the complicated” for our clients, and that includes the City of Manitowoc. We have access to a variety of resources to keep our clients informed on benefits and general HR topics.

HR Hotline - Our HR Hotline is staffed by our HR Consultants, who are licensed, law-degreed professionals with an extensive background in human resources. Using the Hotline gives you an “all-access pass” to answers for a variety of human resource and employee benefit questions. Having expertise like this on-staff improves the overall expertise of the entire staff. Again, we acknowledge the City has its own attorney, however, ABRC’s Hotline is also available to HR and Finance staff members should it be needed. Since having access to the HR Hotline, the City has reached out to have questions answered on varying topics, including but not limited to the following topics:

- FMLA in conjunction with DOT compliance requirements
- Military leave for public sector clients
- OSHA recordkeeping
- Fitness for duty for Transit employee
- Wisconsin vs. Federal FMLA requirements
- Dependent care accounts when off on FMLA
- Safety Hotline: inquiry related to medications and recordable injury
- Transgender related question
- 1095 IRS notification; ABRC Hotline asked to assist with responding to fine notification
- Light duty accommodation question
- Question related to seriousness of health condition for FMLA purposes
- FMLA request for an adult child
- Employee discipline and termination questions
- Information to be included in a personnel file
- Workers Compensation related questions
- Employer responsibilities related to HSA accounts

Client Education – Associated leads the industry by providing our client education opportunities in the form of webcasts, customized on-site trainings and special speaking engagements. Our training opportunities are separated into tracks to make selection, registration and ultimately your continuing education easier and more efficient. Clients have access to webcasts that are designed to enhance skills in professional development, compliance, and risk management — giving managers and employees the confidence they need to make sound decisions. Many of our events allow attendees to earn recertification hours towards PHR, SPHR and GPHR designations and Professional Development Credits for the SHRM-CPSM or SHRM- SCPSM designations.

In addition to our regularly scheduled program, we provide customized onsite training to fit your organizations' specific needs. From identifying needs to creating learning objectives to incorporating specific policies and procedures, we'll work together to create and present an effective and cost-effective training program on your timetable.

See Appendix C for our current Webinar and Seminar Schedule.

Publications – We make the most of our highly credentialed consultants by sharing their expertise with clients in the form of blogs, articles, eBooks and case studies housed in our Resource Library. Subscribers of our Resource Library will receive a weekly recap of the articles they are most interested in receiving. Topics include employee benefits, healthcare reform, human resources, retirement plans, risk management and safety. We also publish a magazine and an annual trend study which tackles these same topics; providing analysis and solutions to current problems employers are facing.

Client Access – Client Access is a client website to save you and other employees at your organization time, as well as to make working with us very easy. Here are just a few of the features available to our clients:

- Access to exclusive resources to help our clients navigate changes in legislation
- Houses group benefit forms and provider directories
- Contact members of your service team
- Access to valuable human resource information and forms
- Electronic/phone enrollment information

In addition to our esteemed Compliance and Workplace Solutions team, we are also involved in several industry organizations by holding memberships with groups such as the Society for Human Resource Management (SHRM), the Wellness Council of America (WELCOA) and the National Association of Health Underwriters (NAHU). Various individuals within our firm currently sit on the boards of these organizations and numerous others. The future is uncertain, but our dedicated staff and key employees are integrally involved in the changing political environment.

4. Ability to integrate Wellness initiatives with Medical Plan Design;

Wellness is at the core of everything we do and spans all levels of services we offer. Our health management consultants are available to work with you to develop a health management and wellness program based on your company's needs and expectations. Our goal is to support a wide range of well-being and employee engagement initiatives with ready-to-use or customized tools and resources, many of which the city has utilized, including:

- **Campaigns and Challenges** – Prepared wellness campaigns and challenges include all communication materials needed to run a successful, engaging program
- **Culture and Interest Surveys** – Assortment of survey questions and access to a surveying tool can help identify the interest and needs of employees
- **Wellness Newsletter** – Monthly employee newsletter includes a variety of health information topics, often corresponding with specific national awareness monthly topics. These are available as 8.5 X 11 flyers or 11 X 17 posters

- **Wellness Toolkit** – Collection of strategies, suggestions and resources helps clients build or enhance a wellness program
- **Blogs** – Monthly health and wellness blog articles keep clients updated on current health-related topics
- **Webinars** – Expert-led webinar series explores health management and wellness topics
- **WellnessPulse Benchmarking** – ABRC's benchmarking study of its clients helps identify trends in the industry

Your ABRC account team and health management solution teams have worked to help you identify factors driving your healthcare costs. We review claims data and any additional aggregate vendor data from wellness activities such as biometrics screenings or health risk assessments. We lead clients like the city through the interpretation of data and provide expertise and guidance to identify trends, emerging risks, common chronic conditions impacting your population, and associated costs from high cost claimants. This effort provides a baseline to determine goals and strategies.

As multiple years of data are collected, analysis of trends and impact can be done to determine whether the health management and wellness programs put in place are having the desired results. For example, if a smoking cessation plan was implemented, the data would be evaluated to determine whether a significant decrease in smoking rates had occurred.

These have been touched on during many of our planning meetings with the city over the years, and are methods that ABRC can assist with evaluating your program:

- **Participation levels** – We create target participation levels and evaluate the success or failure within your program.
- **Participant satisfaction** – Participant satisfaction rates reveal how much the participants like your program offerings. We can assist in creating and deploying an annual satisfaction, interest or culture survey, including baseline, mid- and post-program surveys.
- **Biometric measures** – Year over year biometric results can highlight negative or positive trends within your employee population. We will work with you to place target benchmarks for your top biometric concerns, provide recommendations, and assist in putting plans in place (coaching, programs) to encourage positive behavior changes.
- **Productivity** – Productivity measures such as missed workdays (absenteeism) and at-work sick days (presenteeism) can help show the impact of your program on both employee and organization health and well-being. We can assist in creating questions as part of the annual survey which can drill down on some of these key reasons for being impaired and affecting productivity.
- **Medical claims** – When possible, conducting an analysis of the organization's modifiable healthcare costs is another key to determine the success of a wellness program. Evaluating cost of care and appropriate utilization of health care services is important. Our team can support you and your employees in assuring preventive care and targeted interventions are in place for chronic conditions.

In addition to using these key evaluation methods, our team can work with your ABRC employee benefits service team to create a long-term health management and wellness strategy which will include your vision and mission of the program, core goals, key objectives to reach these goals, and evaluation methods. Creating this strategy is your road map to ensuring your wellness program stays on target and is performing at a level of success.

5. Ability to understand, adjust, and be effective within an organization's culture;

At our core, we are a community-based organization. Serving and giving back to the community is at the heart of what we are all about. We are also a locally-owned and operated business, and because of that, we invest in the communities in which we conduct business, whether it is through our daily operations, the hiring of our employees or through sponsorships and charitable contributions to those organizations in the individual communities where we have a presence. This commitment to the communities in which we operate is much more than lip-service or annual donations.

Charitable Giving

Associated Bank recognizes our success is dependent upon strong relationships with the communities where we live and serve. As a responsible corporate citizen, we endeavor to foster stronger, more stable communities. This includes providing sound financial services throughout our three-state footprint of Wisconsin, Illinois and Minnesota, giving of our time through colleague volunteerism, and strengthening our communities through our provision of financial resources.

