



RESPONSE TO REQUEST FOR PROPOSAL

MAY 17, 2023

to provide Employee Benefits Brokerage & Consulting Services

ATLANTIC AVIATION

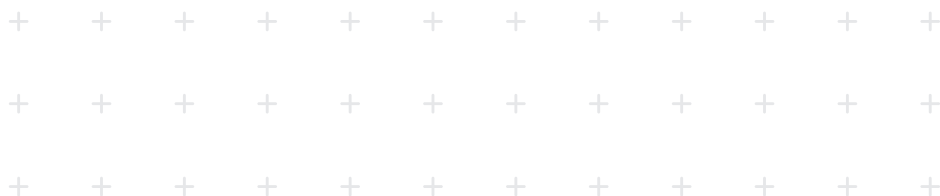


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May 17, 2023

Dear Atlantic Aviation,

On behalf of IMA and our Atlantic Aviation service team, we thank you for the opportunity to respond to your RFP for Employee Benefits Broker/Consultant Services.

As an employee-owned company, IMA is fiercely committed to solving problems and creating value for our clients and partners. Very similar to Atlantic Aviation and your unwavering commitment to relationships, innovation, and profitability, IMA's "North Star" will always be our commitment to our clients, our associates, and our communities. IMA's Client Experience is focused on building deep relationships with in-depth knowledge of our clients and their communities to better understand their needs and consistently deliver the right solution for our clients.

We continually challenge ourselves to deliver outcomes that extend far beyond the annual renewal and negotiation process. Your IMA team's knowledge and innovation will leverage industry-leading tools and analytics to create a best in class benefits program for Atlantic Aviation.

"Protecting Assets, Making A Difference" is our mission statement and we believe it aligns IMA with Atlantic Aviation, perfectly, both culturally and philosophically. Through the IMA Foundation, we support the advancement of Youth, Education, and Arts & Culture in all the communities where we live and work. Whether through volunteering on I Make a Difference Day, our annual day of service, donating time serving on non-profit boards, or the countless other activities our associates take part in, IMA strives to make a difference for our communities in everything we do. The alignment between IMA's culture of service and your employee-centered, community focused culture is remarkable.

We understand all the brokers involved in this process are qualified, but we believe our response and alignment of corporate values will show you why IMA is different and the best partner for Atlantic Aviation. We appreciate the opportunity to respond.

Sincerely,

A handwritten signature in black ink that reads "Matthew Battey". The signature is stylized with a large, looped "M" and a cursive "Battey".

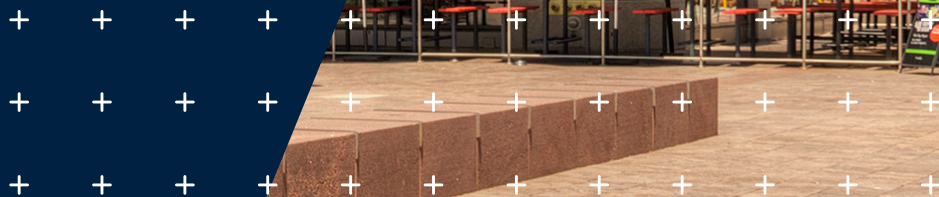
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1705

Firm History and Experience



1. Provide a brief history of your firm including ownership, financial status and structure, size, volume of business, locations, geographical representation, number of years in business, business philosophy, vision, values, and future growth of your organization.

IMA HISTORY

Insurance Management Associates, Inc. (IMA) was formed in 1974 when three agencies joined together, forming the basis for the present company. In 2020, IMA changed our corporate name to IMA Financial Group, Inc. as our original name did not adequately describe our business and the breadth of the services we provided. With over four decades of experience in the industry, IMA has become a trusted leader in commercial insurance, risk management, surety, and employee benefits brokerage and consulting. Our team of knowledgeable and experienced professionals work tirelessly to develop customized solutions that meet the unique needs of each of our clients.

At IMA we understand that businesses face a wide range of risks and challenges, from property damage and liability claims to employee benefits and cyber threats. That's why we offer a comprehensive suite of services that can be tailored to each client's specific needs, including risk assessments, insurance placement, claims management, and employee benefits consulting. Our goal is to help our clients mitigate risk and achieve long-term success.

What sets us apart is our commitment to innovation and our ability to anticipate emerging risks and trends. We are constantly exploring new ways to help our clients protect their assets and grow their businesses. We leverage the latest technology and industry insights to provide cutting-edge solutions that deliver results.

At IMA, we believe that our success is measured by the success of our clients. We strive to build strong, long-lasting relationships with each of our clients based on trust, integrity, and a deep understanding of their unique needs. We are proud to serve businesses of all sizes and industries, and we are confident that we have the expertise and resources to help your business thrive.

IMA FAST FACTS

- + Incorporated in 1974
- + 20th largest broker in the United States
- + Employee-owned
- + More than 2,000 employees
- + National in reach, local in service
- + Premium placements of over \$8 billion annually
- + Revenues in excess of \$640 million
- + Client retention leads the industry at 96%
- + 8% revenues invested in value-added client services – twice the industry average of 3.8%
- + IMA has clients with physical operations, exposures and/or employees in every state in the U.S. as well as in over 100 countries around the world

96%
CLIENT
RETENTION RATE

EMPLOYEE-OWNED
45 FOR OVER
YEARS

1973

Formation of IMA

Established from existing IMA partnership (roots dating back to the 1930s) and was incorporated in 1974 in Wichita, Kansas

1980s

Midwest Geographic Expansion

Opens Topeka, Kansas and Denver, Colorado Offices

1990s

Horizontal Business Expansion

Adds Wholesale, Wealth, Money Management Capabilities

2000s

Additional Geographic Expansion

Opens Kansas City, Kansas and Dallas, Texas offices

2010s

Round Out Capabilities

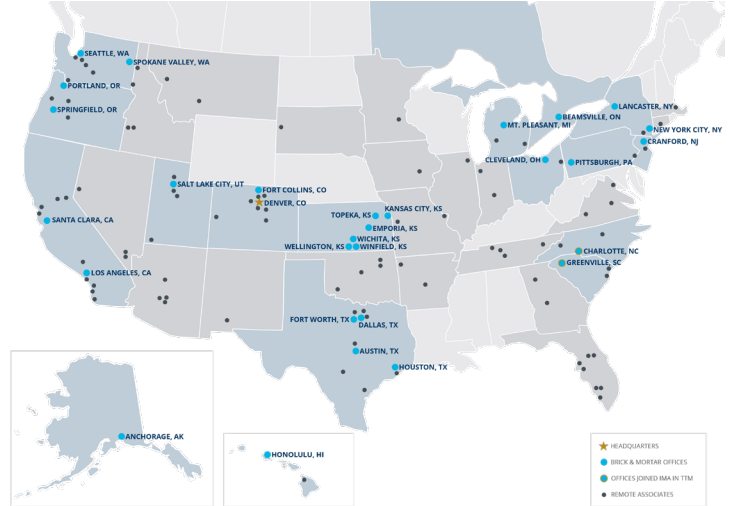
Adds Select, Eydent and Highwing; specialization becomes the key differentiator

2020s

"Broker of the Future"

Expands capabilities through vertical expansion and partnerships, leveraging the infrastructure IMA already has in place

World-class expertise across specialties enables IMA to compete nationally.



Our over 2,000 associates are located across offices in Alaska, California, Colorado, Hawaii, Kansas, Michigan, New York, North Carolina, Oregon, Pennsylvania, South Carolina, Texas, Utah, Washington, and throughout the U.S. and Canada.



WHY EMPLOYEE OWNERSHIP MATTERS?

IMA is one of the fastest growing and largest brokers/consultants in the U.S., and our ownership structure is the cornerstone of our success. Employee ownership is a crucial difference between IMA and other private or public insurance brokers. Our ownership structure has enabled us to maintain a model focused on service and value rather than simply sales.

The following results from our ownership structure are critical for Atlantic Aviation to understand:

Reinvestment in Our Company

IMA has always maintained the belief that reinvesting profits into talent, services or resources will ensure stronger client relationships and help retain clients on a long-term basis. We are not constrained to deliver excessive profits on a quarterly basis to ensure viability. **IMA invests more than two times the national average into value-added services and resources for its clients.** This fact is due to our ownership structure and service philosophy.

Attracting & Retaining Talent

Our business is essentially the delivery of intellectual capital, and the competition for attracting and retaining talented individuals is fierce. Offering employees ownership is a key advantage in this competition and is a major selling point for employment at IMA. From your perspective, each IMA employee that works with you will have a vested interest in working with you, and we believe this translates into better service. **Our culture naturally attracts talented people who are enabled to be innovators.**

Perpetuation Planning

The founders of IMA had the foresight and vision to create this ownership structure as a plan for continuation that avoids becoming a public company or being sold to another broker. When either of these scenarios occurs, it usually causes the sellers to reduce staff or services in order to improve profitability for the impending sale. These changes impact all clients.

IMA’s ownership structure has allowed us to perpetuate internally through an organic system without making structural changes. It has enabled us to remain independent and continue to reinvest in staff and resources for our clients as opposed to potentially selling and causing major service disruption to our clients.

Ownership Culture

Ultimately, owners think differently about the services and products they deliver to clients. As an employee-owned organization, IMA associates have a personal stake in maintaining successful partnerships with our clients. **This fosters a positive culture that our clients feel through superior service.**



EMPLOYEE-OWNED
45 FOR OVER
YEARS



COMPANY MISSION, VISION AND VALUES

IMA's ownership structure serves as the foundation to our mission, vision and core values. As an employee-owned organization, IMA is unique in the insurance brokerage marketplace. Ultimately, owners think differently about the services and products they deliver to their clients. Each IMA associate has a personal stake in maintaining successful partnerships with our clients. We have an entrepreneurial, non-bureaucratic, creative approach to assist our clients in meeting the objectives of their employee benefits and risk management programs.

One of our guiding principles as an organization is to share generously within the communities in which we are doing business. That is why we created the IMA Community Action Committee and IMA Foundation, to ensure that we are giving back in a meaningful way.



IMA COMMUNITY INVOLVEMENT

One of our guiding principles as an organization is to support and share generously within the communities in which we do business. IMA team members tutor students, deliver meals to the elderly, fund raise for cultural institutions, support the United Way, build homes, work to improve early childhood education, adopt schools, donate to reduce homelessness and volunteer at dozens of local organizations. This is demonstrated through the examples of our leadership, as well as the financial contributions of our corporation and the time dedicated by our employees. Of course, we do these things not for acclaim, but because we live, work, learn and play in our communities.

I Make a Difference Day

IMA's mission to make substantial change for the cities it supports was on display during I Make a Difference Day when our IMA communities came together at once to make lasting improvements. Associates rolled up their sleeves and flew the IMA

flag to show that corporate responsibility is everyone's responsibility.

IMA employees, families and friends donated approximately 1,500 hours across the country. It was the annual event's largest showing. Most importantly, IMA showed kids we care, beautified cultural icons and supported the disadvantaged.

**IMA'S BUSINESS MODEL REVOLVES AROUND PEOPLE.
WE KNOW OUR GREATEST ACHIEVEMENTS OCCUR
WHEN WE WORK TOGETHER.**

CORE VALUES

Professionalism

We set the standard with an unwavering commitment to excellence.

Relationships

We nurture relationships built on trust, integrity, honesty, humility and mutual respect.

Expertise

We are knowledgeable hands-on, collaborative and innovative and passionate about service.

Balance

Our environment encourages a balance of work, family and community.

Results

We constantly strive for profitable growth.

Equity

We embrace diversity, equity and inclusion and are uncompromising in our support and encouragement of all voices.

IMA'S COMMITMENT

- + Be a trusted advisor to our clients
- + Build and perpetuate a great company
- + Benefit our employees and their families
- + Remain independent



2. What is your general philosophy when it comes to managing employee benefits programs?

IMA's service approach for our clients is one established in our proven-effective consultative philosophy. That philosophy is rooted in two foundational components: **1) being educational and informative so clients can make well-founded decisions, and 2) following a strategic and active approach to program management.** We do not believe there are any "silver bullets" or single solutions that work for all clients. One size does not fit all, and it is our goal to collaborate with our clients to create a customized multi-year strategy, employing proactive plan management, and avoiding reactive decisions. We do this by following an established Client Lifecycle process as well as an annual Timeline for accountability.

IMA will support the Atlantic Aviation with a team of industry specialists who are unparalleled in the brokerage marketplace. We have subject-matter experts in the areas of compliance, employee experience, wellness, employee engagement, data analytics, cost containment, claims management, whole health, and technology advisory services to ensure clients have the resources needed to support the multiple facets of an Employee Benefits program. We believe a direct approach creates efficiency and clarity, so these experts are directly accessible by both Atlantic Aviation and the IMA support team.

3. Describe your organizational structure and why it is structured as such.

Our Benefits Division has over 350 associates working in our core offices. Each location is led by a Market Leader who then reports up to the divisional leadership. We have structured our benefits consulting teams to meet the needs and expectations of various clients based on key characteristics such as the regional and/or national footprint of the organization, the size of the organization, and the strategic complexity.

Our lead consultants and service teams are empowered to engage other team members and subject matter experts across the organization as they see fit to serve Atlantic Aviation's needs, without profit centers or restrictions to navigate. We find this autonomy and ability to engage any resource provides direct benefit to our clients and is derived from our employee ownership.

4. Explain the role of ethics and business conduct in your firm.

IMA has made a pledge to govern responsibly and act in a way that inspires positive change to ensure IMA remains independent, while helping our associates, clients and communities remain resilient as we face collective challenges. While we are just beginning our journey in some areas, we are well down the road in others. Regardless of where we are, we pledge to listen, learn and lead to inspire and create positive change to better our world.

The IMAFG board is committed to governance best practices, including diverse expertise and experiences to ensure IMA operates with the highest ethics, proper oversight and transparency to clients, associates and shareholders. There is a dedicated focus on diversifying the board of directors and executive leadership. The IMA Foundation also incorporates ESG principles in its investment portfolio criteria.

5. What industries does your firm primarily support? What is your target size company? What is your “sweet spot”?

The following are the industry niches that IMA has focused on:

- | | | |
|--------------------------|--------------------------------|-------------------------------|
| + Aviation | Services | + Professional Services Firms |
| + Construction | + Hospitality | + Public Entities |
| + Energy | + Life Sciences | + Real Estate & Development |
| + Ethanol & Biofuels | + Manufacturing | + Technology |
| + Financial Institutions | + Not-For-Profit Organizations | + Technology & Life Sciences |
| + Healthcare & Human | + Professional Service Firms | + Transportation |

While we serve clients from 20-10,000+ employees, and IMA’s primary target and focus is on the mid-market segment of 250-3,500 employees.

6. What is your client retention rate?

In a highly competitive industry like insurance brokerage services, we believe the strongest sign of client satisfaction is with our retention – which is above industry norms, at 96%. The vast majority of the clients we lose are due to mergers or change in leadership.



7. Why are you qualified to work on our account? What makes you our best strategic partner?

IMA is unique in the insurance brokerage marketplace in that we’re a top-20, employee-owned organization aspiring to be the “broker of the future”. This structure and vision serve as the foundation for our mission, vision and core values. Our associates have an owner’s perspective for maintaining successful client partnerships and have an owner’s incentive to take an entrepreneurial, non-bureaucratic, creative approach to help our clients meet the objectives of their employee benefits and risk management programs. We are uniquely able to invest in value-added services for clients, at 2x the national average. Our structure has enabled us to maintain a model focused on service, relationship and client’s satisfaction rather than revenue or profit generation.

OUR APPROACH TO EMPLOYEE BENEFITS

We passionately believe in our team's ability to bring knowledge and integrity, while challenging conventional thinking to provide Atlantic Aviation a customized client experience.

- + As Atlantic Aviation seeks to continue their success managing benefit program costs, we will work with you to strategize and identify solutions that bring continued savings while providing valuable benefits to your employees.
- + We believe that employee understanding and engagement in your benefit program strategies is key to the success of cost controlling solutions and the creation of a rich employee experience. We will be your expert advisor in the development of benefits communication, marketing and employee engagement strategies.
- + In addition to bringing expertise in the design of big picture strategies and solutions, we believe in building a relationship with Atlantic Aviation as a trusted extension of your team.

Listening to our clients is one of the most important aspect of our profession. Our services and programs are only effective if they are adapted and customized to the individual culture of the organization we are supporting. Before any solutions, programs or service plans are proposed, we conduct an initial strategy meeting with new clients where we seek to understand your organization's needs, your culture, the needs of your staff, as well as your budgetary goals. Based on that initial strategy meeting we will partner with Atlantic Aviation to develop short and a long-term goals and objectives. To accomplish those short and long-term goals and objectives we will then provide customized solutions and next steps for your Human Resources department. As discussed in other sections, those solutions can range from renewal negotiations, network accessibility, cost control, administration automation, wellness and communication, technology, compliance, and any other areas of opportunity identified while brainstorming in the initial strategy meeting. The goal of systematically planning your employee benefits plan is to provide a package that is uniquely your own, and not a typical off the shelf product. We want to help you differentiate in the market and compete for talent.

Our team and structure allow you both quality and quantity of talent, expertise and bandwidth. The access to our best people is our biggest differentiator.



8. What are three major challenges faced in similarly situated firms to Atlantic Aviation?
How have you helped these firms overcome these obstacles?

Based on our experience with larger employers with a disperse workforce, we believe that these are the areas that might be the most challenging for Atlantic Aviation:

+	+	+	1. EMPLOYEE RETENTION AND MULTI-GENERATIONAL WORKFORCE
+	+	+	Today’s employers must be competitive within an industry reflective of the diversity of our modern society, and the word “benefits” has a very broad meaning in today’s workforce. From adoption assistance to retirement and employee ownership, today’s potential employee is evaluating current and potential employers based on their Employee Value Proposition--and not every employee values the same benefits the same way. Atlantic Aviation will have a very generationally diverse cross section of personnel. Business operations and aviation support operations require very different skill sets. Creating a value proposition that resonates across generations and a wide range of demographics, including compensation, is crucial to retaining your elite personnel. While our consulting teams customize strategies unique to each client, below are some strategies and examples of how we help maximize employee benefits for existing and future employees:
+	+	+	
+	+	+	
+	+	+	
+	+	+	
+	+	+	
+	+	+	
+	+	+	VOICE OF THE EMPLOYEE - RECRUITMENT & RETENTION TOOL
+	+	+	We’ve developed a comprehensive Voice of the Employee (VOE) feedback tool to help our clients capture important employee perspectives on a variety of topics. This kind of information can guide and support company leaders as they explore whether and how to move forward on various internal programs.
+	+	+	
+	+	+	Our VOE tool also includes employee communications features that help ensure maximum response rates and candid feedback. The tool presents the feedback in dashboard formats that synthesize the data to clearly identify trends and employee priorities.
+	+	+	
+	+	+	VOICE OF THE EMPLOYEE CASE STUDY
+	+	+	On behalf of an energy company client, and in support of their new leadership engagement initiatives, we customized a Voice of the Employee (VOE) survey regarding leadership performance. The leadership also wanted to determine and begin to track their employee Net Promoter Score (eNPS). We crafted the survey to elicit this employee feedback through a variety of lenses, including age, location, tenure and other variables.
+	+	+	
+	+	+	
+	+	+	
+	+	+	We launched the survey within our survey platform and the company distributed the tool via text, which dramatically improved participation rates. Our team of experts supported the client through each step of the process – from survey design, to launch, to analysis using our interactive analytics dashboard.
+	+	+	

+ + + The results indicated that the company would be well-advised to provide additional individual support as opposed to team-oriented support. Employees also indicated that the company was missing opportunities to acknowledge and praise individual successes. The company coached their managers on these issues and the situations have measurably improved.

+ + + Over the next four years, as the company tracked eNPS using our VOE tool, this important metric more than tripled – from 11 to 36. Much of that gain is credited to improvements in leadership transparency, since the owner is fulfilling their commitment to share employee feedback results with all employees in meetings. Eighty-five percent of employees have pointed out that this communication has been effective and powerful.

+ + + We continue to support this company's Voice of the Employee feedback program and we expect this positive momentum to continue given how the company diligently responds to this important data. Our tool can provide standard and thoughtfully pre-crafted questions, or we can work with Atlantic Aviation to craft a survey that provides customized feedback.

+ + + TARGETED BENEFITS

+ + + A common challenge facing today's employer, aviation support employers in particular, is ensuring that the benefits being offered provide the most value possible to employees and their families; with a multi-generational and increasingly diverse workforce, employers need to ensure that their program is carefully crafted. IMA's philosophy is based on challenging the status quo of today's employer-sponsored health and benefit solutions. We tailor our approach to each client's strategy, one-by-one, to meet your goals. When we need to go to market, we bring leverage, yet our partners know that our representation is strategic. In addition, IMA's reputation as industry experts, innovators and honorable partners results in our position in the top echelon among brokers with our insurance carrier and related vendor partners (e.g., third-party administrators, pharmacy benefit managers et al.).

+ + + Value creation in benefits requires challenging the status quo. By doing so, IMA clients realize success in significant ways: overall benefit plan expense, improved member experience and organizational experience with Total Rewards.

+ + +

+ + +

+ + +

+ + +

+ + +

+ + +

2. COST OF PROVIDING EMPLOYER-SPONSORED HEALTHCARE

It is crucial that health and welfare program investments generate a return. Spending because you're capable is not a strategy. IMA will help make sure your investments in the employee value proposition are targeted, measured and generating a return.

It is no longer good enough to address rising healthcare costs with increased deductibles, contributions, network discounts, or stale wellness programs consisting of fruit in the break room. Top performers today are looking at value-based benefits, predictive modeling, cost-plus reimbursement strategies, and programs that get members back to their providers and out of the expensive medical facilities. IMA will work with Atlantic Aviation to evaluate the spectrum of opportunity and help meet your benefit goals. IMA's capabilities and experience are wide-ranging in all funding methodologies for health insurance, including both fully insured and self-funded health plans. We can support nearly unlimited benefit plan arrangements, provider network configurations, and a full suite of medical management services that can yield significant savings to a self-funded employer. As health care increases continue to outpace inflation and employee earnings, employers are increasingly demanding greater transparency and control from self-funded health plans. IMA is nationally recognized as one of the industry leaders with self-funding strategies.

Approximately 85% of IMA's clients with over 1,000 employees are self-funded with either a "bundled" or "unbundled" program gaining us extensive experience evaluating self-funding strategies. IMA provides broad experience and consulting in both Administrative Services Only (ASO) and "unbundled" self-insured plans. IMA would therefore assist Atlantic Aviation in evaluating the pros and cons of all funding structures to determine their viability.

- + **Administrative Services Only (ASO):** IMA supports many clients who choose to work with large national carriers (Cigna, United Healthcare) on an Administrative Services Only (ASO) self-funded platform.
- + **Unbundled:** IMA also supports many clients who opt to "unbundle" all of the key components of self-funding (Third-party Administrator, provider network, pharmacy benefit manager, disease management) seeking interchangeable, best practices.

IMA'S SELF-FUNDING SUCCESS STORY

EXAMPLE: PHARMACY BENEFIT MANAGER (PBM) AUDIT

IMA analyzes client's actual prescription drug charges compared to the marketplace. Contractual enhancements, discounts and hidden revenue streams at the Pharmacy Benefit Manager (PBM) are analyzed and negotiated annually to provide clients a transparent cost containment contract. IMA provides plan sponsors with a detailed report that includes: prescription-by-prescription analyses that enable the sponsor to compare their current PBM drug prices to optimal drug prices with best in class PBMs.

IMA defines "optimal" drug prices as prices provided by PBMs who operate with a zero spread price, 100% pass through, one MAC price list that ultimately can reduce pharmacy drug costs from 10-40%. IMA does not accept compensation from PBMs and as a result we are able to bring an independent, unbiased approach to pharmacy benefit cost containment.

3. COMPLIANCE

Companies of all sizes must ensure that they are navigating a complex landscape when offering benefits, but the health and welfare compliance environment for mid-sized companies is ever-changing and is growing more complex every year. Given Atlantic Aviation's footprint, ensuring you are compliant so that an innocent mistake doesn't compromise your well-earned brand will be of high importance to IMA.

IMA will provide guidance and support to ensure that Atlantic Aviation is compliant and keeping regulatory risk to a minimum in these core areas:

- + Self-funding and plan sponsor responsibilities
- + ERISA compliance, PPACA calculations, HIPAA task reviews
- + Leave management: state, FMLA, ADAAA
- + Wellness (outcome-based or participatory)
- + Nondiscrimination testing and contribution rules
- + Cafeteria plan compliance



9. Describe your local and national market leverage within the employee benefits market.

Enterprise-wide, IMA Benefits places over \$8 billion in insurance premiums with its carrier partners each year placing us in the top tier of insurance broker/consultants in the U.S. IMA will perform a thorough analysis of the market offers using its proprietary underwriting assumptions/projections.

This exercise provides negotiating leverage with the current vendors for the upcoming policy year.

Specific areas include but are not limited to the following:

- + Validate the incumbent consultant/broker renewal methodology
- + Evaluate alternative programs and pricing offered by the incumbent carrier
- + Conduct a thorough analysis of similar alternative carriers

Our prominent position in the marketplace can provide our clients with advantages on many levels, including rate negotiations, benefit exceptions and performance guarantees. In addition, IMA's reputation as industry experts, innovators and honorable partners of integrity results in our firm's position in the top national echelon among brokers with our carrier partners. IMA is completely independent and has no direct affiliation with any single carrier or provider allowing us to represent Atlantic Aviation in evaluating all market options that exist for national and local network options.

Given our national presence, IMA works with many carriers and vendors across the nation, including all of the major carriers and dozens of TPAs, stop loss vendors, PBM's and other solution vendors.

We are carrier agnostic and work with carriers as long as they meet our specific credentialing requirements which are in place to ensure we work with vendors that are financially sound and have proper process and procedures in place to protect our clients. Our priority is finding the right partner for Atlantic Aviation after considering all market conditions, available partners, your priorities and broader strategic goals.

We believe helping clients structure the appropriate plan structure - TPA, having the right network, stop loss protections, PBM and underlying contracts, etc. - is one of the most important components of plan management and is where we excel. IMA helps our clients to understand the insurance marketplace, evaluate renewal options, negotiate competitive options and place quality insurance contracts. We illustrate the options available to Atlantic Aviation in a simple and easy to understand marketing report that is delivered well in advance of the renewal effective date. This report is the result of a comprehensive request for proposal (RFP) sent to the appropriate carriers and vendors and following Atlantic Aviation's prescribed procurement processes.

10. What major carriers and TPAs are you not currently an authorized agent or broker?

IMA works with more than 400 carriers, TPAs, and other service providers for our employee benefits clients across the country. Whereas commercial insurance appointments are limited, employee benefits brokers generally have appointments, or are able to obtain appointments, with most insurance carriers nationwide. We are appointed with all major national and regional carriers and TPAs.

As previously stated, we are “carrier agnostic,” selecting the best carrier or service provider to meet the needs of each client. The right carrier for one client may be the wrong partner for another client. We will work with you develop your overall employee benefits strategy, identify the specific needs for a carrier or service partner relationship, and then help you select the carrier or best-in-class service partner who will provide coverage and services best aligned with your goals and priorities.

11. How do you manage vendor relationships?

It is our responsibility as your partner to completely manage these relationships. We meet your team where they want to be met, we have some clients who want us to completely manage the relationship to others who want to interact directly with us supporting them. When considering any carrier or vendor partner, the price can only be one piece of the puzzle. Meaningful discussions around a vendor’s customer service, what their Net Promoter Scores are, tools and technology, and partner integrations can affect the member experience and how members engage with the system. With all of this in mind, vendor evaluation cover the following areas:

- + Member experience (*service*)
- + Access (*where does this carrier work best*)
- + Provider discounts
- + Pharmacy discounts (*or willingness to work with another PBM*)
- + Tools & Technology
- + Partner integrations (*HSA, disease management, mental health, wellness, point solutions*)
- + Administrative Fees

IMA ensures that vendors and carriers deliver on the promises that Atlantic Aviation pays for, as well as providing the service and resources that Atlantic Aviation selected them to provide.

12. Outline your main differentiators from your competitors.

We are truly different than other brokers/consultants, and our associates and clients come to IMA because of this difference...not in spite of it. IMA relies on industry leading expertise and resources/ services as well as a passion for protecting assets and making a difference for our clients, our associates, and our communities. We do not simply rely on our name, or a list of clients from around the country, to validate our capabilities, but rather our specialty niche expertise coupled with our employee ownership model which drives the ability to deploy our resources and experts to Atlantic Aviation’s benefit.

Many of our national peers will brag of their global presence, and many will rave about their service capabilities and their people. While jumbo national brokerages may have some of the same resources and expertise as IMA, those services are reserved for their Fortune 500 clients and are difficult and costly to access for organizations similar in size to Atlantic Aviation. At the same time, small local and regional brokers will tout their local customer service and clients of Atlantic Aviation’s size being treated as a “marquee account”. However, many smaller brokers have service representatives wearing multiple hats and serving multiple industries who may not have the expertise or bandwidth to find solutions in approaching risk mitigation and employee benefits. With IMA, Atlantic Aviation will receive the best of both worlds as we are big enough to exceed your needs and small enough for you to matter greatly as a client.



**Regional
Brokers**

**Global
Brokers**

Revenues Under \$100M	Revenues \$640M+	Revenues Over \$1B
Ownership Structure Public, Private, Bank Owned	Ownership Structure Independently Owned	Ownership Structure Publicly Traded, Private Equity Owned & Closely Held
Sample Firms M3 Insurance Solutions, Frost Insurance Agency	Sample Firms IMA	Sample Firms Willis, AON, Lockton, USI, Marsh, HUB & Alliant
Client Focus Small to Middle Market	Client Focus Clients who need advanced resources but want personalized and customized service	Client Focus Fortune 500
Marketing Approach Wholesale Brokers & Marketing Departments	Marketing Approach Direct Access to Global Markets through IMA Service Teams	Marketing Approach Indirect National Marketing Depts., Wholly-owned Intermediary & London Brokers
Value-Added Services Limited Risk Control, Claims Reporting	Value-Added Services Enterprise Risk Management, Contract Review, Risk Control, Legal Risk Management, Carrier Access, Actuarial Modeling & More	Value-Added Services Specialty Profit Centers Claims, Loss Control, Actuarial, Contract Review, Specialty Lines Expertise
Profit Goals/Reinvest Seek 25% Profit Margin Reinvest Less Than 5%	Profit Goals/Reinvest Seek 15% Profit Margin Reinvest 10%	Profit Goals/Reinvest Seek 30%+ Profit Margin Reinvest Less Than 2%

13. What are three areas of opportunity your firm is currently taking steps to improve?

IMA invests a tremendous amount of time and energy to improve the already best-in-class service capabilities and resources that we provide to our clients. Some current areas we are seeking to improve include:

1. CLIENT FEEDBACK AND THE VOICE OF THE CUSTOMER

Maintaining a customer first mentality is core to our overall strategic plan. Furthermore, our company culture reinforces an unwavering commitment to our customers, employees and communities. As part of our commitment as your partner, we will send short surveys (and at times even conduct quick interviews) at key touchpoints to better understand how well we are meeting your expectations. To maintain confidentiality, your responses are collected and analyzed by our internal Business Consulting team and key feedback themes are delivered to service teams and senior leaders allowing them to take action and pivot as needed to ensure your satisfaction.

On a broader scale, we're also committed to using the voice of our customer to continuously improve our internal processes, service model and deliverables. Within our Employee Benefits Division as well as our Property and Casualty Division, we have conducted large customer experience projects with a vision to understand what matters to our customers and use those insights to raise our game and deliver more value.

After conducting extensive customer surveys and interviews, we've been able to:

- + Improve internal efficiencies to increase our ability to strategically focus on each unique customer
- + Specialize our team assignments to match the right service team with the right customer
- + Identify our best-in-class, customer preferred deliverables and replicate those across our various offices
- + Develop comprehensive submissions that improve our carrier relationships and negotiating power
- + Continuously innovate and invest in new technologies to better serve our customers

With a Net Promoter Score of over 68 across our business we are proud to say our continuous effort to stay attuned to our customer's experiences has paid off and helped us retain 96% of our customers. An NPS is the leading client experience metric used by companies worldwide. The IMA Benefits team currently has an overall NPS of 91. For context, *Harvard Business Review* considers scores at or above 70 to be World Class. We are extremely proud of our client satisfaction ratings and work hard to provide and improve our world-class customer service.

2. SUBJECT MATTER EXPERTS

Your proposed IMA team has collaborated with each of our clients to establish highly personalized benefits programs that represent the individual values and objectives of those entities. The goal is that clients feel empowered by the development of a deliberate benefits strategy that employs active plan management rather than making reactive benefit plan decisions that may adversely impact their employees. The combination of our consultative philosophy, continued training and development of the team, and ongoing collaboration with Atlantic Aviation will ensure an alignment of a multi-year strategic plan with the specific needs of the Atlantic Aviation team.

It is imperative that a part of that evaluation is ongoing measurement of the effectiveness of past and future solutions and plan programs. IMA will support Atlantic Aviation with a team of industry specialists who are unparalleled in the brokerage marketplace. We have subject-matter experts in the areas of compliance, employee engagement, whole health, employee communications and marketing, data analytics, cost containment, supplemental benefits, Medicare and technology advisory services to ensure your expectations are met. IMA's Specialty Health practice is dedicated to understanding best practices and innovations of the top performers in our industry.

We are always seeking ways to improve the expertise and areas of consultation that our service teams and subject matter experts provide, and our employee ownership structure allows us to seek and find new specialists that provide direct benefit to Atlantic Aviation.

3. NATIONAL FOOTPRINT AND COAST-TO-COAST CONSULTING

Through organic growth and recent acquisition partnerships with like-minded firms, IMA has established itself as a national consultant with expertise in all areas of the country in which Atlantic Aviation has locations and FBOs.