Each year we support thousands of community-based nonprofits through charitable grants and sponsorships. Our philanthropic efforts are focused on nonprofits with programs that align with our organizational values, strategies and business goals, and whose programs provide long-term solutions to the unique issues of the communities we serve. While we consider grants that are focused on health and human services, environment, arts and culture our strategic priorities are in:

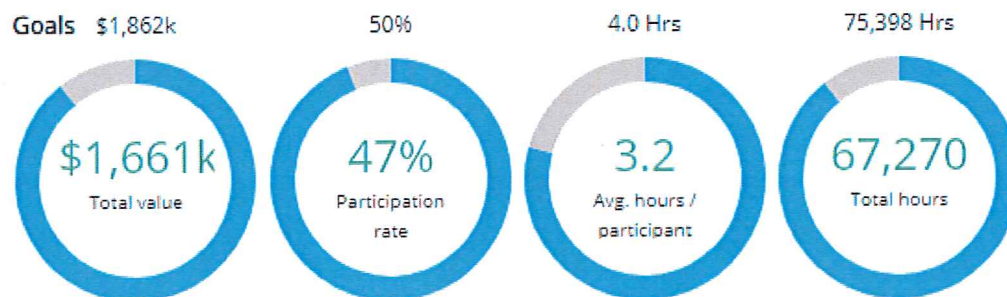
- Affordable Housing
- Economic Development
- Neighborhood Revitalization /Stabilization
- Small Business Development

Associated Community Development

Associated Bank created Associated Community Development, LLC. Associated Community Development, LLC uses its financial resources to bring investment into the underserved areas of the markets where we live and work: the states of Wisconsin, Illinois and Minnesota. Focusing on these markets keeps investment dollars local, while strengthening our communities, building opportunity and changing neighbors' lives. In 2017, Associated Community Development provided \$2.3 million of Wisconsin Historic Tax Credit (HTC) equity towards the Ferguson Family YMCA in Green Bay, WI.

Employee Volunteering

We encourage our employees to give back to the community through their "Roots in Our Community" programs. This program is centered with a website of information on volunteering opportunities, stats, and accomplishments. Our employees can also win grants to their favorite charities based on their level of volunteering. Colleagues are recognized for their generous donations of time and talent through a formal rewards program that motivates and distinguishes colleagues for their exceptional efforts. If a colleague logs 50 or more volunteer hours annually, they will be rewarded a \$250 grant to a non-profit organization of their choice. Our 2019 results are below:



\$11,021,660
 Total value of community impact since inception

Volunteering stats

21,762 Total participation	943 Company events
1,571 Nonprofit partners	3,074 Nonprofit partners (including write-ins)

United Way

Associated has raised more than \$1 million annually for the United Way through a combination of colleague contributions, local fundraisers, online auctions and a corporate match. 2019 was the 9th year of exceeding the million-dollar level.



UNITED WAY 2019

RAISED
\$1+
MILLION

VOLUNTEERED
6,000+
HOURS

PROVIDED
\$150,000
IN COMMUNITY SERVICE VALUE

6. Resources to provide finance department with desired reporting, forecasting, and modeling;

One of our greatest strengths is the level of detail and customization we can provide in the area of plan analysis and reporting.

Our new proprietary, advanced analytics tool, **Associated Intelligence**, exposes the root causes of medical and prescription claims costs by providing detailed data specific to your health plan(s). This tool will give you access to more information than the standard reporting packages provided by insurance carriers. ABRC is in the process of testing the city's Health Partners data in Associated Intelligence. Once testing is complete, data will be updated monthly, not quarterly or annually like some other reporting tools. With the intuitive online dashboard, you can quickly see where health plan members are incurring costs. In the near future, Associated Intelligence will include predictive analytics that will show how tweaks in plan design will impact future costs and employee utilization.

The following features will allow you to take your health plan strategy to the next level:

Health plan reporting – Our data analytics tool will include dozens of medical and prescription drug reports that allow you to target the root cause of the claim activity over time. Sample reports include, but are not limited to:

- Monthly cost summary
- Key utilization indicators
- Shock claim summary
- Preventive screening summary
- Prescription utilization summary

Reporting features soon to be available include:

- Robust package of standard reports and ad-hoc reporting capabilities
- Trend reporting to compare plan performance in various time periods
- The ability to filter reports by gender, age, relationship, service, location, diagnostics, etc.
- Normative data showing how your plan performance compares to other employers' plans

Predictive analytics – This tool will be able to forecast plan costs based on alternate plan designs.

Predictive analytics allow for:

- Modeling claims costs of different plan designs against your current plan design and the financial impact to your organization of various plan options
- Analyzing the impact of plan design changes on your employees.
- This advanced claims analysis helps answer questions such as:
 - Why are office visits so high? Which groups are going to the doctor? Why are they going?
 - Why are plan members using the emergency room so frequently? Who is using the emergency room most – employees, spouses, or dependents? Are they using the emergency room appropriately?
 - What does the group's experience show about disease management? What types of diseases should my health intervention programs focus on?

- What is the impact if I implement a high-deductible health plan?
- How much more will employees spend out-of-pocket if I change or eliminate the prescription drug co-pay?
- How did last year's plan changes affect claims?

See Appendix D for a sample Associated Intelligence report and dashboard.

To assist the City with development of funding rates, we have conducted a Midterm Analysis, Renewal Analysis and provided monthly Funding Analysis Reports. During the midterm analysis, we provide a mid-year projection of fixed and variable costs for all your benefit plans six months prior to your upcoming renewal. The purpose is to prepare our clients for their renewal from a budgetary standpoint in addition to facilitating the planning and implementation of any plan design or carrier changes.

Our renewal analysis uses the same methodology as our Midterm Analysis but is updated with the most current claims data as the renewal date approaches. The Funding Analysis Report (FAR) is provided monthly and provides you with a snapshot of how your health and dental plans are performing against budget. This report can be customized to address multiple plan designs and employee groups depending on how eligibility and plan structure is built with Health Partners and Delta Dental.

See Appendix E for a sample of these reports.

In addition to establishing annual funding for each plan, we have developed numerous employee contribution tools over the years based on the specific needs of our clients. Our services include establishing modified tiering as well as creating interactive tools that allow the team to model contribution strategies based on your defined variables. We have found that wellness plans have added increased complexity to the strategy of setting contribution rates and therefore, we are able to respond with flexibility and customization within its tools.

7. Advanced compliance guidance;

Our Compliance and Workplace Solutions team can also help with the following specialty services:

- **Summary plan descriptions** – Every employer should offer a legally compliant and up-to-date Summary Plan Description.
- **Handbook reviews** – We will review your existing handbook for compliance with state and federal law as well as HR best practices.
- **Employee handbooks** – A comprehensive, from scratch, employee handbook customized for your organization.
- **Talent analysis and management tools** – Our consultants will create detailed job descriptions for you, from identifying essential job duties to drafting the final description.
- **Employee engagement surveys** – Take the pulse of your workforce while identifying which programs and practices have the best shot at success.
- **Workplace investigations** – Our Compliance and Workplace Consultants will provide a neutral, third party investigation.
- **Affirmative action program** – We will draft a submission-ready plan for your review.

- **Onsite training** – Often it's very effective to improve your people. Whether it's leadership development or a specific HR issue, we'll train your staff—just let us know your needs.
- **Technology consulting services** – meet with our Workforce Technology Consulting team to uncover opportunities where workforce technology solutions can be customized to your unique needs can improve your bottom line. We offer comprehensive evaluation and implementation services for your compliance and reporting needs.

Please note: The specific services noted above are not included in our proposal fees; however, our client discounted pricing make them very price competitive in comparison to the retail market.

Jay, Shawn and Anne, along with our on-staff Compliance and Workplace Solutions team, are the best resources to monitor current and emerging regulatory and legislative events and evaluate how the changing regulatory environment affects your organization, at both the state and federal level. Your ABRC team, with guidance from our Compliance and Workplace team, can be relied on to evaluate the status of your specific regulatory compliance and make necessary recommendations.

Currently, our Compliance and Workplace Solutions team is on the front-line of accessing and dispensing the notices, guidelines, and rules surrounding the Affordable Care Act (ACA). They are busy keeping consultants, employees and all of our clients up to date on the Affordable Care Act (ACA). From the beginning, they have conducted educational webcasts presented at several large conferences and have also posted checklists, guidance and sample notices on our Client Access site, in addition to answering our clients' questions. Other topics related to state and federal legislation include:

- Family and Medical Leave Act (FMLA)
- Americans with Disabilities Act (ADA)
- Workers' compensation laws
- Wage and hour laws.

The Compliance and Workplace Solutions team utilizes a variety of communication vehicles in order to reach our clients. Information written by our Compliance and Workplace Solutions team can be found in our Resource Library on our website, which includes blogs, articles, eBooks, case studies, and our MarketPulse Annual trends report. For more detailed information, this team presents webcasts and will conduct customized onsite training on the topics of employee benefits, healthcare reform, human resources, leadership and supervision, and risk management and safety.

ABRC's Client Access site gives you 24/7 access to compliance related resources, forms, developments, interactive spreadsheets and FAQs—created by our Compliance and Workplace Solutions team—to keep your organization up to date with healthcare reform.

8. Resources to successfully guide the City through ACA requirements;

Compliance and regulations are impacting employers like never before. Employers need guidance and support to identify and manage the risks their organizations face. Our Compliance and Workplace Solutions team (on-staff employment law professionals) has and will continue to support you by providing practical Affordable Care Act (ACA) guidance. We are praised by clients and our partners in the industry for providing complete, accurate and timely information to our

clients on this critical topic. Some of the resources related to Healthcare Reform we provide to the City include:

1. **Healthcare Reform Checklist/Play-or-Pay Guide:** This document was completed in 2015 for the city and was designed as a working document for our consulting teams to work through with customers to ensure all aspects of the law are being complied with. Below are just of the few of the regulatory requirements that were addressed:
 - Look-back and stability periods
 - Measurement methods
 - Leave of absence measurement
 - Temporary employee liability
 - Eligibility language
 - FSA changes
 - Control group measurements
 - ACA reporting data collection and requirements

Should you be audited by the Department of Labor, this document will have answers to all of the questions they could ask regarding your methods for complying with the law.

2. **Healthcare Reform Strategic/Financial Impact Study:** A financial model that provides our clients analysis on the impact of the ACA.
 - Tax Impact Study
 - Analysis of Pay or Play — considers all the financials of whether a group should maintain a group health plan.
 - Audit of plans compliance with regulations going back to the inception of the Affordable Care Act.
3. Healthcare Reform/ACA specific webcasts
4. Healthcare Reform articles and eBooks in our Resource Library
5. **Workforce Technology Consulting Services:** Identifying customized technology solutions based on your organization's specific ACA compliance reporting needs and, if requested, implementation management of your chosen reporting solution.

We are at the forefront of the industry by proactively offering Workforce Technology consulting services to address your ACA compliance reporting. Our Workforce Technology team provides our clients the skills and expertise to help select a technology partner that can meet your unique need.

What we look for

Our Workforce Technology consultants perform extensive research to find the ACA compliance solutions with the right mix of services and price for your organization. We take the following vendor features into consideration when determining the best fit: budget, data/system integration, configuration flexibility, and overall vendor capabilities.

Tracking and reporting solutions

Let technology simplify the tracking and reporting obligations you face under the ACA. We will enlist requirements to make it easier to evaluate software capabilities from a variety of vendors. We will ensure the solution presented can calculate applicable large employer status, monitor full-time employee status, track data required to complete 1094/1095 reporting, and generate, file and distribute forms 1094/1095.

The Workforce Technology consulting team meets with you to discuss your needs surrounding technology in this area. This consultation includes input from Compliance and Workplace Solutions to identify your unique ACA issues to help guide the selection of the best software solution for your organization. The Workforce Technology consulting team will then complete a marketplace review and present marketplace options suited best to your organization.

9. Advocate for the City when researching and recommending the most appropriate vendors (cost and quality);

We have established a separate department with expertise in marketing and vendor relationships, which is led by a former underwriter. This department helps your consultant manage the marketing process. Your consultants handle the initial conversation and final negotiations with an underwriter regarding your renewal. However, to allow our consultants more time to work with clients on strategic planning, our marketers help manage the flow of information involved in negotiating your renewal.

Once a mutually agreed upon underwriting and renewal strategy is established with the client on scope, direction, and intensity of employee benefits offerings, the marketer will work closely on preparing any necessary requests for proposals, obtain market interest prior to RFP submission, and then submit a comprehensive RFP to appropriate markets. Items of consideration for RFP submissions encompass competitive pricing needs but also focus very heavily on contract strength, provider access and the highest service standards required to make the offering as successful as possible. This includes ensuring that both the needs of employers and employees are met.

Once responses from the market are obtained, the marketer will analyze if they have met all criteria put forth in the RFP and, if not met, the marketer will solicit a correction immediately. After all proposals are analyzed they are placed on a comprehensive spreadsheet that identifies all considerations. The marketer will then ensure that markets have indeed quoted their most optimal pricing and contract standards and relay the information to the consultant and service team. Based on these discussions the consultant may engage in further negotiations.

10. Ability to recommend the most appropriate vendor with no bias toward any particular vendor;

As an independent brokerage/consulting firm, we can work with virtually any employee benefit carrier in the country and we currently work with over 100 different benefit carriers. Due to our reputation in the marketplace, we have earned elevated status with most health carriers. With that status, ABRC has access to carrier-provided additional staff to help our firm assist our clients if there are issues. Elevated status is achieved by size of new business, size of a broker's book of

business, and retention. We are able to leverage our large client base to obtain best-in-class pricing and service for the City both at initial underwriting and at renewal.

11. Creative program development that engages the employee and produces positive impactful results for both the employee and the City;

We help you make the most of your employee benefits program by helping you:

Find and Keep the Right Talent. We help you cement your status as an employer of choice by:

- Designing benefit plans that improve recruiting and retention
- Providing tools that empower employees
- Assisting with leadership development
- Educating employees to increase engagement

Maximize your ROI. We are dedicated to strengthening your bottom line and assisting you in achieving your strategic goals. We do this by helping you:

- Manage health plan costs
- Understand and target key cost drivers
- Avoid costly compliance mistakes
- Boost employee productivity
- Reduce turnover costs

Simplify the Complicated. We help you implement nimble strategic plans that reflect current developments while accommodating future challenges by:

- Staying on top of trends in benefits and human resources
- Keeping you compliant with new and changing regulations
- Providing you access to innovative wellness and HR solutions and resources
- Researching the HR technology marketplace for the latest solutions

Additionally, we utilize our employee benefits surveys to gather feedback and opinions from employees. Employee benefit surveys assist in making benefit plan decisions and the development of your customized Client Service Plan (CSP). Our surveys enable you to measure, track and identify areas of strength, weakness and opportunity as defined by your employees.

Your consultants will review the survey results with you, provide recommendations based on the results, and assist with any changes or enhancements to your program. In some instances, we may follow-up by facilitating focus groups to get more qualitative data. We devote a single survey to one of the most crucial challenges you face, identifying a benefits package that is affordable for your organization and valuable to your employees.