IMA has long been recognized not only as a leader but an innovator within the insurance and employee benefits space. We routinely participate in lobbying action at the federal level with members of Congress to protect employers' ability to continue to offer competitive employee benefits which serve employees best. Examples of our engagements include recent personal meetings with Senator John Hickenlooper and Representative Jason Crow, and a recent Southern CA visit with CouncilPAC leaders Joel Wood and Blaire Bartlett, two of the most well-known "Voice of Insurance" members on The Hill.

We are one of the largest collective supporters of CouncilPAC, the most influential insurance and employee benefits lobby. Our Chairman & CEO **Rob Cohen**, and President of California **Steve Brockmeyer** both have served the Council of Insurance Agents and Brokers as Chairs, supporting not only our state and federal lobbying efforts but also driving innovation within our firm and for the industry at large. Many of our Benefits leaders, including **Jacqueline Roth**, Employee Benefits Market President, have sat on boards of CIAB's programs including the Employee Benefits Leadership Council and National Broker Advisory Panel.

14. Assuming a perfect world, describe your perfect client.

Assuming a perfect world, our perfect client would be a partner who values open communication and collaboration. We believe that the key to a successful client relationship is open and honest communication, which allows us to understand your unique needs and challenges.

Our ideal client would also be committed to a collaborative approach to problem-solving. We believe that the best solutions are developed through a joint effort between our team and yours. We would work together to identify your objectives, assess your current employee benefits program, and develop a customized strategy that meets your specific needs.

We understand that employee benefits can be complex and challenging, and we believe that a collaborative partnership is the most effective way to navigate these complexities. By working together, we can ensure that your program is effective, efficient, and meets the needs of your employees.

15. How do you gauge client satisfaction?

IMA is committed to regular client satisfaction reviews that enable us to measure our effectiveness in meeting and exceeding client expectations. Most recently, we partnered with Active Retention, which performed an in-depth one-on-one interview/analysis with our clients as a follow-up to a detailed questionnaire that was disseminated to and completed by each client. We found that a majority of our clients were committed to IMA with a high level of loyalty (96% is the very upper echelon for a service company).

In addition, the survey focused on specific service factors such as performance and responsiveness of the carriers, as well as the IMA service teams. Opportunities were tracked through an online system and follow-up communication with our clients was a required part of the process.

The following are some policies from our Quality Management Program:

GENERAL SERVICE QUALITY MANAGEMENT

IMA is committed to professionalism and quality with the service we deliver. It is the foundation of the way we do business and another reason why we are confident in our stability and future. We have a formal quality management program that is designed to:

- + Establish a written standard of professionalism
- + Raise IMA's quality standards improving overall organizational effectiveness and capabilities
- + Provide a program of education and self-improvement for our associates
- + Deliver ever-improving value to customers, contributing to market success

TOP TWELVE CLIENT QUALITY SERVICE STANDARDS

These standards are designed to enhance our value to clients, are provided to each new IMA employee and are reviewed with staff on a regular basis. The list includes:

1. Know your clients (internally and externally) and always make their needs a priority
2. Every IMA client is your client
3. Frequently communicate task status with clients (avoid “black hole syndrome”)
4. Summarize the action plan after a meeting/ conference call in writing and follow up to ensure the items are completed
5. Don’t hide behind email; develop a relationship and call your client or underwriter
6. Return phone calls immediately; if unavailable, return within one business day
7. Answer phone and leave voicemail message cheerfully and attentively
8. Change voicemail message daily, especially if you will be out of the office
9. Be proactive and not reactive
10. You can delegate everything but responsibility; the responsibility stays with you
11. Take pride and ownership in what you do
12. Treat everyone with respect and thank your client (internal and external) for their business

CLIENT SURVEYS & RETENTION

As previously mentioned, IMA is committed to regular client satisfaction reviews that enable us to measure our effectiveness in meeting and exceeding client expectations. We run a client survey that measures our NPS (Net Promoter Score). An NPS is the leading client experience metric used by companies worldwide, and more surveys will be launched this year.

The IMA Benefits Account team believes strongly in giving clients the opportunity to provide ongoing feedback related to various elements of the client experience. In addition to capturing regular NPS scores, clients receive six short, targeted surveys periodically focusing on the following consulting areas:

- + Strategy Consulting
- + Technical Consulting
- + Client Service
- + Compliance Consulting
- + Employee Engagement & Communications
- + Wellness Consulting

16. Has your firm been subject to any lawsuits, settlements, or investigations by regulatory agency specific to providing employee benefit broker, consulting services or services discussed in this RFP within the last five years?

As a private company, we do not disclose this information. We can confidently say that there is no litigation past or pending that would impact our ability to service Atlantic Aviation or is material to this question in the RFP.

17. Please disclose any shareholders with more than a 15% ownership of the company?

IMA is an independent and majority employee-owned company. This is at the heart of who we are as a company, and we want every associate to have the opportunity for ownership. IMA employees retain majority ownership of approximately 70%, while three private investors – New Mountain Capital, SkyKnight Capital and The Stephens Group – collectively own the remainder of IMA stock.

More than 65% of eligible employees retain ownership of IMA.

18. Is there any other information about your company you would like Atlantic Aviation to take into consideration?

The benefits team has been singularly focused on innovation and regularly finds ways to provide a better healthcare experience.

Different from our competitors, we would like to emphasize that our employee ownership model is specifically designed to eliminate silos within our business. Our producers, account teams, directors, and truly all IMA associates are incentivized to leverage all resources across our business (whether from different offices, operating units, etc.) to help clients. IMA serves only the interests of our clients, not the market (as is the case with public brokers), and not a small cadre of senior ‘employee-owners’ or family members. IMA’s overarching goal is the perpetuation of the firm and our continued ability to provide for our associates and their families, a goal accomplished only one way – providing exceptional service, insight, and partnership for our clients.

Our existing clients will tell you that we are innovative in our approach and bring creative solutions to your insurance and risk management needs. It is imperative that we stay ahead of new insurance programs and employee benefits strategies to ensure our clients receive industry-leading consulting advice. IMA celebrates and encourages a culture of learning and transparency, whether an investment in technology or workflow changes, our teams are looking to continually improve both worker and client experience. We have invested in the people and resources to respond to our clients’ needs. Our reputation is very important to us, and we believe we need to earn our clients’ loyalty each and every day.

Choosing a consulting firm that matches your organization’s values is important but on its own, not enough. In a healthcare delivery environment with ever-increasing competition for dollars and an emphasis on cost containment, our firm takes a different approach to proactive engagement in the brokering process. We understand that keeping an eye on Atlantic Aviation’s total insurance and benefits investment is critical as costs rise and plan performance becomes more scrutinized.

Account Management Team



1. Provide a summary of the team that would service the Atlantic Aviation account. Please provide their name, title, location, experience, start date with your firm, responsibilities on our account, and qualifications.



MATTHEW BATTEY CIC | *VP/Business Development Executive*

Matthew is Vice President/Business Development Executive for IMA Financial Group, focusing on middle market companies in the areas of Aviation, Construction, Real Estate, Financial Institutions, Healthcare, Oil & Gas and Telecom.

He has a true passion for the business community in Colorado and believes in a strong stewardship of this community. Matthew is a Founding Board Member of the Good Wood Club of Colorado. In the past ten years, he and his fellow Good Wood Members have given over \$500k to various organizations focused on kids and education in and around the Denver Metropolitan area.

Matthew attended University of Colorado and holds a degree in Computer Systems, Networking and Telecommunications. Matthew also holds a CIC (Certified Insurance Counselor) designation from The National Alliance for Insurance Education and Research.



ROBIN JOHNSON | *Account Executive*

Robin is a distinguished benefits leader with over 25 years of experience in the development and administration of both U.S. and international Health and Welfare and Retirement programs. In her extensive career, she has held significant roles such as Director of Benefits at Carriage Services and Service Corporation International, both of which are publicly traded companies in the death care industry. Additionally, Robin has managed small to midsize clients in various capacities at Hewitt/AON and Insperity. She is a proud graduate of Texas Southern University, where she obtained a Bachelor of Business Administration degree, specializing in Insurance and Management.

Throughout her career, Robin has excelled in devising and implementing strategies that offer best practices and solutions, while prioritizing the overall well-being of employees. This approach has consistently enabled her employers to attract and retain top-tier talent. Robin boasts a solid record of successfully executing projects, generating savings, fostering internal and external relationships, enhancing profitability, and delivering first-rate solutions on time and within budget. She is an active member of the Society for Human Resource Management (SHRM) and is passionate about collaborating with various organizations to benefit her community.

Born and raised in Chicago, IL, Robin is a proud mother of four and recently celebrated the arrival of a new grandchild to her family. In her leisure time, Robin enjoys event planning and embarks on annual trips overseas to explore history and other cultures.



RJ JAMISON | *Associate Account Executive*

RJ has an extensive background in the insurance industry with nearly 15 years of experience. She has worked in a variety of carrier and brokerage roles which has provided her experience in unique situations that will transfer to effectively meeting her client's expectations. As an Account Executive, RJ's primary role is to create health and welfare strategies that assist employers in creating competitive benefit packages that also meet their internal financial budgets. RJ holds a Bachelor of Science degree in Health Care Administration from University of Phoenix.



PETER HEIN | *Technical Consultant*

Peter has been with IMA since 2018 and has worked as a benefits and insurance consultant for over 12 years. His main role is in supporting a range of strategic solutions for clients using technical and financial analyses of clients' benefit plans and programs. Peter's expertise includes fully insured vs self-funded cost analysis, underwriting of self-funded arrangements, stop loss & risk mitigation, budgeting and network analysis. Peter draws experience from working with clients in several different industries and of varying sizes with experience in M&A due diligence & merging of benefit programs.

Peter holds a bachelor's degree in economics with a minor in mathematics from the University of Vermont.



GALEN YOUNG | *Vice President, Director-Employee Benefits*

Galen is a Vice President and Director of Employee Benefits and has been with IMA since 2015. He has worked as a benefits and insurance consultant for 15 years, and prior to his current role leading consulting and service teams based in Denver, he spent over 7 years directing client service teams as well as leading the account management practice at a third-party administrator specializing in state and county-level government account-based plans. Galen's expertise is in pre-tax account administration, compliance, program structure, and risk mitigation.

Galen holds a bachelor's degree from the University of Missouri.

2. Provide the location from which our account will be serviced and description of services that will be provided through that office.

Atlantic Aviation's lead consultant and strategic resources will be based in our Texas market, with customized account management and analytics support from IMA's national resources based in Denver.

EMPLOYER SUPPORT

The following is a list of our services. There are a few items that may require fees if work exceeds the original scope of services.

Strategic Planning (*Performed in-house at no additional fee*)

- + Assist with the development of employee benefit plan goals and strategies, including benefit design, cost, employee/employer contributions, communication, and funding.

- + Provide analysis of existing plans, offer new solutions, and provide cost estimates and supporting recommendations.
- + Provide information on benefit trends and industry best practices.
- + Provide information on new benefit developments and options.
- + Assist in the implementation and administration of new programs or changes to existing programs.
- + Create education strategies for employee communication around new products to ensure successful adoption and enrollment (i.e. narrow networks, consumer-driven health plans, etc.)

Financial Cost Tracking and Data and Cost Trend *(Performed in-house at no additional fee)*

- + Provide fully insured loss ratio reports to monitor the health of the plan.*
- + Provide actual versus budget reporting for self-funded plans to track against projected costs.
- + Provide pre-renewal underwriting projections to assist in strategy discussions.*
- + Provide renewal underwriting projection to assist in renewal negotiations and to validate the accuracy of the carrier renewals.*
- + Develop accrual rates for self-funded medical, dental and vision plans.
- + Review claim utilization and large claims information to determine the plan's cost drivers*.
- + Develop contribution modeling to assist with meeting budget targets and overall long-term strategy.
- + IBNR analysis through our actuarial partners.
- + Review of various fully insured and self-funded options.

**Available for fully insured plans when claims data is available.*

Health Management, Clinical Consulting and Wellness Services *(Services performed in-house have no additional fee, while larger scope projects may require vendor partner involvement)*

- + Customized program design and implementation:
 - **Step 1:** Assessment and wellness committee formation – Discuss budget, the importance of a strong committee and brand.
 - **Step 2:** Data Collection – Deploy interest and culture surveys as well as a health risk assessment (a self-reported questionnaire designed to provide general aggregate lifestyle information about a workforce). Review the survey results and identify trends.
 - **Step 3:** Program Plan – Craft a 3-5 year strategy and support implementation.
 - **Step 4:** Evaluate Results – Meet with the wellness committee quarterly or annually. Deploy workforce survey to gather feedback specific to the wellness initiative. Review utilization reports (if available) and adjust goals accordingly.
- + Work in conjunction with the Compliance Team to ensure all incentives are within EEOC guidelines and steps are in place to mitigate risk.
- + Assist in the RFP vendor selection process and coordinate vendors and carriers as appropriate.
- + Wellness Applications: Helping clients stay current on the latest mobile app technology.**
- + Educational workshops**: Available in-person or via webinar.

- + Health Fair Support**: Our Wellness team typically follows the following process to ensure a successful event:
 - **Step 1:** Provide the client with a health fair questionnaire and lock in the details of the event (location, date, time, number of attendees).
 - **Step 2:** Determine a budget and timeline.
 - **Step 3:** Identify potential vendor and carrier partners; determine any IMA presence, if applicable.
 - **Step 4:** Request written confirmation of attendance from each attending vendor and follow up for debrief and feedback.

***May incur a pass-through fee from vendor partner, depending on scope.*

Carrier & Vendor Management *(Performed in-house at no additional fee)*

- + Provide assistance with claims questions and appeals.
- + Provide assistance with issues regarding billing, enrollments, terminations, and reconciliations.
- + Prepare and present quarterly (or annual) plan financial reports, based on claims & utilization data.
- + Organize meetings or conference calls to review financial experience, claims, and administrative issues, proposed and enacted legislation, and benefit trends.
- + Notify carriers of any benefit or administrative changes.
- + Review contracts, plan documents, insurance policies and other documents for applicability, accuracy, and consistency.
- + Oversee and attend strategic vendor meetings.
- + Assist and escalate vendor and carrier projects, troubleshoot and resolve outstanding issues, challenges, and vendor account management struggles.
- + Assist in the marketing and RFP process for new vendors.

Employee Communications *(Performed in-house at no additional fee)*

- + Assist with preparation of open enrollment communication materials and provide various materials and documents for the benefit of employees and beneficiaries.
- + Coordinate insurance company and service partner participants for your company.
- + Assist with the preparation, printing, and delivery of benefit guides for the employees.
- + Prepare presentations and other materials for open enrollment, new-hire education, or other meetings as requested.
- + Conduct open enrollment meetings as agreed upon by the Atlantic Aviation and IMA.
- + Coordinate design and use of educational content in multi-media formats.
- + Review and recommend digital and technology benefits vendors (video open enrollment, mobile application options, etc.) as open enrollment options.

Compliance, Healthcare Reform (HCR) Analysis and Governmental/Regulatory Filings *(Performed in-house at no additional fee)*

- + Legislative Notification – keep your company abreast of proposed and enacted legislation and regulations through newsletters and ongoing communication. Determine implications of enacted legislation and recommend benefit or funding revisions when appropriate.

- + Regulatory Compliance – conduct annual Compliance Audit and offer assistance in the interpretation of government laws and regulations promulgated by federal and state agencies. Ongoing education and training and preparation of wrap documents as needed.
- + Prepare Annual Form 5500 for submission by your company to the federal government and prepare Summary Annual Reports for distribution by your leadership to employees.
- + Prepare summary plan descriptions and advise on compliant methods of distribution.
- + Draft plan documents.
- + Draft business associate agreements.
- + Assist in customizing HIPAA policies and procedures.
- + Provide legally required notices.
- + Remind of deadlines, such as the annual disclosure to CMS regarding creditable coverage.
- + Provide ACA Reporting guidance through annual filing process.
- + Access to Mineral

MEMBER SUPPORT

IMA understands that in order for employees to find value in the benefits program they are offered, member education and support is a critical service area. Below are additional ways we support your organization's members.

Member Advocacy *(Performed in-house at no additional fee)*

IMA offers an option for access to a Member Advocacy Line, providing employees with skilled assistance from IMA licensed benefits professionals. Our team will assist with common issues that employees may face when utilizing their insurance plans. All assistance is provided in a confidential, professional and supportive manner.

The Member Advocacy Line is a special service that helps employees and people teams tackle small insurance problems – before they become big ones. This can result in greater employee satisfaction and ultimately a savings in time and potentially costs.

Your dedicated Client Manager will also serve as an extension of the Atlantic Aviation team and advocate for complex plan utilization needs and any major appeals processes. The IMA team has developed strong relationships with our carrier partners, and our well-trained Client Managers are experienced in navigating provider and carrier communication with language that drives results.

The Member Advocacy Line will be available to Atlantic Aviation beginning in the 2024 plan year.

Employee Education *(Performed in-house at no additional fee)*

In addition to advocacy, we believe education and communication is important to deliver to all members on a regular basis to support their day-to-day understanding and navigation of benefits. IMA's team will consult on and provide educational resources and support intended for members on an ongoing basis. Just like program design, education is not a one-size-fits-all approach. Therefore, a collaborative approach between IMA and Atlantic Aviation will be utilized to create a "just-right" strategy for member communication and education.