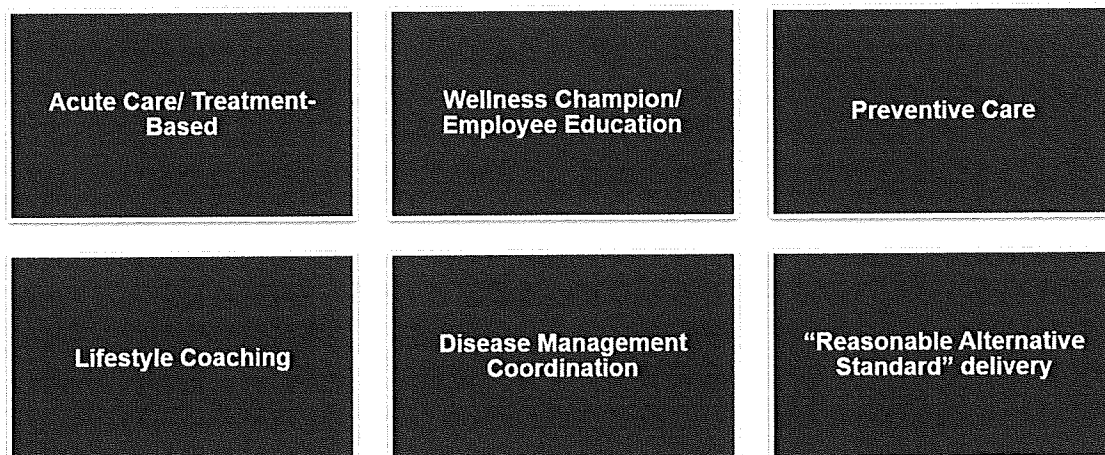
In addition to surveys, your consultants and members of your service team are available to serve on any committee or focus group you may wish to have in further investigative research. This is something we regularly do for our clients to help facilitate discussion and provide information to the group. Whatever you wish to accomplish in these surveys, focus groups or committees, we will use our in-depth experience to help you manage the process and interpret the results.

12. Cost conscious and the ability to show significant return on investment for the City;

We strive to consistently bring innovative ideas and solutions to our clients and the marketplace. We believe we need to truly understand the culture and objectives of our clients before recommending specific changes or innovations. A few of the innovative solutions we have provided to our clients in the past include:

Employer-Sponsored Clinics: (On-site or Near-site clinics)

A focus on improving employee health is one of the factors driving growth in an employer-sponsored clinic. An employer-sponsored clinic is frequently implemented to improve care access for your employees, improve the health of your employee population and manage the cost of care. We have been helping our clients implement on-site/near-site clinics for a number of years. Based on the needs of each client, onsite/near-site clinics are best set up to address a client's main problem areas and desired outcomes. The following are areas in which a clinic can focus its resources:



We assist our clients in all aspects of a clinic strategy including conducting a feasibility study, development of the strategy, request for proposal, implementation and ongoing analysis.

Telehealth (Telemedicine) programs

Telehealth is a broad term used to describe the variety of technologies available to provide virtual medical, health, and education services. Telemedicine, a two-way virtual conversation between a patient and provider, can be a great way to both provide care for acute conditions and achieve significant savings for both the employee and the employer.

As technology continues to develop, specialty services are being added to the menu of telehealth options. Some areas for telemedicine include dermatology, care coordination and chronic condition management, behavioral health counseling, and physical therapy. Our Health Management Solutions team can provide guidance for clients considering a telehealth option.

Consumerism

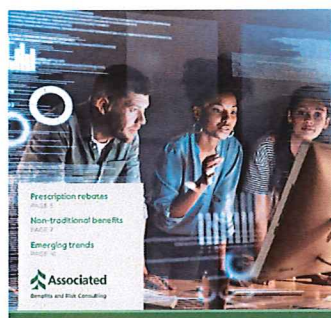
An effective consumerism strategy can be positive for both the employees and their employer, but it consists of more than simply offering a high deductible health plan. It must also include a well-thought-out communication and education strategy, and appropriate incentives and tools that allow employees to make better decisions. If done appropriately, this can be a very effective and innovative strategy.

Network Choice

For years, employers have been providing their employees the opportunity to choose among different plan design options within their health plans. Up until now, rarely have employers offered a choice among networks. ABRC and our Health Management Solutions team can help with innovative network designs. Our clients have had success offering employees the ability to choose among a high-value, narrow network and a broad network. This strategy can not only save money for both the employee and employer, but it also helps engage employees and better understand the costs of their plan choices.

MarketPulse ←

2020 Trend Report | AssociatedBC.com



MarketPulse Annual Trend Study

The topics covered in this publication are related to each other in both obvious and subtle ways, but a common denominator throughout these pages is your number one resource—employees. You can't succeed without them, and you can achieve almost unlimited success with the right ones. This year's trend report, which was delivered to the city during our February planning meeting, focuses on strategies employers have been using in response to the constant changes and challenges they face today, including:

- Exploring prescription drug and other cost-saving options to combat increasing healthcare costs.
- Offering financial wellness and other benefits strategies to help employees address personal financial challenges and improve engagement and productivity.
- Implementing strategies to effectively manage workplace injuries and reduce the overall cost of claims.
- Responding to the risk of business disruption and ever-evolving cyber security threats

See Appendix F for a copy of the MarketPulse Annual Trend Study.

Pharmacy

The world of pharmacy is very complex and simple details and definitions can mean the difference between an extreme cost to your plan or cost avoidance. We are pharmacy experts and are very specific about our contracts and the language within. We regularly negotiate pharmacy contracts on our clients' behalf and frequently evaluate plan offerings and new market strategies to help mitigate the impacts of new drugs to market and manufacturer tactics. We maintain two coalition contracts which we renegotiate annually with mid-year market checks and have additional arrangements available with flexible options to control costs amid our current environment. Our holistic approach includes the following key areas:

- Visibility into your pharmacy arrangement
- Guaranteed pricing and rebate structure
- Strategy designed for your specific needs and requirements
- Strong clinical foundation
- Ongoing management utilizing meaningful performance data
- Regular performance checks to ensure plan is performing as committed

The above innovative strategies are only a few examples of what we have done to help our clients, including the city, reach their benefit plan strategic objectives. There are many other innovative ideas we can share when we have a better understanding of your culture and objectives.

13. Prompt customer service and availability;

What sets us apart from other firms is our ability to handle an account of varying sizes and complexity and still deliver hands on customizable solutions with superior customer service. Our ability to deliver superior customer service is supported by our philosophy of "True Customer Engagement" which entails:

- Positive experience every time our customers reach us
- Prompt response and follow through
- Available resources to help our customers when they need us

A successful partnership with us is one that embraces and delivers upon our expectations and values. To us, a partnership means we are an extension of each other, and transparency is an important measure of success. Our promise is simple: We deliver on our commitments and we put our clients' needs first. We bring individualized attention through the following:

- We recognize flexibility is a critical differentiator. We pride ourselves on our ability to deliver customized solutions for our clients.
- We tailor our client service plan to create an action plan for the upcoming year based on your goals and objectives.
- We provide our clients with several opportunities to tell us how we are doing through quarterly meetings, client surveys and Stewardship Reports.
- We leverage available technology and collaborate with our internal and external experts to ensure our customers get the best results.
- Our customers will always get a warm greeting when they call, unless they contacted a specific person and chose to leave a voice mail message.

- We respond within 24 hours of an inquiry; if not with a solution then with an acknowledgement of their issue and some feedback about the actions we need to take to provide a viable response.
- We will touch base within 72 hours with follow-up communication to the client, even if it is to deliver the message that we are still working on their issue.

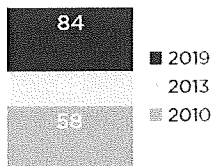
Your Client Service Plan (CSP) outlines the agreed upon goals and objectives. The agreement creates an action plan and agenda for the upcoming plan year and subsequent years. It clarifies both parties' expectations and promotes a healthy business partnership. To support the implementation of the CSP, we use a proprietary customer service management system to house all communications and plan information.

Our CRM not only tracks communications and documents between our organizations but also tracks and manages all activities and commitments that we have made. An activity is created for each action item agreed upon in the CSP. Activities are used to manage workflows and capture key information. When there is a complex claim or unexpected issue your service team uses our customer management system to document, track and manage the process until there is a resolution. In addition, each activity is stored in the system to allow us to pull customized reports for our clients to show claims information, implementation progress and project status. Reports are provided to our clients based on an agreed upon schedule or as needed. Essentially, this powerful technology allows your service team to know everything about who you are. Your account manager keeps a daily log of all service activities so your team members can easily assist you. The CRM system allows us to share with you the history of your account, explore ongoing issues and proactively identify areas to better serve you.

We use traditional measures of client satisfaction like measuring our retention. ABRC's current customer retention of 92% is well above the industry standard of 86%. We don't stop with retention measurements as an internal mechanism for ensuring customer satisfaction with our services. Our commitment to continuous improvement and customer service means we are always looking for ways to better serve our clients. In addition to our own internal surveys, approximately every three years we reach out to an independent third-party, Leede Research, to survey 600 of our clients. Leede Research developed the Net Promoter Score (NPS) and is the "gold bar" standard in the U.S. for measuring brand and customer loyalty. Net Promoter Scores range from -100 to +100; a positive score at or above zero is considered "good", a score above 50 is considered "excellent", and a score about 70 is considered "world class".

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NET PROMOTER SCORE



Associated Benefits and Risk Consulting's net promoter score of 76 measures our clients' willingness to recommend us.

Associated Benefits and Risk Consulting's net promoter score of 84 measures our clients' likelihood they will retain us.

According to Harvard Business Review, a score of 50 is considered "excellent" and a score of 70 is considered "world class".

14. Attendance at necessary meetings;

We typically schedule quarterly client meetings throughout the year. We will, however, customize a meeting schedule that is best suited to your specific needs. We may provide the following additional meetings if requested or needed:

- Bi-weekly service conference calls
- Quarterly performance review conference calls
- Monthly onsite strategy meetings
- Monthly partnership conference call between us and health carriers
- Annual consultation meetings with all vendors
- Quarterly clinic strategic meetings

Our quarterly meeting schedule is structured as follows:

1st Quarter of our partnership

- Discuss the results of any plan or vendor changes made on the past renewal date, evaluate and identify any issues and questions that may have arisen. Discuss and set the renewal process and look for improvements and feedback to be implemented for the next renewal period
- Review previous year analytics, including financial and funding analysis for the upcoming policy year
- Review year-end utilization reports and provide analysis
- Determine objectives based on plan utilization and action items required
- Meet with key personnel to ensure that all viewpoints in the organization are considered
- Develop a strategic plan to document your organization's goals and objectives for the coming year

2nd Quarter

- Discuss course of action and review timeline to complete all objectives
- Communication of midterm analysis and evaluation
- Review initial renewal offer from current insurance carrier and discuss alternative options
- Review claims analysis reporting and determine any alternative plan designs that should be researched and calculated
- Negotiation with vendors to obtain the most favorable final renewal coverage and pricing
- Negotiate and audit of additional benefit services: TPA administrative services agreement contract, stop-loss contract, network contract, and pharmaceutical benefit management contracts, etc.
- Communication strategy development for next annual enrollment period

3rd Quarter

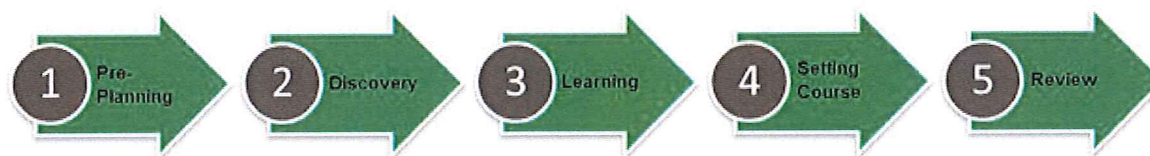
- Further review of all plan design, utilization reports, and financial options in light of strategic initiatives
- Review negotiated renewal from current insurance carrier along with competitive quotes gathered in the marketplace. Select the next year's insurance carrier, third-party administrator, network and disease management and utilization review provider(s)
- Finalize employee communication media

4th Quarter

- Implement the financial contracts and plan designs that have been elected
- Release enrollment communications to employees
- Conduct employee meetings to educate and explain options
- Ensure enrollment forms and data transfers to the insurance carrier accurately and timely
- Proactively assist our client to ensure implementation of renewal is smooth and successful

15. Strategic planning capabilities with a vision for the future that is in line with the City's plan;

We will provide you a customized solution based on your specific concerns and issues. At ABRC, our philosophy is to “Seek First to Understand” and with that guiding principle we developed a formal strategic planning process that creates a vision and course of action for your program’s future. You and your team have worked through our 5-step process, which encompasses all aspects of your benefit program, including wellness initiatives and will set a clear direction for benefits that is consistent with your overall mission and values.



The process provides you with:

- An understanding of your overall objective and its relationship to benefits.
- An understanding of your current benefit program’s strengths and weaknesses.
- An understanding of your specific industry trends and external factors which influence your benefit plan.
- An understanding of the specific benefit needs and wants of the employees and management staff.
- A consensus on the specific planned future and vision.
- A detailed method for moving from your current state to your preferred future.

We have developed a mutual CSP with the City to maintain the goals and objectives identified during the strategic planning process. The agreement creates an action plan and agenda for not only the upcoming plan year, but for years to come. It clarifies both parties’ expectations and promotes a healthy business partnership. We use a specially developed proprietary customer management system called Epic to support the implementation of the action plan laid out in the CSP. This communication system not only tracks communications and documents between our organizations, but also tracks and manages all activities and commitments that we have made. Epic allows your service team to know everything about who you are. Your Account Manager will keep a daily log of all service activities, allowing all service team members to easily assist you. This technology tells the story of our partnership and allows us to share with you the history of your account, explore ongoing issues and proactively identify areas to better serve you.

See Appendix G for your CSP.

16. Provide up to date resources, tools, and guidance relating to plan modeling and compliance for the City's reference;

On top of our formal strategic planning process and renewal strategies, we provide a suite of technology tools to help the City manage and administer their benefits throughout the year. Our technology solutions focus on a few key areas: employer decision-making, employee communication, and administration of benefits:

Employer decision-making tools

- **Advanced analytics tools** expose the root causes of medical and prescription claims costs by providing detailed data specific to your health plan(s). These tools allow for benchmarking and data mining into the plan's performance to inform other strategic decisions such as making plan design changes, designing a wellness program, or adding disease management.
- **Plan modeling tools** go beyond looking at claims and help take the "What if" out of plan decision-making. They reveal the impact to your plan costs and your employee population giving you the data needed to feel confident when making plan decisions.
- **Benefit plan benchmarking tool** measures your plan against meaningful benchmarks to fuel decision making. In the war for talent, you can increase your competitiveness by knowing the kinds, as well as the quality, of benefits other employers are offering in your area, industry, and group size.
- **Employee benefit surveys** enable you to measure, track and identify areas of strengths, weaknesses and opportunities within your benefit package as defined by employees. Knowing what is most important to your employees allows you to design benefits that meet your objectives and your employees' needs.

Employee communication tools

- **My Benefits Communication** makes your benefit package information available online for your employees and other household benefit decision makers to review. It can also help streamline communications and ensure all employees are hearing the same message regardless of their location. Each presentation is designed to meet your unique needs and may cover anything from benefit information to general health insurance education.
- **Benefit statements** communicate the value of the compensation and benefits you provide to employees in an easy-to-understand format. Showing employees their total compensation including salary, retirement contributions, healthcare and other benefits provides a holistic view of the investment you are making in them. This often leads to increased engagement and loyalty from your employees.

Benefits administration tools

- **Associated Market Advantage** provides an online enrollment solution coupled with a team of benefits experts who are available to assist your employees. Our benefit experts serve as an extension of your HR team to resolve your employees' enrollment and claim issues. This frees up your HR team's time while giving your employees access to licensed and knowledge benefit specialist to help them navigate the healthcare system.
- **Contribution modeling tools** help you determine what to contribute now and into the future.