3. Describe the firm's approach to training your staff.

All members of the team assigned are experienced and licensed employee benefits professionals with diverse backgrounds. Our consultative philosophy of being educational and informational for our clients starts first with our own focus on growing our knowledge and experience.

We place a high priority on continuing education and development for our team so that we can improve our expertise in order to be educational and informative to our clients. Internally, we have a Learning & Development department who, with Benefits leadership, develops curriculum for each functional team. This continuing education focus ranges from participation in training provided by internal and external expert resources to professional designation programs to a daily commitment to associate mentorship and is led by **Jon Briggs**, our Director of Learning + Development.

IMA also has frequent and periodic collaborative meetings amongst various role categories (e.g., Strategic Consultants, Client Managers, Analysts, Technical Consultants, Market & Unit Leaders, etc.) across our national footprint with the agenda of idea sharing, problem solving, skill sharpening and emerging trend/topic discussions. The goal is for associates to constantly learn from each other for their benefit and the benefit of our clients. These meetings are memorialized and necessary action is taken to ensure we are constantly improving our Benefits practice. Periodic deep dives into technical areas (underwriting, financial analysis, strategic support, emerging and trending solutions, etc.) are provided and are led by recognized internal and external subject matter experts as well as carrier and vendor partners.

Additionally, we believe that all learning, whether work-related or personal, is beneficial to our associates, our teams and ultimately, our clients. Therefore, IMA also supports and encourages the pursuit of formalized training, learning, and credentialing of its staff members through time off to pursue affiliated learning opportunities and incentivizing the completion of training programs. As an example, all associates have access to LinkedIn Learning's full catalog and are incentivized for pursuing both work-related and personal educational course in this platform.

We are committed to a high standard of excellence and professional development for all our staff. To support that commitment, our employees are educated and trained in a variety of areas:

- + **Life and Health Insurance Licensing:** All of our service team members are required to obtain their Life & Health Insurance licenses and be up to date on continuing education requirements from the state.
- + **Insurance Carrier Market Updates:** Because of our volume of business with various insurance carriers, we receive quarterly product and market updates at our office. As new products are released, we are invited to all major carrier meetings and are proactively supported by local carrier representatives that provide further education and clarification on their products and services.
- + **Offsite Product Training:** Because of our preferred carrier relationships, employees are given the opportunity to travel around the country to different insurance carrier headquarters where week-long workshops are provided on a variety of products (medical, dental, vision, life, disability, and voluntary insurance).
- + **GBA (Group Benefits Associate) and CEBS Certification:** IMA pays for employees to undergo this certification training.
- + **PHR/SPHR (Professional in Human Resources) Certification:** IMA pays for interested employees to undergo this certification training to prepare for the formal test. We host these classes for both clients and employees.

- + **Benefits 101 and Workers Comp 101:** We offer classes throughout the year in 101 and 201 benefits and workers comp courses. These are open to our clients as well as new employees new to the industry.
- + **Monthly Department Meetings:** Each month our benefits team gathers for an internal meeting where we review any new updates as it relates to compliance, carrier updates, technology topics, wellness initiatives and other learnings. These are led by department leads and allow us to leverage our department size for cross-departmental learning.
- + **Monthly Compliance calls and seminars:** Our compliance teams host a monthly conference call for compliance updates. Our benefits department is encouraged to attend along with our clients. Consultants are also provided a monthly forum with the compliance team to discuss trending questions and to obtain continuous education from the team.
- + **Leadership Course:** We have a small cohort of selected members who annually go through a leadership course led by our industrial psychologist.
- + **Communication:** Internally, we have invested in education, training and workshops focused on organizational communication. We believe in fostering an environment where everyone has an opportunity to provide input openly and dialog honestly. To help further this initiative, our employees take part in an internal course that covers communication techniques that are beneficial—and highlights those that aren't. A formal feedback process is also in place to gather positive and growth-focused feedback for all staff members.
- + **Annual Seminars:** Every year our executive team and lead consultants take part in a 3-day educational seminar retreat to ensure best practices and excellence in our departments.

4. How do you incentivize your different types of employees?

IMA prides itself on compensating our consulting and service teams with leading wages, benefits, educational opportunities, and the opportunity for ownership of IMA. In addition, service teams are not rewarded or incentivized by “account-rounding”, placement of additional or specific lines of coverage, or any other strategy or tactic that would be counter to Atlantic Aviation’s best interests. In contrast, our consulting teams are rewarded based on client satisfaction and retention.

5. What is the turnover rate for the various positions that will support Atlantic Aviation?

One of the areas where we see distinguishing differences from other brokers includes fully staffed teams and low employee turnover. Overall, our employee turnover historically has hovered around 14%, but when considering only our client consulting leaders, those who lead ‘problem solving administration’, that turnover number drops to just over 7%.

This has stemmed from purposeful investment in our People Team. We realize that people are our greatest asset and we invest heavily in trainings, our culture, and rewarding those that continue to make IMA a great place to work. The reality is more fulfilled employees provide better service to our clients which increases client satisfaction and in return allows our company to continue to grow.

Because of our employee ownership structure, financial transparency and sharing in success is ingrained in our company culture. Goals and metrics are shared quarterly at our all-staff meetings, so employees experience financial success directly as a result of their contributions toward company goals; increasing our talent retention.

6. If a member of our support team no longer works on an account, describe the transition process.

In the event of turnover within your dedicated service team we will work with you to identify a replacement team member whom we believe to be a good fit with your organization. Atlantic Aviation will have a significant voice in this process and final sign-off on any new consulting team member who works with you.

7. If selected as a final presenter, who from your team will be present?

Matthew Battey, your Relationship Manager, and **Galen Young**, Director of Employee Benefits, will present IMA's capabilities and service structure. In addition, any subject matter experts that we believe would be relevant to the conversation would also be invited to participate in the conversation. While we strive to allow our consulting teams to focus as much as possible on servicing their clients, if Atlantic Aviation would like to meet the proposed team to ensure a good service and consulting fit the team would be present to participate as well.

8. Is there any other information about your team you would like Atlantic Aviation to take into consideration?

IMA is a full-service consulting team with expertise and experience in providing recommendations and support for all types of benefits strategies and matters: funding mechanisms, TPA/network/carrier evaluation, budget and finance support and expertise, and whole health benefits strategic support. Your team is uniquely equipped to provide guidance and support for anything that Atlantic Aviation's health and welfare program requires.





Account Management Services



1. Provide scope of services – If full scope is provided in the fees sections, please notate as such.

A full scope of our services can be found on **page 27**.

2. Describe your firm's policy or standard for returning phone calls, emails, etc. What is an approximate lead time for scheduling ad hoc meetings?

At IMA, all employees are expected to respond to client engagement within 24 hours or less and provide an initial answer, expected date of completion and/or guidance on next steps to respond to the client request. Your team sets an annual calendar for major meetings and can very quickly support ad hoc meetings as they arise and as calendars allow. We desire a week lead time for ad hoc meetings but can adapt situationally.

3. Describe how projects are managed.

IMA recognizes that all employers have different goals and objectives when developing their benefits program, which can range from financial considerations to a focus on a culture driven employee experience. The consulting team has collaborated with each of their clients to establish highly personalized benefit programs that represent the individual values and objectives of those companies. The goal is that clients feel empowered by the setting of a deliberate benefits strategy employing active plan management rather than driven to make reactive benefit plan decisions that may adversely impact their employees.

Once a baseline evaluation is completed, the team will use innovative critical thinking to propose solutions that become the foundation of a multi-year strategic plan. As these solutions are evaluated and implemented, comprehensive measurement of the performance of these solutions will be integrated into the strategic plan.

The multi-year plan will be augmented by the ongoing evaluation of Atlantic Aviation's goals and objectives, benefit plan utilization patterns, demographic changes, compliance concerns and market trends. Each year IMA and Atlantic Aviation will schedule a Strategy & Trends Meeting where the multi-year strategic plan will continue its evolution, as well as a time when annual strategic initiatives are identified.

Once a multi-year strategic plan is developed, the team will work with Atlantic Aviation to identify annual strategic initiatives and formulate project plans for each initiative. These initiatives will be primarily driven and managed by your Account Manager, but with support from the entire team. In addition, your lead consultant and Account Executive will have final accountability of all initiatives and projects. At IMA, the consulting team believes in a proactive approach to project initiatives with RFPs and other project work completed by the conclusion of the first quarter of the plan year. This approach allows Atlantic Aviation sufficient time to make recommendations internally, as well as provide time for a successful implementation (if needed). The annual Renewal Meeting is typically when project results, including RFP projects, will be delivered to Atlantic Aviation.



4. How often do you prefer to meet with your clients and what how are those meetings typically structured?

One of the first tasks for Atlantic Aviation's consulting team will be to set a meeting cadence with the staff responsible for the direction of Atlantic Aviation's benefits program. At the onset of our partnership, we would suggest scheduling a brief, bi-weekly call to build a healthy rhythm of communication. Our goal is to discuss logistical and short-term goals and we will meet with Atlantic Aviation during major meetings to discuss strategy, renewal, utilization, compliance, and communications. IMA's teams collaborate with each of their clients to establish highly personalized benefits programs that represent the individual values and objectives of those entities. The goal is that clients feel empowered by setting a deliberate benefits strategy employing active plan management rather than be driven to make reactive benefit plan decisions that may adversely impact employees. The combination of our consultative philosophy, continued training and development of the team, and the ongoing collaboration with Atlantic Aviation will ensure an alignment of a multi-year strategic plan meeting your specific needs. Ultimately, we meet with you in the cadence and timeline that you prefer. We work for you.

We know that you are busy and responsible for many tasks and initiatives beyond employee benefits. What matters to us is that both Atlantic Aviation and IMA are clear on expectations, goals, current priorities, and responsibilities. To do so, with your input, IMA will create & manage a custom service plan for our partnership to formalize responsibilities, with a timeline so all parties can be assured of transparency and accountability. Regardless of the task, the Annual Client Service Plan is the key tool we utilize to continuously evaluate our relationship with Atlantic Aviation as well as adapt to your evolving needs. In addition, this is a useful tool to benchmark the service we deliver throughout the year.

The client lifecycle illustration on the next page is a typical example.

2023 TIMELINE

1ST QUARTER

January

- + Deerwalk Dashboard Set-Up Meeting
- + Wellness Strategy Meeting
- + Monthly Call

February

- + Strategy Meeting
- + Communications Planning Meeting
- + Monthly Call

March

- + Compliance Review
- + Monthly Call

2ND QUARTER

April

- + IMA Year-End Utilization Review (if needed)
- + Monthly Call

May

- + Lincoln Year-End Utilization Review
- + ESI Year-End Utilization Review
- + Monthly Call

June

- + Renewal Meeting
- + Monthly Call

3RD QUARTER

July

- + OR Communication Planning Meeting
- + Vendor Initial Implementation Meeting (if needed)
- + Monthly Call

August

- + Final Renewal Meeting
- + Q3 QBR
- + Monthly Call

September

- + IMA Mid-Year Utilization Review
- + Monthly Call

4TH QUARTER

October

- + Open Enrollment
- + TPA Marketing Project Kick-Off Meeting (if needed)
- + Monthly Call

November

- + Open Enrollment
- + Pre-Strategy Planning Meeting
- + Monthly Call

December

- + Monthly Call

5. What processes and tools are used to manage accounts and ensure you adhere to deadlines?

We believe planning and a pro-active timeline is key to successful outcomes. Beginning with Atlantic Aviation's onboarding, your consulting team will work with your human resources and other departments to brainstorm initiatives and events throughout the year where we can provide support. Based on those goals, we will collaborate with you to create a service calendar that fits your schedule.

Day-to-day support will be available to you from a dedicated team that intimately knows your plans and is available for any insurance or benefits-related inquiries.

To ensure that the broker transfer process is smooth, we implement our transitional timeline for our new clients. Then, each year, a detailed timeline will be developed to identify servicing actions, performance milestones, and renewal and enrollment time periods. Assigned team members will be continuously available to your administrative personnel to assist with any day-to-day program activity. Other projects may need their own timelines (wellness plan implementations, technology implementation, etc.) These will be proactively communicated to your team and managed by your account manager and account executive.

6. How do you ensure and illustrate that we are providing competitive benefits?

Many tools, data sets, and resources are provided to Atlantic Aviation to ensure that competitive benefits are being offered to your employees and their families. Comparison is a critical element of benefits data analytics, and comparing a client's plan performance, benefit utilization and cost metrics against industry standards and subjective feedback helps our analysts and account executives identify high-cost or lacking areas of a client's plan.

We utilize an in-house tool, IMA People Analytics, powered by Cedar Gate, to obtain over 1,000 benchmarking metrics from over four million members, with the ability to isolate by certain industries. We also purchase, collect and cross reference current, reputable healthcare industry surveys. Client service teams use this information to evaluate Atlantic Aviation's plan performance, comparing, for example, utilization, cost per service, claims costs, demographic and other data points to identify and understand abnormalities compared to peer populations. This, in turn, generates insights that can guide population health management programs and cost management solutions.

It's important to understand that industry-based benchmarks can produce helpful information, but they shouldn't be relied on alone. This data should be reviewed in conjunction with customized benchmarking, peer benchmarking and even national benchmarking to provide more complete insight.

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IMA PEOPLE ANALYTICS BENCHMARKING STRATEGIES

WHO ARE YOU COMPARING YOURSELF TO?

IMA People Analytics integrate a spectrum of benchmarking strategies to help clients understand the market and opportunities.

- + **Nationwide benchmarks:** Overall trends, survey data.
- + **Industry benchmarks:** Demographic trends, survey data, claims data when your own data isn't credible.
- + **Peer benchmarks:** Benefit offerings, recruiting, competitiveness.
- + **Customized benchmarks:** Claims data and utilization, detailed analysis.

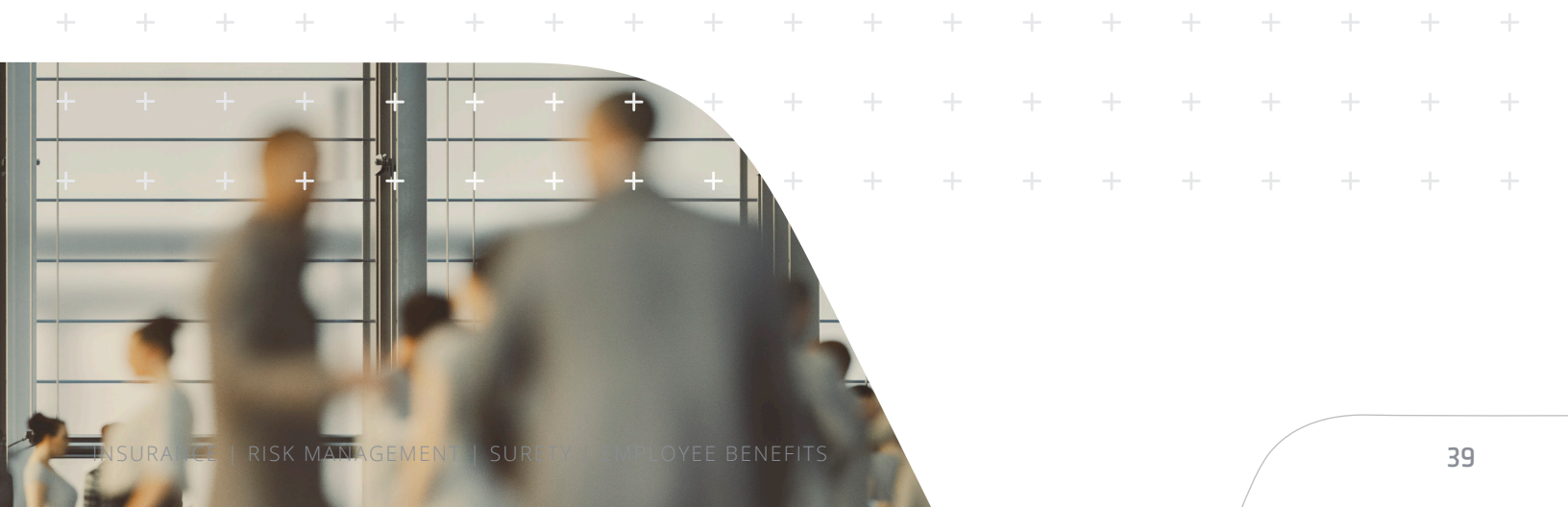
We have access to benchmarking data from several different sources, including the Milliman Northwest Benefits Survey, Kaiser Family Foundation Health Benefits Survey, Mercer Benchmarking Report, and North American Assurex Benefits Survey. As an independent consulting firm, we also have access to the survey data of many large national consulting firms, which provides our clients with a variety of benchmarking sources from which to select. We provide benefits benchmark reporting annually to compare your plan offerings to those of both regional and national companies.

In addition, we've developed a comprehensive Voice of the Employee (VOE) feedback tool to help our clients capture important employee perspectives on a variety of topics. This kind of information can guide and support company leaders as they explore whether and how to move forward on various internal programs.

The carefully worded questions in our survey solution can provide important insights on these and other topics:

- + COVID-19 return to work
- + Diversity, Equity and Inclusion (DEI)
- + Employee engagement
- + Safety
- + Benefits preferences
- + Net Promoter Scores (NPS)
- + Total rewards preferences
- + Benefits reception and feedback

Our VOE tool also includes employee communications features that help ensure maximum response rates and candid feedback. The tool presents the feedback in dashboard formats that synthesize the data to clearly identify trends and employee priorities.