As you can see, we offer a variety of tools to assist with plan management and employee communication and education, but we know there is a whole world of solutions available to you. Our solution may not be your perfect fit, but we can still help. Our Workforce Technology team not only supports the development and maintenance of our tools but serves as consultants to help you find the tool that makes sense for your organization. They will guide you through needs discovery, vendor interview and selection and even implementation if needed. You may find you already have the technology you need; you just need more training or to have a feature turned on. Our goal is to help find the right tool, based on your unique needs.

17. Ability to act as project manager during implementations;

ABRC routinely manages the implementation of new and renewing programs. We assume the City wants us to project manage all changes during open enrollment and implementations.

We use a strategic renewal planning process to manage renewal timelines, action items and negotiations. Below is sample timeline for your reference:

180 days prior to renewal

- Development of a pre-renewal strategy to better understand your goals and objectives for the coming year
- Discuss the results of any plan changes or vendor changes made on the past renewal date
- Identify any issues and questions that may have arisen and discuss a strategy to evaluate and address these issues
- Conduct an employee survey, if requested
- Prepare and review midterm analysis
- Review year-end utilization reports with you and compare them to prior years' experience
- Review the plan design with you, and determine what, if any, changes should be made
- Collect plan design information needed to prepare a request for proposal

120 days prior to renewal

- Review initial renewal offer from your current insurance carrier, alternative options with that carrier and the renewal calculations
- Review claims analysis reports
- Start to develop employee communication strategy and media
- Negotiation with vendors to obtain the most favorable renewal
- Discuss course of action and agree upon a final action plan

90 days prior to renewal

- Review negotiated renewal from current insurance carrier and competitive quotes gathered in the marketplace. Select the next year's insurance carrier, third-party administrator, etc.
- Finalize employee communication strategy and media

60 days prior to renewal

- Conduct employee open enrollment meetings, as requested by the client
- Implement the contracts that have been elected for the next plan year
- Ensure enrollment forms and data is sent to the insurance carrier(s) timely and accurately
- Release enrollment media to employees

All of this is supplemented with the ongoing interaction and planning that occurs throughout the year so that we can be proactive in addressing the annual renewal process. One of the documents utilized to facilitate this process is your Client Service Plan (CSP) previously referenced and provided in Appendix G.

18. Advocate for the City with all benefits vendors;

As mentioned previously, we have the ability to work with virtually any employee benefit carrier in the country and we currently work with over 100 different benefit carriers. Over our working relationship with the city, ABRC has worked diligently to manage the city's vendors and/or introduce new vendors when relationship changes were requested or recommended.

19. Ability to provide all other usual relevant services not listed here.

As a full-service agency, we offer a great depth and breadth of services. Our clients benefit from having their insurance, human resources and financial services needs conveniently serviced from one source. By integrating business functions, clients can make sure that the pieces fit together.

We provide the following services:

Employee benefits consulting

- Strategic planning
- Executive benefits and compensation strategies
- Effective and reliable renewal process
- Proprietary benefit claims analytics, reporting and plan design modeling
- Alternative funding arrangement and consumer directed expertise
- Total compensation strategies and statements
- Specialized personal insurance offerings for executive leadership
- Voluntary benefits
- Dedicated medical director
- Employee communication and education
- Benefit plan benchmarking
- Employee surveys
- Employee health plan selection tools
- Consumerism resources

Human resources support

- Direct access to team of employment law specialists
- Compliance guidance
- Talent analysis tools
- Talent management tools
- Individual and team development programs
- Customized leadership and management development

Risk management consulting

- Strategic planning
- Total risk assessments and coverage analysis
- Claims review and reserve analysis
- Experience modification factor analysis and projection
- Training on accident cost and cost-reduction strategies

- Employee resources for managing life events
- Employer and employee online portals

Healthcare reform

- Client education
- Healthcare reform impact studies and calculators
- Strategic planning and plan design guidance
- Private exchange models

HR Technology consulting

- Client education
- Unbiased vendor analysis and RFP services
- Vendor review support and resources

Workplace wellness consulting

- Wellness surveys
- Wellness specialists on staff
- Onsite and near-site clinic planning
- Pre-built wellness campaigns and consulting
- Disease management programs

Retirement plans

- Financial education for employees
- Non-qualified deferred compensation plans
- Qualified 401(k), 403(b) and profit-sharing plans
- Independent advisor
- Unbiased RFP services and vendor analysis
- Fiduciary guidance and planning to minimize plan sponsor liability exposures

Business continuation planning

- Business owner retirement cash flow planning
- Contingency funding for buy/sell agreements
- Risk planning strategies
- Disaster preparedness

- Development of post-accident procedures

Loss prevention consulting

- Safety surveys
- Job safety observation and facility safety evaluations
- Ergonomic assessments
- Employee screening, hiring and new hire orientation
- Workplace safety training including governmental compliance programs
- Employment law guidance
- Return-to-work program development
- Supervisor and management training
- Development of written safety policies and manuals
- Safety training and seminars

Management and professional liability programs

- Directors and officers, errors and omissions and employment practices
- Cyber liability
- Fidelity, bonding and crime insurance

Employer education

- Guidance from knowledgeable consultants and service team members
- Timely updates on new regulations affecting employers
- Regular market trend analysis
- Training (seminars and webinars)
- Electronic publications and notifications on top employer concerns

Executive planning

- Risk Management strategies
- Executive awards selection program
- Estate planning
- Wellness and time management services
- Education programs
- Retirement planning your executives

5. Budget

20. All proposals must include proposed costs.

NOTE: All costs and fees must be clearly described in each proposal.

Our proposed compensation is to remain at \$42,000 annually for 2021 through 2023. A sample of a service agreement contract is included in Appendix H.

Our annual compensation noted above includes the scope of services listed below unless specifically excluded.

Basics	Included	Not included
Create and maintain a strategic plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Manage RFP process and negotiate best pricing	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Perform risk assessments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Facilitate day-to-day work-flow between your organization and the insurance carriers (paperwork, billing questions, claim questions, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Support you and your employees' questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Employee communication	Included	Not included
Customized employee summaries and packets	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Onsite employee meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Web-based employee presentations	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Health Plan Selector tool	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Consumer Toolkit	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Employee Access website	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Online Enrollment technology	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Total compensation statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Employee surveys	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Analytics	Included	Not included
Benchmarking	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Claims data software – reporting package	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Decision support software	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Healthcare Reform	Included	Not included
Impact studies	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HCR Implementation Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ACA Reporting Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Documents	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Updates	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Compliance & Workplace Solutions	Included	Not included
HR Hotline	<input checked="" type="checkbox"/>	<input type="checkbox"/>
HR360	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5500 filings document assembly	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ERISA, HIPAA, Medicare Part D, etc.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Management training – coaching, employee reviews, discipline and discharge, conflict resolution, etc.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Document review/development – handbook development, affirmative action plans, job descriptions, etc.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Harassment/workplace investigation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Health Management & Wellness	Included	Not included
Customized solution	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Biometric strategic planning and implementation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Wellness campaigns, newsletters & posters	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Biometric testing	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Population Health Management Clinician Team	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other	Included	Not included
My Benefits Advocate (Employee call center) –point of contact for your employees regarding employee benefits.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HR and Technology Consulting services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telemedicine (doctor hotline for employees)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Dependent audits	<input type="checkbox"/>	<input checked="" type="checkbox"/>

6. Consultant qualifications

Consultants should provide the following items as part of their proposal for consideration:

21. Description of relevant experience

See Appendix I for your service team's professional biographies.

22. Examples of communication and/or educational documents

See Appendix B for a sample Focus on Benefits, and Appendix C for our seminar and webinar track.

23. Examples of creative program creation

ABRC has worked with the City since 2016 on wellness initiatives, including the opening of its Manty Health & Wellness Center. There has been a lot of work done on this initiative and continues to be done today.

Please see Appendix J for a case study about Elmbrook School District and the implementation of a new onsite clinic.