7. Describe the role you play during the open enrollment process.

Open Enrollment is a critical time in your benefits cycle and helps shape the employee’s overall benefits program experience. Once again, the Open Enrollment strategy is built based on Atlantic Aviation’s unique needs and goals. Typically IMA sets an Open Enrollment Communications Planning meeting with clients approximately 2-4 months prior to the start of open enrollment to identify key goals and lay out a plan of action for delivering this important education to the employees.

Our team commonly engages in the following activities that are consistent across most Open Enrollments:

- + Assist with the preparation, printing, and delivery of benefit guides for the employees.
- + Prepare presentations and other materials for open enrollment, new-hire education, or other meetings as requested.
- + Coordinate insurance companies and service providers at meetings, as needed.
- + Coordinate design and use of educational content in multi-media formats.
- + Provide multilingual translation of materials (may incur additional fees, depending on number of language translations requested).
- + Review of digital and technology benefits vendors (videos, mobile apps, etc.) as open enrollment support options.
- + Conducts on-site and/or virtual open enrollment meetings.
- + Supports the EDI feed process in coordination with technology vendor and client.

Additional tools that have been particularly effective in the past:

- + Recorded Brainshark presentations
- + Digital brochures
- + Embedded videos
- + Office hours or call center support
- + Flyers and postcards* with QR codes
- + Mobile or text alerts* to enroll in benefits
- + Decision support tools*

**May require pass-through fee.*



8. How often do you perform pharmacy audits to ensure contract adherence?

If possible, IMA finds that an annual or bi-annual review of pharmacy claim audits is best practice in the quickly evolving pharmacy space.

A large component of IMA's proactive strategic planning approach to consulting is an analysis of cost drivers, including pharmacy spend, utilization, and medication adherence. These strategies can take many shapes, but IMA will always recommend solutions that fit within the overall benefit strategy.

For example, carriers can make several tweaks to a bundled, administrative-services-only contract where claims administration, pharmacy benefit management (PBM), and stop-loss all fall one under one umbrella. Including value-based formulary drug lists can incent members to use the most cost-effective medications with the best outcomes for patients. Additional pharmacy edits are also possible, such as requirements for step therapy for expensive medications, mandatory generics, or mandatory mail orders. In order to determine the feasibility of the solutions that may impact employees, a member disruption report would need to be requested and analyzed, and significant employee communications must be coordinated.

An alternative example would be an unbundled scenario, where claims administration, pharmacy, and stop-loss are independent of one another and would allow more flexibility for cost containment. When managed independently, plan price negotiations are possible. Items for negotiation would include average wholesale price, maximum allowable cost, dispensing fees, administrative fees, and manufacturer rebates. When manufacturer rebates are returned to the client, it provides maximum transparency into the pricing of the pharmacy plan. To determine the best terms for an unbundled PBM, we request that PBMs participating in the RFP re-price our client's most recent 12 months of claims to determine projected cost savings.

IMA has extensive in all pharmacy scenarios and have pharmacy consultant experts on-hand to conduct thorough reviews of any needed spend.



9. Describe your other HR consulting services.

It’s not always practical to expect our clients to consider benefits apart from broader HR issues. That’s why we also provide them with on-demand access to an extensive scope of HR compliance resources through Mineral™ (previously known as ThinkHR).

The Mineral HR compliance platform includes:

- + Access to HR and legal experts in a Help Desk arrangement
- + An employee handbook builder
- + A job description creator
- + An HR compliance library
- + Employee training modules on important workplace issues like harassment and safety

If you are looking to offer educational opportunities to Atlantic Aviation employees, Mineral™ has a Training Center module with over 300 regularly updated individual and group trainings. You can create training tracks to monitor progress and conveniently pull reporting at any time. Trainings include, but not limited to, Compliance & IT, Professional Development (presentation skills, time management, etc.), Workplace Safety, Anti-Harassment and more.

We also have preferred relationships with HR consultants and discounted pricing for clients.

10. Do you provide disruption analysis for providers, facilities, and pharmacies? If provide a sample.

Every network analysis and PBM review or formulary change review will include detailed analysis of member disruption. For your medical program, this will be a thorough review of disruption in terms of paid claims, number of services and number of members impacted and will be split out between inpatient facilities, outpatient and professional services. We’ll then utilize 12-24 months of your actual claims to engage the quoting carriers for the data necessary for the analysis. For the identified network disruption, we’ll review for providers of concern and summarize the results to Atlantic Aviation for consideration. Examples of disruption information on a network review can be found in the **Appendix**.

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11. Describe three examples of how your firm has managed particularly complicated issues between the client and the carrier. How did you participate and what was the resolution?

IMA's service teams are particularly adept at handling complicated and challenges benefits claims. Below are just three examples:

1. Our client's spouse was denied services as at medical provider's office after she was not found in the carrier system over the weekend. Our team was able to investigate and found that the spouse was removed in error after open enrollment. With our platinum service representative at the carrier, IMA was able to get them reinstated that day and the carrier contacted the doctor's office with a temporary member ID to process the claim.
2. An employer terminated a TPA's services but was due monies for overpayment of two claims. Over 18 months, our team provided over 20 hours of tracking and resulting in a satisfactory outcome for both the client and the member.
3. Our team was able to help a client navigate a short term disability claim for an employee that filed their claim later than expected. Due to the unusual nature of this situation and the size of IMA's premium volume with the carrier, IMA was able to get an exception made to approve to file the claim and help it move through the process quickly for approval.

12. Please describe how the Atlantic Aviation team would be serviced. Single Point of Contact? Team of Contacts? On-line Ticketing process for questions or issues? Call center for questions or issues? Triaged Tier 0, Tier 1, Tier 2, etc. process? Please describe all facets of your support model.

ATLANTIC AVIATION'S DEDICATED IMA TEAM

IMA utilizes a customized and dedicated team approach for management of services. We combine the expertise of individuals with varied backgrounds to meet the goal of exceptional service for our clients.

The first service component of Atlantic Aviation's team will consist of an executive team with accountability from the highest levels of the IMA organization. This Executive Team will consist of **Matthew Battey** (Business Development Executive) and **Galen Young** (Director of Employee Benefits). Atlantic Aviation will have support from and regular interaction with these leaders of IMA, but more importantly, a strategic team dedicated to vision, team oversight and short- & long-term goal evaluation. We believe their mix of roles, experience and tenure will foster a strong relationship and strategic partnership between IMA and Atlantic Aviation.

The consulting team of **Robin Johnson** as Account Executive (Team Lead and Lead Consultant), **RJ Jamison** as Account Manager, and **Peter Hein** as Financial Analyst would be responsible for leading the strategic planning and customer experience for VCPS. Experts and practice leads will directly be engaged in meeting VCPS's expectations as well. The proposed team is intentionally comprised of members with diverse, yet complimentary, skillsets to provide best-in-class consulting services to their clients. Our approach is focused on the strategic and active management of benefit offerings to optimize efficiencies and cost containment.

IMA does not believe in triaged or ticket systems for escalated issues or any problems that arise within your health and welfare program. In fact, IMA has proposed your dedicated team to ensure that you always know whom to contact for any issues or escalated items. RJ, as your account manager, will be dedicated to being the liaison between you, your employees, and your benefits program. As support and backup, the rest of your dedicated team will have continuous insight into macro patterns and are available to assist as well.

IMA purposely establishes dedicated core client services teams all with a specific client role. The following outlines the core team structure and roles.

Core Service Team: IMA purposely establishes dedicated client services teams, all with a specific client role.



This group dynamic results in greater stability and long-term sustainability of a benefit offering that meets each client's specific needs. The team believes in a highly proactive approach continually reviewing our clients' programs and making incremental recommendations rather than reactive, disruptive changes. IMA views our clients as partners and will work hard to become your trusted resource in both service and expertise. For team bios please reference **page 26**.

13. Do you assist with employee claim issues? If so, describe the threshold or scope of issues your firm handles and describe the process.

Our standard model is to provide escalated support for employee claims issues through referral by their HR department. We find that most employers prefer to have contact with their employees first to find out if they are experiencing undue difficulties with the carriers. Once engaged, IMA can provide employees and their families with support and individualized assistance with insurance problems they are unable to resolve directly with the carrier. This includes claims issues, eligibility questions, network problems, and general healthcare or insurance questions.

Your IMA Account Manager will act as an employee advocate for escalated, complex plan utilization needs and any major appeals processes. We are experienced in navigating provider and carrier communication with language that drives results through strong relationships with our carrier partners.

With the combination of extensive benefits experience and detailed knowledge of your specific plan designs, our team is well positioned to work through issues with employees, their family members, and their healthcare providers. We provide resolution to problems that arise, as well as proactive coaching on how to avoid problems in the future while maximizing benefits.

14. Do you provide employee assistance for employee claims appeals or advocacy on large claims? Please describe.

Your service team has extensive experience in the insurance space and is always available to assist with any claims issues that may arise with a carrier, including appealed or large claims. Just as importantly, the team will identify any macro patterns that may be driving claims noise or needs for assistance and address the root cause.

15. If your firm was selected, how would you propose transitioning our account? Please provide a comprehensive project plan for this process illustrating duties for all parties involved and resources and the time commitment required from the Atlantic Aviation team.

Included on the following page is our proposed transition framework and timeline. A more detailed transition plan and broker services calendar will be developed in collaboration with Atlantic Aviation as part of our Initial Planning Phase.

| INITIAL START DATE | PHASE/ACTIVITY | RESPONSIBLE PARTY |
|--------------------|---|---|
| JUNE 2023/JULY2023 | KICK-OFF MEETING AND INITIAL PLANNING PHASE | |
| | Introduction of IMA to Atlantic Aviation key stakeholders | Atlantic Aviation + IMA |
| | Review communication protocols within Atlantic Aviation | Atlantic Aviation + IMA |
| | Broker of Record (BOR) Letters sent to Atlantic Aviation for execution | IMA |
| | Development of Broker Services 12-month calendar draft for Atlantic Aviation's review including open items meetings, claim reviews, budgeting process, actuarial, renewal strategy and renewal presentation meetings. | IMA |
| | Begin interim policy review and gap analysis | IMA |
| | Obtain prior brokers list of open items | Atlantic Aviation + IMA |
| | IMA | |
| | Carrier | Will request in-force rates, 3 years of historical rating/ renewals, 3 years of historical claims |
| JULY 2023 | STRATEGY MEETING | |
| | Review Atlantic Aviation's long and short-term goals | Atlantic Aviation + IMA |
| | Discuss Atlantic Aviation's current and desired future risk management initiatives | Atlantic Aviation + IMA |
| | Review Atlantic Aviation's current Total Cost of Risk | Atlantic Aviation + IMA |
| | Discuss options for different program structures and determine next steps. | Atlantic Aviation + IMA |
| | Identify opportunities for education and training | Atlantic Aviation + IMA |

16. How does your firm support our programs throughout the year?

Our approach to supporting clients and programs is to provide full-service consulting which includes in-depth engagement and expertise in the areas of **Strategic Consulting, Technical Consulting, Compliance and Service Support**.

The following provides a high-level summary of the services included in each of these components:

BENEFITS CONSULTING CORE SERVICES

STRATEGIC CONSULTING

FORWARD LOOKING, ACTIVE MANAGEMENT

Protection Provided:

Control Rising Benefit Costs | Fiduciary Compliance

- + Determine client goals/philosophy for benefit strategy
- + Full benefit plan consultation/design
- + Cost containment solutions
- + Strategic audit and analysis
- + Industry trends/solution evaluation/strategy benchmarking
- + Multi-year strategies – active management
- + Funding strategy and analysis:
 - Fully insured, level-funding and self-funding

COMPLIANCE

PROTECTING YOUR PLAN

Protection Provided:

Avoid Litigation + Penalties | Fiduciary Compliance

- + Annual compliance review/meeting
- + Compliance assistance
 - ERISA, COBRA, HIPAA, ADA, FMLA
 - ACA and Federal Laws
 - Applicable State and Local Laws
- + Plan document and contract reviews (non-legal)
- + Notification requirement reminders
- + Periodic newsletters/updates
- + Compliance webinars
- + Mineral (ThinkHR) access

TECHNICAL CONSULTING

INFORMED, DATA-DRIVEN DECISION MAKING

Protection Provided:

Accurate Budgeting | Manage Reserves | Cost Control

- + Customized financial reports
- + Benchmarking
 - Plan cost and design
- + Monthly claims report and analysis
- + Funding, reserves and contribution strategy
- + Stop loss deductible and budget analysis
- + Renewal marketing/negotiations
- + Predictive analytics

SERVICE/SUPPORT/COMMUNICATIONS

EXTENSION OF YOUR TEAM

Protection Provided:

Member Satisfaction | Vendor Accountability

- + Carrier/vendor liaison
- + Assistance with escalated claims issues
- + Assistance with billing issues
- + Routine touch-base calls
- + Project management (implementations, etc.)
- + Communication support
- + Member engagement strategy

IMA's approach to developing strategy for our clients is one established in our proven, effective, innovative, and consultative philosophy. That philosophy is rooted in two foundational components: being educational and informative so clients can make well-founded decisions; and following a strategic and active approach to plan management. We do not believe there are any "silver bullet" or single solutions that work for all clients. We understand that one size does not fit all, and it is our goal to collaborate with our clients to create a customized multi-year strategy.

IMA's teams collaborate with each of their clients to establish highly personalized benefits programs that represent the individual values and objectives of those entities. The goal is that clients feel empowered by setting a deliberate benefits strategy employing active plan management rather than be driven to make reactive benefit plan decisions that may adversely impact employees. The combination of our consultative philosophy continued training and development of the team, and the ongoing collaboration with Atlantic Aviation will ensure an alignment of a multi-year strategic plan with the specific needs of Atlantic Aviation.

The plan will be augmented by the ongoing evaluation of Atlantic Aviation' goals and objectives, benefit plan utilization patterns, demographic changes, compliance concerns and market trends. It is imperative that a part of that evaluation is ongoing measurement of the effectiveness of past and future solutions and plan programs.

Our consultative approach is an ongoing, year-over-year process that includes data and strategy review, compliance review, pre-renewal and renewal work, and implementation/year end support. This cycle never ends, rather it is continually building upon itself, forming into a well-developed multi-year strategic plan.

2. Describe the services provided around benchmarking plans, contributions, etc. and include samples. Be sure to include if you can drill down to similar industry and size.

IMA employs an in-house actuary. **Jordan Paulus**, Vice President, Director of Strategy and Analytics, is a Fellow of the Society of Actuaries (FSA) and Member of the American Academy of Actuaries (MAAA) with both credentials obtained in 2012. Jordan's career includes 10 years of experience as a consulting actuary, focusing on population health management, rate development, reserving, and other actuarial functions for employer-sponsored health plans, insurers, hospitals and provider groups.



JORDAN PAULUS
FSA, MAAA

*VP, Director of
Strategy and Analytics*

Jordan leads IMA's analytics efforts including population health management and People Analytics, as well as leading our teams during the development of risk management strategies, plan design and funding strategies, claims projections and reserving. These actuarial functions are included within IMA's standard scope of services at no additional cost.

POPULATION HEALTH DATA ANALYTICS

IMA People Analytics is used to guide clients in interpreting health and prescription drug data to understand the true cost drivers and risks of their health benefits plan, helping them make informed decisions about self-funded strategies.

People Analytics utilizes a partnership with Cedar Gate, which integrates insights from Cedar Gate’s clinical team with best-in-class analytics tools from Milliman, Clear Health, Truven (IBM Watson), and others to assess care quality and clinical appropriateness, as well as project future costs. By leveraging these insights, IMA can align problems with impactful cost saving solutions, and track outcomes to evaluate ROI.

BENCHMARKING

Anyone that has ever researched normative data knows that it can be difficult finding statistical benchmarks that adequately match the population of your group. IMA provides custom benchmarking for employer groups that will provide consistent year-over-year data, reporting formats and comparative benchmarks. This highly meaningful yet understandable information enables us to work together with your data in a continuous, interactive manner as plan management issues arise. IMA will make available to Atlantic Aviation benchmark data from all leading consulting organizations and resources available locally and nationally.

The following are our most common sources, but we can modify our benchmarking to use any sources that Atlantic Aviation would require:

- | | |
|----------------------------|--------------------------------|
| Mercer Benchmarking Data | Segal Benchmarking Data |
| MSEC Benchmarking Data | Bureau of Labor and Statistics |
| Kaiser Benchmarking Data | MedStat |
| Milliman Benchmarking Data | |

Access to this statistical information assists IMA in forwarding quantifiable data to you about local and national trends as they may relate to overall health care information. We’ve listed a few of these studies below:

We’ve listed a few of these studies below:

- | | |
|---|---|
| + Health Insurance Premium Increases
– Overall Employee Contribution for Individual Medical Coverage | + Health Coverage Variations by Industry and Size |
| + Employee Plan Enrollment by Region | + Hospital and Surgical Coverage by Industry |
| + Medical Plan Average Premium by Industry | + Length of Hospital Stay by Plan Type |
| + Benefit Cost as a Percent of Compensation | + Percentage of Firms Offering HMO – by Region |
| + Benefit Cost as a Percent of Payroll | |

3. Describe the resources used to analyze medical and pharmacy claims and describe how this drives the renewal process.

DATA MANAGEMENT & REPORTING CAPABILITIES

IMA believes in utilizing data to drive decisions and recommendations for our clients. Specifically, medical and pharmacy claims should be analyzed bilaterally from both a clinical and financial basis. Analyzing data on a clinical basis allows us to help Atlantic Aviation understand risks inherent in your population and how long specific large claims might persist and impact stop-loss underwriting. Analyzing claims on a financial basis allows us to help the Atlantic Aviation team understand trends and develop strategy and allows ARI to adjust the benefit plan to stay in front of risk and cost trends.

Listed below are sample key data sets of our reporting packages available to Atlantic Aviation. Due to the extreme length of the sample reports, we will be happy to provide them upon request.

Executive Summary

The Executive Summary provides an overview of plan activity and utilization. This robust solution can be easily configured to present a fixed number of standard reports detailing health plan utilization, trends, benchmarks and costs. The Executive Summary can present an overview for a brief period or annual plan information in one reporting function.

Claim Analysis Overview

Graphic summary of claim expenditures, network discounts and employee responsibility.

Normative Comparison Summary

Summary-level view of enrollment, cost and utilization information.

Utilization Benchmark Summary

Comparison of utilization patterns between plan and selected national normative values.

Shock Claim Summary

Review high-claims members and the costs incurred.

Monthly Cost Summary

Per-month summary of claim expenditures, network discounts and employee responsibility.

Detailed Analysis Applications

Allow drill-down from plan level to individual EOBs.

- + **Payee** – Analyze and drill-down to specific claim information for payees used by members of your plan during a time specific timeframe.
- + **Provider** – Analyze and drill-down to specific claim information for healthcare providers used by members of your plan during a time specific timeframe.
- + **Diagnosis** – Analyze and drill-down to specified claim information for diagnoses of conditions experienced by members of your plan during a specific timeframe.

- + **Procedure** – Analyze and drill-down to specified claim information for procedures performed for members of your plan during a time specific timeframe.
- + **Prescription** – Analyze and drill-down to specified claim information related to prescription drug costs for members of your plan during a time specific timeframe.
- + **Payment** – Analyze and drill-down to create a list of individual claim payment details for a specified timeframe.

Dental Summary

View service categories associated with your dental costs.

Cost Distribution Summary

Number of members incurring 10%, 20%, 50% and 80% of the plan's claims.

Type of Service Overview

Overview of utilization costs by major types of service.

Plan Experience Summary

Eligibility and plan cost summary on a per-month basis.

Rank Order Analysis

Create a summary of top Payees, Providers, Diagnoses, Procedures, Drugs, PPO or Benefit Code sorted by services and/or amounts.

Health Service Analysis

Review cost and utilization information associated with groups of services performed for plan members during a specific timeframe.

Lag Matrix Generator

Create a paid versus incurred lag matrix for specific time periods.

Turn Around Time

Display claim counts, charges and payments associated with different payment turnaround periods.

Large Claim Trend Analysis

- + Trend analysis of large claimants comparing two timeframes.
- + Trend analysis of benefits utilization across major diagnostic categories.

Medical Cost Dist (Diagnosis)

Trend analysis of benefits utilization across individual diagnoses.

IBNR Estimate

Create an estimate of claims dollars incurred but not yet received based on a weighted average of historical experience.

Provider Cost Comparison

Compare charges and payments for specified procedures and/or providers.

Prescription Drug Summary

Prescription costs and dispensing information.

Key Utilization Indicators

Summary-level trend analysis of employee census and benefits utilization.

Stop-Loss Trigger Report (One Line per Member)

Abbreviated trigger diagnosis listing containing one line per applicable member during a specific timeframe.

Cost by Age Group

Review which age groups are incurring costs Cost Summary by Employee Per-employee/member breakdown of claim costs.

Shock Claim Detail

Detailed cost and procedure information for high-claims members and the costs incurred.

Preventable Conditions

Displays conditions that might be prevented by behavior changes, and the group's cost associated with those conditions.

Stop-Loss Trigger Report

Provide diagnosis and procedure information for select key diagnoses.

Eligibility Overview

Provides a concise view of eligibility information.

Eligibility by Tier

Eligibility counts based on enrollment tier.

Flexible and Eligibility Claim Data Query

Review plan's healthcare experience database for information related to costs or utilization. Specify a time period along with other data filtering criteria when using the query.

Prescription Utilization Summary

Review prescription types, top 10 drugs by class and name for a specific timeframe.

Prescription Analysis

Analyze and drill-down to specified claim information related to prescription drug costs.



PREDICTIVE MODELING

IMA also utilizes predictive modeling tools to develop, assess and quantify plan design changes and population impacts. The power of IMA Analytics lies within its integration of information from Cedar Gate and the Johns Hopkins Adjusted Clinical Groups® (ACG®) data and Healthcare Effectiveness Data and Information Set (HEDIS®) quality care measures. Our Analytics system can store multiple years of historic data which allows IMA and Atlantic Aviation to analyze any timeframe in addition to providing multi-year comparative analysis capabilities to assess risk and predict future plan and individual health costs.

4. Describe the renewal process and financial projections and be sure to provide examples.

EMPLOYEE BENEFITS PROCESS

IMA's consulting approach is to facilitate a mutually beneficial partnership between our client and all viable vendors that will result in a benefit plans that best align with Atlantic Aviation's strategic and financial goals. We customize our marketing efforts based upon these goals and rely on our strong vendor relationships and expertise/experience to evaluate and outline all the options for clients.

IMA COST SAVINGS & NEGOTIATION PHILOSOPHY

- + IMA provides thorough analysis of the market offers using proprietary underwriting projections to independently evaluate carrier proposals.
- + Use strong relationships that our consulting team & benefit division leadership have with carriers to leverage a best offer for our clients.
- + Leverage our knowledge & expertise of the carriers & market to achieve the optimal results for our clients.

Our work begins with learning any changes to the strategy and development so that we can constantly anticipate your goals. We call this practice active plan management, and it guides our partnership with Atlantic Aviation. We assist you with both day-to-day and long-term strategic benefits issues using a team approach. Our team of variously talented and experienced experts will guide Atlantic Aviation's HR Team to make the best decisions possible and assist them in timely problem resolution. We will make suggestions for changes or alternative benefit programs in support of those goals. We then create an implementation plan for the members' new or modified benefits program, including a communications strategy. Following implementation, we regularly review the results of the programs (both objective and subjective) against benchmarks. In addition to the ever-changing landscape of employee benefits, these results will allow us to find new opportunities for enhancement or modification for the subsequent strategic planning process. That allows Atlantic Aviation to maintain a benefits program that is efficient, fresh, and meaningful.

The following is a more detailed outline of the steps we typically follow in managing the annual renewal and negotiation process:

STRATEGIC PLANNING SESSION

- + Set objectives for marketing
- + Understand project scope
- + Identify team members
- + Release Broker of Record letters
- + Establish communications protocol
- + Determine markets
- + Discuss plan design alternatives

VENDOR EVALUATION

- + Conduct vendor reference checks
- + Finalize report format
- + Meet with vendors for proposal presentation
- + Negotiate final rates
- + Finalize Marketing Report

INFORMATION GATHERING

- + Request all necessary data
- + Inventory received data
- + Analyze claims/rates/contributions
- + Analyze demographic data

VENDOR SELECTION

- + Present Marketing Report
- + Review/negotiate contracts
- + Interview finalists
- + Select and notify

DEVELOP AND DELIVER RFP

- + Categorize data received
- + Compose request letter
- + Peer review RFP draft
- + Review draft with client
- + Coordinate vendor meetings to review RFP
- + Submit RFPs to vendors

EMPLOYEE COMMUNICATIONS

- + Review prior communication
- + Review program and set objectives
- + Suggest theme and develop plan
- + Draft, approve and modify text
- + Finalize text and graphic design
- + Print and distribute

VENDOR FOLLOW-UP

- + Contact markets to ensure bids are in underwriting
- + Contact markets for status check (daily, if necessary)
- + Answer vendor questions and provide additional information
- + Review proposals for completeness (follow-up and Review/Negotiate contracts on all issues)

ENROLLMENT

- + Determine enrollment information needed
- + Determine method and develop plan
- + Follow up on "no response" employees
- + Transmit enrollment data to vendor

5. What criteria are used when determining what recommendations your firm provides during the bidding and renewal process? How do you determine what coverage levels are appropriate?

Please reference our previous answer for information about this question.

6. How and when does your firm communicate the financial performance of your clients? Describe that process.

ON A MONTHLY BASIS

IMA will provide custom designed financial reports illustrating monthly and annualized claim expense data. Claim and forecast reporting provided by IMA includes, but is not limited to, these key financial areas:

- + Monthly and/or quarterly Health/Rx/Dental Claims Expense Reports
- + Large claim tracking of 50% specific claim stop-loss threshold (health and Rx)
- + Actual vs. expected health claim budget projections
- + Employee contribution modeling

ON A QUARTERLY OR ANNUAL BASIS FOR SELF-FUNDED CLIENTS

(dependent on client size)

- + Incurred but Not Reported (IBNR) claim calculations

ON A SEMIANNUAL OR ANNUAL BASIS

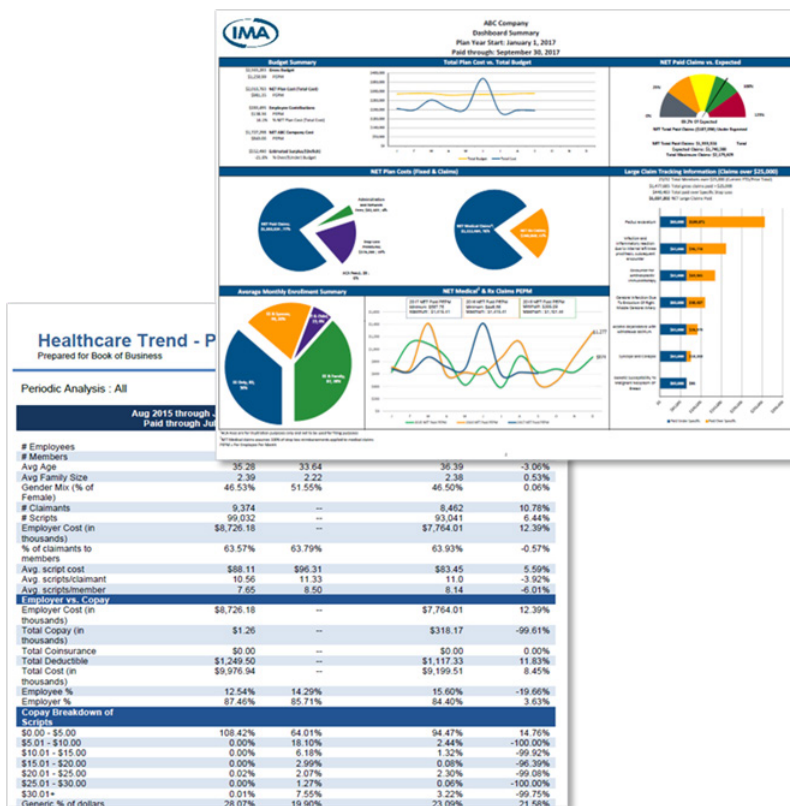
(dependent on client size)

UTILIZATION/KEY PERFORMANCE INDICATORS (KPIS)

Listed below are key data sets of IMA’s Informatics available

- | | |
|---------------------------------|--|
| + Executive Summary | + Plan Experience Summary |
| + Claim Analysis Overview | + Rank Order Analysis |
| + Normative Comparison Summary | + Detailed Analysis Applications – Allow drill-down from plan level to individual EOBs |
| + Utilization Benchmark Summary | + Health Service Analysis |
| + High Cost/Shock Claim Summary | + Lag Matrix Generator |
| + Monthly Cost Summary | + Provider Cost Comparison |
| + Cost Distribution Summary | + Flexible and Eligibility Claim Data Query |
| + Type of Service Overview | |

For reporting that is provided directly by IMA, IMA does not charge for customized or ad hoc reporting.



7. How does your firm assist clients when determining the risk factors around stop loss and recommending spec and agg limits? What is the preferred interval of marketing stop loss?

In assessing a self-insured model, it is important to understand the benefits and risk involved. Our teams utilize actuarial modeling tools developed by Claros Analytics to assess and analyze risk across the fully insured and self-funded spectrum. Our tools run tens of thousands of Monte Carlo simulations to illustrate a range of likely outcomes to help clients understand risks when self-insured. These tools allow our clients to understand the impact of risk management alternatives such as determining appropriate stop-loss levels. Our team employs an actuary, **Jordan Paulus**, Vice President, Director, Strategy and Analytics. Jordan is fully credentialed as a Fellow of the Society of Actuaries (FSA) and Member of the American Academy of Actuaries (MAAA) and provides guidance and oversight during our risk management efforts.

Your consulting team will spend a significant amount of time understanding Atlantic Aviation's risk tolerance for individual catastrophic claims (specific/individual stop loss insurance) as well as the total maximum budget for overall claims (aggregate stop loss insurance). Coupled with financial modeling and the evaluation of the stop loss market, leveraged trend, and stop loss deductibles, your team will present thoroughly researched and modeled options for both ISL and ASL insurance.

Each year your team will evaluate the financial risk and reward of the stop loss premium and carrier to ensure that mitigating large claim aberrations is balanced with the proper undertaking of risk by Atlantic Aviation's program. With the majority of IMA's clients in some variation of a self-funded model, your team has the expertise and resources to ensure that financial protection and performance of your stop loss program is sound.

8. Describe the process for contribution analysis and be sure to provide examples.

Your financial analyst will lead the direct application of our team's financial analysis and all aspects of Atlantic Aviation's financial underwriting: claims, stop loss insurance, PBM review, plan design, risk scoring, premium equivalents, tier ratios, and contribution analysis.

Your consulting team will collaborate with your finance and budget team to understand the budget position of any lines of coverage to which employees contribute. Using this framework of contribution strategy, your analyst team will work to assess and recommend a contribution strategy that incorporates salary/wage considerations, PPACA safe harbors, risk scoring of different tiers of coverage, the actuarial values of your plans, migration assumptions and risks, HSA funding, and overall plan design assessments. In collaboration with your team, the contribution strategy will reflect the overall risk and insurance trend or increase so that a sustainable contribution strategy is in place.

In applicable, premium equivalents for Atlantic Aviation's self-funded plans are developed with the overall risk strategy and budgeted expected claims driving the end result. Contribution strategies and amounts are then derived from the budgeted amounts, so that a holistic contribution amount is incorporated into the financial model.

Below is an example output of a contribution model that incorporates a self-funded medical, dental, and vision program with multiple plans.

| | Current Enrollment | 2022 | | | | | 2023 assumed avg. enrollment | 2023 | | | | | Bi-Weekly | Bi-Weekly | |
|---|--------------------|---------------------------|------------------------|-------------------|--------------------|-------------------|------------------------------|---------------------------|------------------------|-------------------|--------------------|-------------------|------------------------|-------------------------------|--|
| | | Total Plan Cost per Month | Employee Contributions | EE % Contribution | Client's Net Costs | ER % Contribution | | Total Plan Cost per Month | Employee Contributions | EE % Contribution | Client's Net Costs | ER % Contribution | Employee Contributions | \$ change to EE contributions | |
| | | | | | | | | | | | | | | | |
| \$750 Deductible | | | | | | | | | | | | | | | |
| Employee Only | 56 | \$610.90 | \$368.50 | 58% | \$242.40 | 42.0% | 53 | \$649.59 | \$390.00 | 60% | \$259.59 | 40.0% | \$180.00 | \$9.92 | |
| Employee + One | 33 | \$1,466.09 | \$731.86 | 48% | \$734.23 | 52.0% | 31 | \$1,558.95 | \$775.00 | 50% | \$783.95 | 50.3% | \$357.69 | \$19.91 | |
| Employee + Family | 49 | \$1,832.63 | \$948.29 | 50% | \$884.34 | 50.0% | 47 | \$1,948.70 | \$995.00 | 51% | \$953.70 | 48.9% | \$459.23 | \$21.56 | |
| \$1,000 Deductible | | | | | | | | | | | | | | | |
| Employee Only | 242 | \$521.66 | \$173.60 | 32% | \$348.06 | 68.0% | 230 | \$554.71 | \$190.00 | 34% | \$364.71 | 65.7% | \$87.69 | \$7.57 | |
| Employee + One | 88 | \$1,251.95 | \$397.12 | 30% | \$854.83 | 70.0% | 84 | \$1,331.24 | \$415.00 | 31% | \$916.24 | 68.8% | \$191.54 | \$8.25 | |
| Employee + Family | 137 | \$1,564.94 | \$504.54 | 31% | \$1,060.40 | 69.0% | 130 | \$1,664.06 | \$525.00 | 32% | \$1,139.06 | 68.5% | \$242.31 | \$9.44 | |
| \$2,000 Deductible | | | | | | | | | | | | | | | |
| Employee Only | 102 | \$458.03 | \$138.14 | 29% | \$319.88 | 71.0% | 117 | \$487.04 | \$153.14 | 31% | \$333.89 | 68.6% | \$70.68 | \$6.92 | |
| Employee + One | 30 | \$1,099.23 | \$297.24 | 26% | \$802.00 | 74.0% | 36 | \$1,168.86 | \$312.24 | 27% | \$856.62 | 73.3% | \$144.11 | \$6.92 | |
| Employee + Family | 67 | \$1,374.05 | \$371.54 | 26% | \$1,002.51 | 74.0% | 76 | \$1,461.08 | \$401.54 | 27% | \$1,059.54 | 72.5% | \$185.33 | \$13.85 | |
| Monthly | 804 | \$794,958 | \$285,235 | | \$509,724 | | 804 | \$840,092 | \$297,861 | | \$542,230 | | | | |
| HSA Contributions | | | | | | | | | | | | | | | |
| Annually | | \$9,539,501 | \$3,422,817 | | \$6,116,684 | | | \$10,081,099 | \$3,574,336 | | \$6,677,563 | | | | |
| Composite | | \$989 | \$355 | 35.9% | \$634 | | | \$1,045 | \$370 | 35.5% | \$692 | | | | |
| Difference: | | | | | | | | \$541,598 | \$151,519 | | \$560,879 | | | | |
| % Difference: | | | | | | | | 5.7% | 4.4% | | 9.2% | | | | |
| The rates and cost reflected are based on a snapshot of enrollment from July claims reporting, and are for illustrative purposes only | | | | | | | | | | | | | | | |
| ACA Affordability based on rate of pay - \$154.12 based off of \$13 hourly rate | | | | | | | | | | | | | | | |
| ACA Affordability based on Federal Poverty Level - \$103.28 | | | | | | | | | | | | | | | |

9. Describe the process regarding contract reviews.

IMA provides in-depth and extensive training to its account management staff to ensure that all contract documents—SBCs, policies, certificates, SPDs, and others—reflect exactly the parameters and intentions of the Atlantic Aviation program. Your account manager will compare all policy language for financial and plan design accuracy, in addition to provision language to ensure that employee-facing documents are accurate and precise.