24. Examples of compliance and healthcare reform resources

Please refer to question #7 and #8 above for examples of compliance and healthcare reform resources.

25. Examples of reporting, forecasting, and modeling

See Appendix D and E for examples.

26. List of how many full time, part time, and contractor staff in your organization

We provide our services to more than 6,100 clients across all lines of business. ABRC has a staff of close to 400 associates who work in the areas of consulting, management, client services, technology/research services and administrative support. Each staff member is involved in customer service.

The profile of our staff is as follows:

- Consultants and management: 115 total associates
- Account and service associates: 183 total associates
- Technical, research and administrative associates: 96 total associates

We build upon the strengths of people, partnerships, processes and technology. We are thoughtful in how we engage, communicate and operate within these strengths. We are passionate about service excellence and work to be the 'best' in creating customized solutions that are not done in terms of estimation, but in terms of facts and details to ensure our clients achieve their goals. Our associates are proactive problem solvers that have broad and deep experience and knowledge in their areas of expertise and approach every situation honestly and ethically.

We utilize a team approach to serving our clients' needs. Our client to team ratio for the team supporting our clients is approximately 16 to 1. You will be allocated a team of specialists to whom you have access or who will support the direct service team as follows:

- Lead benefits consultant(s)
- Account executive
- Account manager
- Law-degreed human resources specialists
- Medical director
- Underwriter
- Health management and wellness specialists
- Benefits technology specialists
- Marketing specialists
- Desktop publishing team

To provide you with a streamlined process and contacts at your fingertips, we are providing you with a list of your team and advocates to call or contact when anything is needed.

ABRC main number

920-731-0400

YOUR ABRC SERVICE TEAM	TEAM MEMBER ROLE
<p>Lead Employee Benefits Consultants Jay N. Scott Jay.Scott@AssociatedBRC.com Shawn Esslinger Shawn.Esslinger@AssociatedBRC.com</p>	<ul style="list-style-type: none"> • Team leader • Strategic planning • Committee facilitation • Board meeting summarization • Negotiating with insurance carriers
<p>Senior Account Executive Anne Sterletske Anne.Sterletske@AssociatedBRC.com</p>	<ul style="list-style-type: none"> • Employee communication • Claims analysis • Benchmarking • Funding reports • Updates and notifications • Compliance management
<p>Senior Account Manager Cathy Barnes Cathy.Barnes@AssociatedBRC.com</p>	<ul style="list-style-type: none"> • Day-to-day service needs • Billing and premium questions • Coverage questions • Claims resolution
<p>Actuary Anna Quady, ASA, MAAA Anna.Quady@AssociatedBRC.com</p>	<ul style="list-style-type: none"> • Risk analysis • Trending and loss analysis • Data modeling and impact analysis • Reserving

ABRC main number

920-731-0400

YOUR ABRC SERVICE TEAM	TEAM MEMBER ROLE
Health Management & Wellness Julie Coe Christine Melko RD, LD Amy Richter, CHES, CWPM Tamara Warn RN	<ul style="list-style-type: none"> • Strategic planning and program design • Claim data analysis • Vendor selection • Case management • Direct medical contracting • Wellness toolkit and employee resources • Communication
Director of Clinical Consulting Anna Grossbach, DNP, RN, PHN	
Client Technology Specialist Amanda Jueneman Amanda.Jueneman@AssociatedBRC.com	<ul style="list-style-type: none"> • Client technology project management • Client Access • Online enrollment • Hidden Paycheck • Analytics
Compliance & Workplace Solutions Bret McKitrick, JD David Flotten, JD, SPHR James Olney, JD Janice Pintar, JD Sarah Fowles, JD Hannah J. Woolsey, JD LouAnne Drenckhahn, SHRM-SCP, SPHR, CEBS Heather Kaiser, JD	<ul style="list-style-type: none"> • HR Hotline • HR consulting services • OPEB / Retiree planning • Webcasts and onsite training • State and federal compliance • Employment practices • Policies and procedures • Hiring and performance evaluations • Reducing employer litigation risks • Recruiting and retaining talent • Workers' compensation compliance

27. Testimonials from current clients

ABRC Municipal Expertise: Our Wisconsin clients

- Adams County
- Calumet County
- County of Chippewa
- County of Rock
- County of Rusk
- Dunn County
- Fond du Lac County
- LaCrosse County
- Outagamie County
- Sheboygan County
- Waupaca County
- Winnebago County
- City of Appleton
- City of Cedarburg
- City of Franklin
- City of Hudson
- City of Manitowoc
- City of Mayville
- City of Menomonie
- City of Middleton
- City of Monroe
- City of Neenah
- City of New London
- City of Oshkosh
- City of River Falls
- City of St. Francis
- City of Tomah
- City of Two Rivers
- City of Wausau
- City of Wautoma
- Town of Rib Mountain
- Village of Belleview
- Village of Little Chute
- Village of Kohler
- Village of Oregon
- Village of Sherwood
- Village of Winneconne
- Village of Wyocena
- Wisconsin Dells/Lake Delton

28. Anticipated resources you will dedicate to the services of the City

As stated above in the Budget section, our annual compensation includes the scope of services listed unless specifically excluded. The resources dedicated to the city is our entire service team included in the answer to question no. 26.

29. Timeframe for implementation

Since the City of Manitowoc is a current client, a transitional implementation period is not necessary.

30. Project management methodology

See Appendix G for your Client Service Plan.

Confidentiality, non-disclosure and applicable restrictions

In order to determine whether or not to engage in a business relationship with Associated Benefits and Risk Consulting (“ABRC”), City of Manitowoc has requested that ABRC prepare and submit an RFP. The RFP submitted by ABRC contains significant amounts of confidential and/or proprietary information. In addition to the copyright and trade secret protections that would otherwise apply to the materials and information included in ABRC’s RFP, City of Manitowoc by requesting and accepting this RFP, agrees to the following:

- (i) To hold in strict confidence all materials and information provided by ABRC as part of the RFP process (herein after “Confidential Information”);
- (ii) Not to disclose such Confidential Information to any third parties, including, and especially, to any other individuals or entities from whom City of Manitowoc may be receiving RFPs, or with whom City of Manitowoc may be considering entering into an agency or broker relationship;
- (iii) Not to use any Confidential Information for any purpose other than to evaluate whether to engage in a business relationship with ABRC;
- (iv) To immediately inform ABRC of a breach of this Agreement and take all measures necessary to prevent any further breach; and
- (v) In the event City of Manitowoc chooses not to retain ABRC as its broker, City of Manitowoc agrees not to use any of the information provided by ABRC. City of Manitowoc further agrees that it shall either:
 - 1) promptly return to ABRC within 30 days all Confidential Information, or
 - 2) destroy any Confidential Information in its possession to ABRC’s satisfaction, and that it will not retain any copies, extracts or other reproductions in whole or in part of such Confidential Information.

Other disclosures

Investments, securities and insurance products:

NOT FDIC INSURED	NOT BANK GUARANTEED	MAY LOSE VALUE	NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY	NOT A DEPOSIT
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Insurance products are offered by licensed agents of Associated Financial Group, LLC (d/b/a Associated BRC Insurance Solutions in California). **The financial consultants at Associated Financial Group are registered representatives with, and securities and advisory services are offered through LPL Financial “LPL”, a registered investment advisor and member FINRA/SIPC.** Associated Financial Group uses Associated Benefits and Risk Consulting (“ABRC”) as a marketing name. ABRC is a wholly-owned subsidiary of Associated Bank, N.A. (“AB”). AB is a wholly-owned subsidiary of Associated Banc-Corp (“AB-C”). LPL is NOT an affiliate of either AB or AB-C. AB-C and its subsidiaries do not provide tax, legal, or accounting advice. Please consult with your tax, legal, or accounting advisors regarding your individual situation. ABRC’s standard of care and legal duty to the insured in providing insurance products and services is to follow the instructions of the insured, in good faith.