Your account executive will review any stop loss policies and all other renewals to ensure accuracy between the renewal/marketing process and placement of services and coverage reflects what was represented and what Atlantic Aviation purchased.

Our in-house compliance team can assist with mega and mini-wrap documents, cafeteria plan documents, required disclosures, and other compliance documents. In addition, IMA employs an in-house ERISA attorney to assist with matters that may require general ERISA guidance.

10. Give three examples that demonstrate how your firm was proactive in finding opportunities to enhance services to the client that resulted in efficiencies and/or cost savings.

IMA's Benefits practice can best be described with one word – **innovation**. Our culture fosters a creative, entrepreneurial spirit to find solutions that meet and exceed our clients' expectations.

In short, we are not content with the current state of “**status quo**” healthcare which, we believe, is stacked against the employer and plan sponsor. At IMA we spend a great deal of time understanding the dysfunctions of the current healthcare system and its negative implications on employers. We take that knowledge and find successful and proven pathways to help guide our clients to better outcomes focused on improving their financial status and employee value proposition. We do all this in a very transparent and ethical way putting our clients and their rights before all else.

There are many ways to achieve the goal of saving money without reducing benefits. Each organization has unique problems. IMA identifies those problems through data analytics combined with a deep understanding of the culture of our clients to determine the best solutions. Below are 3 examples of how we reduce cost but continued the high standard of care for the employee-owners and their families.

REDUCING PHARMACY SPEND

Rx is now almost one quarter of a company's healthcare spend. This is not expected to drop anytime soon. This means that careful attention and accountability of PBMs is crucial if a company wants to control Rx costs. Currently three PBMs control almost 80% market share.

Working with an independent PBM that offers pass-through pricing is part of the solution to controlling costs. With this type of model, we require transparency and full audit rights. This means that you know every dollar you pay towards pharmacy benefits and there is no hidden revenue that is going to the PBM or any of the many third-party intermediaries that litter the industry. You will also have the ability through a third-party expert to audit the claims to make sure your contracted pricing is being utilized in the way it is intended, to manage and control the spend of your pharmacy dollars.

Knowing the cost and being able to audit the claims is half of the equation. The second half is controlling the cost.

- + 25% of healthcare spend is on prescription drugs; 25% of the drugs are name brands which represents 80% of the total spend
- + Name brand drugs are increases at a rate of 13% per year
- + The top 50 generics medications have increased 373% over the past 4 years
- + Specialty meds represent approximately 50% of the Rx spend
- + Medication non-adherence and pill skipping have become a growing epidemic as patients can't afford their Rx deductible and copays. 20% of all hospitalizations are the result of medication non-adherence and the average 3-day stay in a hospital is over \$30,000.

With the ever-increasing cost to prescription drugs, simply working with just a PBM will only reduce a portion of the costs. Pharmacy Overlay Programs work in conjunction with the PBM to source these drugs at a much lower rate and in some cases for free.

CONTROLLING COST WITH QUALITY PROVIDERS

Controlling costs while improving outcomes for members is imperative. It is no longer good enough to address rising healthcare costs with increased deductibles, contributions, network discount analysis, or wellness programs consisting of fruit in the break room. Top performers today are looking at value-based benefits, predictive modeling, innovative financial reimbursement strategies, and programs that get members better outcomes at lower costs.

Our ultimate goal is to help Atlantic Aviation develop a plan design that incentivizes members to the aspects of the plan that promotes programs we implement to contain cost and provide quality of care. Higher out-of-pocket expenses is a short-term reduction in costs as members defer treatment today to avoid cost. This leads to lack of condition management and higher long-term costs. Using the plan design to incent your population to use quality providers leads to better outcomes, more satisfaction for the member experience, and lower long-term claims cost.

Example of plan design used to incent members to use quality providers at lower cost. The plan design is set up into 3 tiers: Quality Providers, In-Network, and Out-of-Network. The Quality Providers tier is a subset of the Carrier In-network providers that have been deemed quality providers by using data from CMS and other sources to show they have better outcomes for members. The In-network tier is a Carrier network and while the benefits are less rich than tier 1, there still are incentives to go to lower cost providers, such as labs and radiology where there are lower cost options available. The out-of-network tier has the least rich benefits to drive members to the other 2 tiers.

High Quality providers lead to better outcomes. Typically, there is an inverse correlation between price and quality among providers. Providers who perform a procedure more often become more efficient with lower mortality rates, fewer complications, fewer readmissions, and better patient safety. Because they are more efficient, they can perform the procedure at a lower cost with better results. Also, by incenting members to go to quality providers at low out of pocket expenses reduces avoidance of care and leads to fewer high-cost claimants. Large networks fail to address quality effectively.

COMPLIMENTARY PROGRAMS AND SERVICES WE SEE WORKING WELL TODAY:

- + Payment reform models - Accountable Care Organizations
- + On-site clinics
- + Whole Person Centric Care Management
- + Telemedicine
- + Clinical advocacy of second opinion
- + Pharmacy Benefit Management solutions and alternative contracting models
- + Integrated Leave Management
- + Claim audit and review
- + Transparency and decision support tools
- + Direct payment provider strategies

COMPLIMENTARY PROGRAMS WE FIND NOT WORKING WELL TODAY:

- + Disease management, case management and utilization review
- + Outdated Pharmacy Benefit Management contracts and solutions
- + Non-integrated strategies (i.e., sharing of actionable data)
- + 24-hour nurse lines

As a testament to our methodology, IMA implemented our wellness program in our own company prior to our clients. We subsequently won the *Denver Business Journal's* Healthiest Employer Award, *Dallas Business Journal's* Healthiest Employer Award, *Kansas City Business Journal's* Healthiest Employer Award and *Wichita Business Journal's* Healthiest Employer Award.

The continued escalation of healthcare costs is a significant concern for employers and no doubt for Atlantic Aviation. These costs are often passed through layers of intermediaries, to the point where the employer is marginalized when it comes to the very function they're funding.

We're not content with this status quo. We invest a great deal of time understanding the dysfunctions of the current healthcare system and their impact on employers. That helps us explore strategies for better financial outcomes for our clients, while still offering an improved employee value proposition.

In our analyses, we've found that it's no longer enough to counter rising healthcare costs with commonplace but ineffective industry tactics, such as increased deductibles and contributions, network discount analyses, or non-strategic "wellness programs" that simply place fruit in the breakroom.

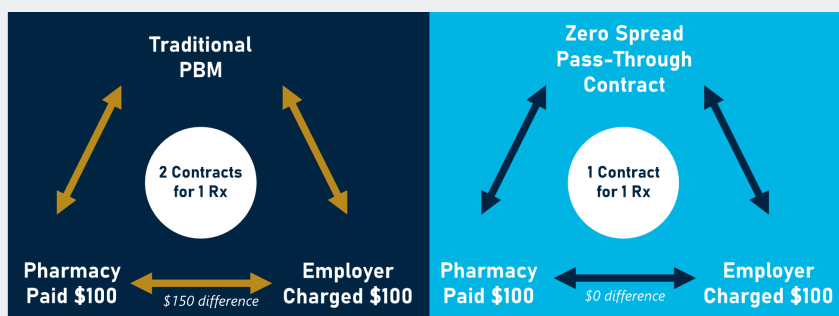
Today's top performing plans use leading-edge strategies to achieve transparency, flexibility and value that result in better economics. We work with each client to review a spectrum of opportunities to achieve their organization's benefits-related goals. Here are some examples of strategies we've implemented to help clients achieve cost savings. Please note that not all would be a good fit for every organization.



TRANSPARENT PHARMACY

By reviewing a client's pharmacy contract and implementing a transparent pass-through contract, we've reduced pharmacy costs by an average of 15%-25%. The transparent pharmacy contract eliminates hidden costs and undisclosed revenue streams that are built into traditional pharmacy contracts.

In addition, most traditional contracts result in the pharmacy benefit manager (PBM) keeping a high percentage or all of the rebates while excluding audit rights.



To reach these levels of cost savings, we define "optimal drug prices" as prices provided by PBMs that operate with a zero-spread price, 100% pass-through and with one maximum allowable cost (MAC) price list. We don't accept compensation from PBMs so we can bring an independent, unbiased approach to pharmacy benefit cost containment. Pharmacy audits are included as part of our standard brokerage and consulting services.



IN-STATE MEDICAL TOURISM

On behalf of a rural Colorado school district, we've implemented an innovative in-state medical tourism strategy in which employees agree to travel to medical centers of excellence along the state's Front Range. The local hospital was charging inflated prices, yet their outcomes for specific treatments were not as good as those at Denver-area hospitals, many of which had specialty units for specific treatments. We developed a customized, self-funded plan design and worked with a provider network to identify the best hospitals and the best network discounts.

Under this plan, participants paid nothing to travel to Denver for specified treatments. In fact, they were reimbursed for mileage to and from the treatment facility. This strategy was projected to save the medical plan up to \$250,000 annually. Network discounts are much deeper in metropolitan areas and we discovered employees were willing to travel in order to secure medical care savings.

There were challenges in the initial set up, including finding a provider network that would allow redirection based on procedure and cost. Also, the school district faced criticism for directing consumers away from the local healthcare market, but the cost savings quickly outweighed any of these possible repercussions.



CARE MANAGEMENT – ATTACKING A “5/60” PROBLEM

Through our in-house data analytics tool, IMA People Analytics, powered by Cedar Gate, we noticed that 60% of this client's healthcare expenses were originating with 5% of their population. The client was purchasing costly disease management services from a bundled solution. We introduced a targeted clinical prevention personal health service for these employees. Coupled with unmatched data analytics, the service is designed for high-risk individuals and families, and it produces an information-driven solution for the high cost of health benefits. This approach improved employee health, job performance and in turn, business performance.

This kind of solution is most effective for people with one or more complex diseases, who use many medications (polypharmacy) and who are generally under the treatment of several different medical specialists. The prevention aspect of this solution comes from minimizing further loss of health, avoiding side effects and complications from medical treatment and promoting consumer choice and personal responsibility. It also helps fill the void created by poor access to primary healthcare for patients.



MEMBER ADVOCACY AND COST TRANSPARENCY

In this program, plan members are provided individualized guidance to help them navigate the complex healthcare system. Pricing transparency is achieved by comparing the cost of dozens of common healthcare services and procedures by zip code. This program increases employee engagement in their healthcare decision-making, helps maximize the value of their healthcare dollars and reduces healthcare costs. Average annual plan savings using this approach can range from 4-12%.



TELEMEDICINE

The cost of an average emergency room visit is an estimated \$2,028. However, more than two-thirds of emergency room visits are for non-emergencies. Even visits to urgent care centers typically lead to an additional visit to an emergency room. Telemedicine tackles the high cost of providing emergency room and urgent care access for common medical conditions by providing employees 24/7 access to a board-certified emergency physician trained in the specialty of emergency medicine. Telemedicine puts an end to long, frustrating waits in emergency rooms and urgent care centers, while reducing the cost of care and providing care on-demand at the patient’s convenience.



DEPENDENT ELIGIBILITY AUDITS

Studies show that, on average, 5-15% of dependents are not eligible to be on the employer’s health plan. These typically include children that have met the maximum age, divorced spouses and children impacted by changes in custody arrangements. A dependent eligibility audit identifies these types of situations so employers can terminate these coverages and reduce program costs.



SURGICAL BUNDLED PRICING

On behalf of many clients, we’ve implemented medical tourism arrangements in conjunction with transparent surgical bundled-pricing surgery centers – including centers in Oklahoma City, Charlottesville, Austin and St. George, Utah.

In these situations, we provide plan document language and assist the client in determining the degree to which they’ll cover plan member travel costs.

Within the first month of one client’s program, an employee took advantage of the offering by having a total knee replacement performed at one of these facilities at a cost to the plan of \$15,500 compared to the national average of approximately \$35,000 for this procedure.

Over the past five years, our clients have sent over 200 cases to these transparent bundled-pricing surgery centers and we’ve seen consistent savings and good outcomes in all cases.

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ALTERNATIVE TREATMENT FOR HEPATITIS C

We’ve identified a tertiary care facility that provides treatment for Hepatitis C for approximately \$60,000 less than the standard means of acquiring the drug treatment through a PBM. This medical tourism solution (the site is in the Caribbean) utilizes a direct contract arrangement between the employer and the hospital with no fixed or up-front costs. The package is all-inclusive and covers travel and drug therapy.



END STAGE RENAL DISEASE (ESRD) PLAN DOCUMENT REVISION

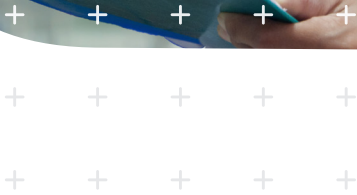
Dialysis costs are skyrocketing due to the lack of competition and the Medicare program’s rules of involvement. Approximately 80% of dialysis patients are Medicare primary, causing providers to shift costs to private payers. The average dialysis provider charge is approximately \$54,000 per month and the average PPO network discount is only 15%. The employer plan is considered primary and is responsible for the first 33 months of claims following an ESRD diagnosis. On the 34th month, Medicare becomes primary.

By bypassing their PPO contracts, a 110-employee manufacturer, as well as a 3,600-employee governmental organization, realized annual savings of \$400,000 per ESRD episode. Our approach is to work with the third-party administrator (TPA) to include a summary plan document amendment to allow the plan sponsor to re-price dialysis claims outside of the PPO and pay for the patient’s Medicare Part B coverage. We then have the TPA re-price claims at 125-200% of Medicare. Stop-loss vendors are willing to provide generous concessions when this program is implemented.



Additionally, we focus on the following areas:

- | | |
|--|--|
| + Aggressive carrier negotiations | + Alternative funding solutions/analyses |
| + Marketing plan coverages | + Predictive modeling |
| + No-bid strategies when appropriate | + Wellness programs |
| + Bundling discounts | + Disease management programs |
| + Plan design modeling | + Telemedicine |
| + Limited networks | + Eligibility audits |
| + Near-site medical clinics | + Multi-year rate guarantees |
| + Consumer-driven health care strategies | + Account based plans |
| + Contribution modeling | |



11. Describe the processes used to determine that the information you are providing and/or relaying is accurate.

In order to deliver results to clients, IMA firmly believes that ensuring quality in our products and services is paramount. As a result, IMA has a formal Service Quality Management Program. This program is comprised of numerous policies and procedures to ensure quality products and services for our clients. At the same time, IMA has rigorous continuing education requirements and opportunities so IMA can continue to develop its associates.

IMA staffs a full-time Quality & Audit Department to oversee the quality management program. This program includes, but is not limited to, the development and implementation of standard operating procedures in all agency sales and service/support units and oversees internal auditing of the same.

The following are some policies from our Quality Management Program:

GENERAL SERVICE QUALITY MANAGEMENT

IMA is committed to professionalism and quality with the service delivered. It is the foundation of the way IMA does business and another reason why IMA is confident in our stability and future. IMA has a formal quality management program that is designed to:

- + Establish a written standard of professionalism
- + Raise IMA's quality standards improving overall organizational effectiveness and capabilities
- + Provide a program of education and self-improvement for our associates
- + Deliver ever-improving value to customers, contributing to market success

PEER REVIEW SYSTEM

Another IMA standard is to have any client work product reviewed by other team members for accuracy. Quality assurance is important when handling client policy information that is relied upon by carriers, client executives, and employees. Before any prepared information is released to a client, fellow dedicated team members check it for errors and accuracy.