APPENDIX H

Sample Service Agreement Contract





Associated Financial Group
Employee Benefits. Insurance. HR Solutions.

SERVICE FEE AGREEMENT

This Agreement is entered into on the 1st day of January, 2021, by and between the City of Manitowoc, a Wisconsin municipal corporation located at 900 Quay Street, Manitowoc, WI 54220 (hereinafter "City"), and Associated Financial Group, a Wisconsin limited liability corporation located at 711 Eisenhower Drive, Kimberly, Wisconsin 54136 (hereinafter "AFG").

- A. AFG is primarily engaged in the insurance brokerage business.
- B. AFG routinely helps its clients assess their insurance risks and needs, designs plans of insurance, and obtains cost quotes based on these plans, and places insurance with insurance carriers.
- C. AFG is typically compensated for its efforts through the commissions it receives in brokering the sale of insurance to its clients.
- D. AFG has been discussing insurance risks and needs with the City and wishes to enter into a business relationship with the City as the City's benefits broker. City designated AFG to be its official Agent of Record and has completed (or will complete) any forms necessary to do so, subject to the City's ability to approve the language in said forms.

NOW, THEREFORE, in consideration of the above recitals and the mutual promises and conditions contained in this Agreement, the Parties agree as follows:

- 1. **Client's Performance:** City will provide AFG with and give AFG full access to whatever information AFG determines is necessary to enable AFG to perform fully and effectively under this Agreement.
- 2. **AFG's Performance:** AFG will evaluate City's insurance risk areas, compare and recommend insurance coverage options, design a plan of insurance (based upon discussions between the parties), obtain quotes for said plan, and procure or attempt to procure insurance suitable to City's needs. AFG has provided City with a Service Plan detailing the service commitments it will make to City in connection with this Agreement for 2020.
- 3. **Acknowledgement:** Client acknowledges that AFG's promises, as set forth above, represent a significant investment of time, effort, and expense on the part of AFG, and are services for which AFG is normally compensated through the commissions it receives as a result of entering into a business/insurance agency relationship with its clients.
- 4. **Compensation:** City acknowledges that AFG shall be entitled to compensation for the efforts it makes pursuant to this agreement, according to the following terms:

Fees. For the services described herein, Client shall pay AFG fees of \$42,000 annually, to be invoiced monthly for services rendered.

Contingency Compensation. Some carriers, vendors, or third parties may pay contingency compensation for business that AFG may place with them. Such contingency compensation does not alter or increase the cost of the services that AFG is brokering or performing on behalf of City, and thus does not increase the costs that City pays for the provision of such services. Therefore, in addition to any fees described above, AFG shall be entitled to any contingency compensation resulting from its work on behalf of City irrespective of any other provisions elected under this Agreement. AFG must disclose all contingency compensation that may be received to the City of Manitowoc in a separate document provided to the Human Resources Director and Finance Director when making benefits recommendations.

Commissions. City does not want AFG to receive commissions for **some** of the services AFG may provide or broker under this Agreement, regardless of whether such commissions increase the cost of the services provided or brokered.

If for some only, please indicate the specific limitations for accepting commissions below:

AFG shall only receive commission on any voluntary benefits for which the City does not provide any contributions.

Payment: City shall pay any fee assessed by AFG in connection with AFG's performance under this Agreement prior to AFG performing any work for the invoiced period. City shall pay any fees invoiced by AFG no later than 30 days after receiving an invoice from AFG. City will make payment of fees after receiving an invoice from AFG.

5. **Agreement Term and Termination:** This Agreement shall terminate on December 31, 2023. Either party may seek to terminate this Agreement at any time in the event of a breach of this Agreement. However, before doing so, the Party seeking to terminate this Agreement must provide the other Party with at least 30 days' notice in writing of the breach. Upon receipt of such written notice of breach, the responding party shall have 30 days to cure the breach. In addition, the Client may terminate this Agreement at the end of a calendar year by giving 60 days' written notice to AFG.
6. **Confidentiality:** All information and advice exchanged between the Parties (including their agents and employees) shall be treated as confidential, and shall not be disclosed to third parties except: 1) as agreed upon in writing, 2) where necessary to accomplish the purposes of this Agreement, or 3) as required by law. In addition, each party agrees promptly to advise the other party in writing of any unauthorized misappropriation, disclosure or use by any person of Confidential Information which may come to its attention, and to take all reasonable steps to limit, stop or otherwise remedy such misappropriation, disclosure or use. The confidentiality provisions contained herein shall continue and stay in effect even after the expiration of this Agreement. AFG understands that the City is subject to Wisconsin's Open Records laws and agrees to fully cooperate with the City in producing documents to fill any open records requests.
7. **Final Agreement:** This Agreement is an independent document that contains all of the covenants and agreements between the parties with respect to the matters covered herein, and supersedes any and all other Agreements, whether oral or in writing, between the parties.
8. **Disclaimer.** While knowledge of the legal, tax, and financial issues related to the products, services, and advice offered by Associated Financial Group is an important part of our expertise, the products, services, and advice themselves do not constitute, and should not be construed as providing, legal, tax, or financial advice. Client agrees that it will use the products, services, or advice offered under this Agreement at its own risk and takes full

responsibility for any use it may make of the products, services, or advice offered under this Agreement. Client acknowledges that, in providing products, services, or advice under this Agreement, AFG is not acting in the capacity of a fiduciary, and Client hereby waives any rights it may have to pursue any type of fiduciary claim against AFG.

Client is seeking AFG's expertise and recommendations with respect to the products, services, and advice offered by AFG under this Agreement. However, AFG cannot control the manner in which Client may interpret or utilize the products, services, and advice offered by AFG under this Agreement. Therefore, Client hereby agrees that any claims it may have against AFG as a result of products, services, or advice provided under this Agreement will be limited to the amounts actually paid by Client to AFG pursuant to this Agreement except where AFG's performance results in willful misconduct or gross negligence.

9. **Indemnification and Insurance:** AFG agrees that it shall provide to the City at its own cost and expense insurance as specified below with a company or companies authorized to do business in the State of Wisconsin. All coverage required shall apply its employees and agents named as additional insured as their interests may appear. A Certificate of Insurance for all required insurance shall be filed with the City prior to AFG and the City executing this Agreement. City shall provide proof of comprehensive general liability insurance including contractual liability, personal injury liability, products and completed operations with minimum limits of \$1,000,000 per occurrence. This insurance shall be required for the full term of the agreement and any renewal periods. AFG shall also carry statutory workers' compensation coverage.
10. AFG and City shall each indemnify, defend and hold harmless the other party, and the other party's officers, directors, employees, members and agents, and each of them, from any and all claims, actions, causes of action, demands or liabilities of whatsoever kind or nature, including judgments, interest, attorneys' fees, and all other costs, fees, expenses and charges in any way resulting from or arising out of its breach of this agreement, gross negligence, willful misconduct and those of its officers, agents, employees, or any one of them, in connection with or in any way related to this agreement. AFG is not liable for acts by other contractors unless such acts occurred in whole or in part from the negligence of AFG.
11. **Modifications:** Any modification of this Agreement shall be effective only if it is in writing, signed and dated by all parties hereto.
12. **Jurisdiction:** This Agreement is to be construed pursuant to Laws of the State of Wisconsin. Jurisdiction and venue for any claim arising out of this Agreement shall be made in Manitowoc County Circuit Court.

By signing this Agreement, the Parties agree to the terms as set forth above.

City of Manitowoc

Associated Financial Group

By: Steve Corbeille, Finance Director
Jessie LillibrIDGE, Human Resources Director
Print Name/Title

By: Jay N. Scott/Senior Vice President
Print Name/Title

Signature: _____

Signature: _____

Date: _____

Date: _____