12. Describe the process for vendor negotiations.

As previously mentioned, IMA's consulting approach is to facilitate a mutually beneficial partnership between our client and all viable vendors that will result in benefits plans that best align with Atlantic Aviation's strategic and financial goals. We customize our marketing efforts based upon these goals and rely on our strong vendor relationships and expertise/experience to evaluate and outline all the options for clients.

IMA COST SAVINGS & NEGOTIATION PHILOSOPHY

- + IMA provides thorough analysis of the market offers using proprietary underwriting projections to independently evaluate carrier proposals.
- + Use strong relationships that our consulting team and benefit division leadership have with carriers to leverage a best offer for our clients.

- + Leverage our knowledge and expertise of the carriers and market to achieve the optimal results for our clients.

An example of a project scope of work for a medical plan administration & network evaluation is included below:

IMA KEY PROJECT OBJECTIVES

Process Management:

- + Pre-marketing data gathering and validation.
- + Provide market list recommendations and design of RFP scope of work & questionnaire.
- + Full management of bidding process.
- + Analysis and evaluation of proposals.
- + Full management of negotiation efforts with bidders.
- + Presentation of results to Client.
- + Coordination of vendor finalist presentations.

Cost Analysis:

- + Provide administration services cost comparison to include multi-year options and contractual credits.
- + Medical plan network evaluation and analysis, to include geo-access, network disruption and discount analysis.
- + Evaluate introduction of regional network options in key markets and impact on overall plan cost & projected plan enrollment.

Benefit to Client:

- + Full management of RFP process from pre-work to delivery of results & coordination of finalist meetings.
- + Potential cost savings to administration services through bid process.
- + Potential cost savings due to an identified improvement to the current network.
- + Potential employee experience benefit if an administration change results in better consumer tools/ interface and/or an alternative network results in better access to providers/facilities.

13. Describe the transition process for new plans or changes to existing plans. Include a sample project plan in the exhibits section.

We believe planning and a pro-active timeline is key to successful outcomes. We will work with your human resources department to brainstorm initiatives and events throughout the year where we can provide support. Based on those goals, we will collaborate with you to create a service calendar that fits your schedule.

Day-to-day support will be available to you from your dedicated team that intimately knows your plans and is available for any insurance or benefits-related inquiries.

To ensure that the broker transfer process is smooth, we implement our transitional timeline for our new clients. Then, each year, a detailed timeline will be developed to identify servicing actions, performance milestones, and renewal and enrollment time periods. Assigned team members will be continuously available to your administrative personnel to assist with any day-to-day program activity. Other projects may need their own timelines (wellness plan implementations, technology implementation, etc.)

Below is a sample timeline demonstrating what will take place upon Atlantic Aviation BOR:

SAMPLE TIMELINE

JUNE

- + Finalize Renewals
- + Introduction to IMA/Atlantic Aviation Service Team
- + Set timeline expectations
- + Employee Navigator OE timeline, build, etc.
- + Gather client benefit documents (summaries, SPD, SBC)
- + Organize open enrollment dates
- + Coordinate vendor/ IMA attendance at OE
- + Prepare open enrollment presentation and materials, including employee booklet

JULY

- + Open enrollment meetings
- + Compliance audit and compliance calendar setup
- + EDI files transmit data to carriers
- + Finalize contracts, SPDs, booklets, certificates
- + Ensure all employees are in the system prior to the effective date
- + Medicare Part D Credibility Notice to employees

AUGUST

- + All vendors "go live"
- + Discuss/address any enrollment related issues; correct accordingly, if applicable
- + Audit carrier enrollment/ review all invoices

SEPTEMBER

- + Agent of Record assigned to IMA
- + Strategize forthcoming months, employee communication, campaigns, renewal timeline expectations
- + Setup standing client meetings

OCTOBER

- + Standing client meeting
- + Pre-Renewal Strategy Meeting

NOVEMBER

- + Standing client meeting
- + Prepare employee census data
- + Begin Carrier marketing and renewal negotiations
- + Renewal Meeting

14. Describe the process to determine budget forecasting and be sure to provide examples.

As detailed previously in our response, your proposed team is well versed in customizing our budget setting support to meet the needs of each individual client. We will incorporate Atlantic Aviation's budget timeline into our annual consulting calendar and provide initial and final budget recommendations with ample time for review and revision by the Atlantic Aviation team. We will support you through every step of the subsequent budget setting process.

The members of your assigned team are experts in managing self-funded plans, and we have the experience, expertise and tools (actuarial modeling tool, plan analytics) necessary to help our clients structure high performing plans. We continually review plan performance, identify cost drivers and recommended solutions, measure the effectiveness of solutions and more in the ongoing management of the plan.

We are experts in the following plan components and pride ourselves on educating and informing our clients throughout our annual consulting activities:

1. **Stop Loss** – contract provisions, financial security of vendors, underwriting nuances, plan risks/exposures, deductible threshold, risk limitation solutions
2. **Pharmacy Benefit Manager** – effective marketing, contract reviews, market forces/dynamics, cost containment solutions, member impact of solutions, etc.
3. **Networks** – analyzing competing networks in a region generally or specific to client data, matching narrow network solutions to client needs, effectively utilized carve-out strategies, payment reform models
4. **Budgeting** – utilizing predictive analytics to set funding confidence thresholds, experience underwriting that allows for more precise cost projections, appropriately accounting for changes in risk and claims exposure
5. **Plan Set-up** – ensuring appropriate plan design/contribution set-up, bringing targeted point solutions to address cost drivers, vetting and presenting innovative solutions, prioritizing member experience, and much more

As the assigned analyst, **Peter Hein** will engage his experience, utilize the multitude of technical resources available and collaborate with Jordan Paulus to ensure that all financial and actuarial needs of Atlantic Aviation are met. This includes annual renewal negotiations, claims projections and advising through the budget process. Our deliverables to Atlantic Aviation will be thorough, accurate (following our internal process of peer review), concise and timely.

Peter also utilizes our predictive analytics tool that runs Monte Carlo simulations utilizing our clients' actual demographics and utilization data. This analysis is exceptionally helpful in defining anticipated large claim exposure and in helping our clients set budget and reserves within targeted confidence thresholds. Specific to stop loss, this analysis provides data points regarding appropriate premium at various deductible thresholds as well as predicted large claim exposure at varying levels. Peter will then present the predictive analytics, the marketing results to illustrate actual premium variance, and drive a detailed discussion with Atlantic Aviation around appetite for risk to enable a data-informed decision on the appropriate deductible level and ensure maximum premium savings (or minimal premium increase). Lastly, we measure and report annually to our clients the impact to the plan of any stop loss threshold or contract change – whether that impact was positive or negative.

We strongly believe that effectively utilizing your data to keep you informed of plan performance, cost drivers, drive decision making and measure outcomes is one of our most impactful deliverables in our efforts to keep you educated and informed so you can strategically and actively manage your plan. These efforts carry over into our annual renewal and marketing activities for our clients. IMA helps our clients to understand the insurance marketplace, evaluate renewal options, negotiate competitive options, and place quality insurance contracts. We will illustrate the options available to Atlantic Aviation in a simple and easy to understand marketing report that is delivered well in advance of the renewal effective date.

IMA only markets to financially secure companies. Each line of coverage will be compared to the current and renewal plan options, both on a dollar and percentage basis. Our objective is to identify available benefit options that fit within your budget and plan design parameters.

At renewal, Peter will underwrite the projected expected self-funded costs for the following plan year. Initial premiums will be established to fund to expected. From there, he will provide funding and resulting fully insured equivalent (premium) options that align with the needs of Atlantic Aviation. Some groups prefer to have some amount of load above expected to add “cushion” while others prefer to establish at or below expected and plan to utilize reserves if the plan runs higher than projected expected. We work with your team to model out the expected costs versus these premium scenarios.

Additionally, we utilize our predictive analytics to establish funding confidence thresholds. If at expected costs a plan is 50% likely to run below and 50% likely to run above that amount with actual utilization, we can model alternative confidence thresholds. For instance, if a group has reserve concerns and wants to be conservative in funding for the following year, we can determine at what funding threshold the group can be 80% sure that the plan will run at or below that funding threshold. From there, we calculate the resulting fully insured equivalents for that total amount and then the employee contributions.

ACTUARIAL SUPPORT

IMA employs an in-house actuary. **Jordan Paulus**, Vice President, Director of Strategy and Analytics is a Fellow of the Society of Actuaries (FSA) and Member of the American Academy of Actuaries (MAAA) with both credentials obtained in 2012. Jordan’s career includes 10 years of experience as a consulting actuary, focusing on population health management, rate development, reserving, and other actuarial functions for employer-sponsored health plans, insurers, hospitals, and provider groups.



JORDAN PAULUS
FSA, MAAA

*VP, Director of
Strategy and Analytics*

Jordan leads IMA’s analytics efforts including population health management and people analytics, as well as leading our analyst teams during the development of risk management strategies, plan design and funding strategies, claims projections and reserving. These actuarial functions are included within IMA’s standard scope of services at no additional cost.

15. Describe your reporting capabilities and claims analysis and be sure to include samples for various reporting intervals (monthly, annual, etc.) Is custom reporting available, if so, please provide examples.

Please reference our response detailing our financial and other reporting capabilities.

16. What is the process and timeline for ad hoc reporting?

For reporting that is provided directly by IMA, IMA does not charge for customized or ad hoc reporting of a reasonable nature; however, your IMA service team will provide an in-depth description of available reporting packages and standard reports, including output by our People Analytics system.

17. Describe how you help your clients managing large claimants.

In addition to typical account management activities referenced previously in our response, your consulting team utilizes any data and insights from our People Analytics system, carrier data, and other data sets to implement strategies addressing large claim activity.

18. Describe the due diligence services for mergers, acquisitions and affiliate conversions and be sure to provide examples of how your firm was able to manage any benefit transitions.

A key element of our service and support deliverable that Atlantic Aviation would have access to is our M&A consulting group. **Larry Childress**, IMA's Employee Benefits M&A Practice Leader, has extensive experience in the due diligence process for M&A transactions and would be available to Atlantic Aviation at no cost for 4 due diligence projects per 12-month period. Our benefits due diligence process usually results in a 50-page report outlining compliance, administration, plan design, and disruption considerations.

No transaction is exactly the same so we are very comfortable engaging directly with the prospective entity through the data gathering and review process as well as walking through results with your executive team and any red flag items we identify in the process.

We believe access to this level of support and additional commitment of resources and expertise at no cost is a significant differentiator against many of our competitors.

We support M&A in the following ways:

DUE DILIGENCE

- + IMA has extensive experience in conducting confidential due diligence of a target acquisition's existing Employee Benefits programs for new platform deals as well as add-on acquisitions.

Employee Benefits – Analysis of benefit program offerings, cost comparison & projections, plan compliance and recommendations.

POST-CLOSE INTEGRATION

- + After a transaction is complete, our teams support a seamless transition from the project management team to the service teams that will execute the post-close recommendations for Atlantic Aviation's current health and welfare programs. Our service teams are chosen based on their expertise in the target company's industry and are intimately involved from the beginning of the deal process so they are well prepared to service the business upon notification of deal closing.

ONGOING PORTFOLIO MANAGEMENT

- + In partnering with IMA, we will manage the day-to-day operations of your Employee Benefits programs. This includes fund stewardship reports, budgeting support, premium allocations, portfolio programs for various insurance and benefits products, portfolio-wide claims analysis & risk control implementation, and a client-facing portfolio-wide insurance tracking tool/technology.

19. Describe your underwriting and actuarial services and be sure to demonstrate how they stand apart from their competitors.

IMA's financial consulting team uses standard actuarial models and practices and has all the tools and capabilities to perform cost forecasting, benefit design costing, and reserve calculations. These are done using actuarially developed tools, with a proven track record for accuracy.

IMA's benefits analysts' work provides the breadth and depth of financial services clients require at a much reduced cost. If the services of a licensed actuary are required, IMA partners most often with Milliman and will offer their services on a pass-through cost basis. IMA is open to using any actuarial firm the client chooses, when actuarial services are needed.

Monthly or quarterly (depending on preference), IMA provides reporting of plan performance compared with the client's budgets and maximum liability, including large claim and stop-loss activity. In addition to the quarterly (or monthly) reporting, IMA will perform a complete and methodical annual review of underlying cost drivers and review potential cost management solutions based on Atlantic Aviation's own data.

IMA's financial team will be responsible for all cost projections, health cost benefits modeling, employee contribution strategies, IBNR analysis, trend forecasting, large claim and stop-loss analysis, and utilization reporting. IMA will make recommendations for funding levels, fully insured equivalent premium rates, COBRA rates, and plan reserves. For IMA's pre-renewal projections, IMA will do an estimate of administrative and stop-loss expenses, but for the final renewal projection, IMA uses the actual administrative fees and stop-loss premiums.

As part of the strategic planning process, IMA will examine how employee contribution structure supports overall program goals, as well as employee recruiting, retention, and the culture of the client's organization. IMA may suggest alternative employee contribution options as a tool to advance the client's initiatives.

A summary of IMA's standard transactional reports for self-funded plans are noted below. Each report will be customized to include the data you wish to see. Reports can be produced more or less frequently, per the client's preference.

- + Monthly or quarterly status reports — eligibility by plan, claims breakout by type of claim, prescription analysis, large claims, summary of other plan costs.
- + Annual plan report — year-over-year plan cost summary, experience summary against budgets, plan trend analysis, large claim analysis, demographic analysis, wellness and disease management analysis, risk stratification, ancillary benefit data summary, PPO savings summary
- + Annual medical plan cost driver analysis, including utilization benchmarking (may include multi-year comparisons)
- + Annual prescription plan analysis (may include multi-year comparisons)
- + Funding projection reports
- + IBNR calculations
- + Plan design analysis reports, if plan changes are suggested
- + Employee contribution analyses

IMA will also provide other custom reports to meet client needs. This may include renewal reports, benchmarking surveys by industry or region, PPO analyses, RFP summaries, etc.

20. Are there any other type of strategic planning or analytics information that you would like Atlantic Aviation to take into consideration?

IMA's strategic and analytic capabilities are a particular strength of our firm and consulting teams. We ensure that any strategic recommendations are data-driven and in the best interests of Atlantic Aviation's employee benefits program.





Compliance

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1. As a multistate employer, operating in 36 US States, it is important for Atlantic Aviation to understand how your firm keeps its team members current with various federal, state, and local regulations?

GOVERNANCE & COMPLIANCE

Our Governance & Compliance Practice consists of licensed legal practitioners along with contract specialists. Attorney, **Craig Truitt**, and Compliance Practice Lead, **KC Rippstein**, handle employee benefits compliance needs for our clients on a national basis.

As an IMA client, Atlantic Aviation will also have access to our Mineral consulting platform (formerly ThinkHR) as an additional compliance resource. IMA also maintains partnerships with several law firms for counsel on specific ERISA and labor issues that may arise in the management of our clients' employee benefit plans.



CRAIG TRUITT

*Employee Benefits
Compliance Attorney*



KC RIPPSTEIN

*Employee Benefits
Compliance Practice Lead*

IMA will perform a comprehensive compliance review. This review serves as the baseline for assessment of Atlantic Aviation's compliance with federal, state and local benefits regulations and will be repeated at a minimum of every three years or when significant regulatory changes occur.

In addition, IMA releases legislative updates and briefs via blog, email alerts, and webinars, which outline new benefit regulations and/or clarify regulations that have been previously passed throughout the year. The compliance team will partner with the Client Manager and Broker Consultant to bring attention to any legislation that would impact Atlantic Aviation specifically. In addition to a description of new laws or changes, we will advise Atlantic Aviation on how to modify administrative procedures to ensure compliance.

IMA recognizes the greater prevalence and impact of state and local regulations on our clients and thus the team will review state and local regulatory changes that may impact Atlantic Aviation annually at the Strategy & Trends Meeting as well as real-time throughout the year.

IMA CLIENT EXPERIENCE

Throughout the COVID-19 pandemic IMA's compliance team has worked diligently to release informative legislative updates in a timely manner to ensure that clients and internal teams had, and continue to have, the ability to respond to the latest regulatory changes and communicate effectively the relevant details. Early in the pandemic, IMA's compliance teams worked through a full benefit program coverage assessment and employee communication plan with each client to ensure there were no gaps in coverage while employees increasingly were unable to work and plan requirements were changing at both the federal and state/local level.



Compliance Services

- + Compliance review/audit
- + Compliance calendar and/or dashboard, as needed
- + COBRA Admin through third-party vendor
- + Form 5500 collection & filing
- + SPDs & HIPAA documents
- + ACA Consultation and guidance on IRS letters
- + Consultation on non-discrimination testing
- + Consultation on wellness program compliance
- + Compliance practice actively monitors all Federal and state-by-state regulations affecting ERISA and non-ERISA governed plans, including the Patient Protection and Affordable Care Act (PPACA), and currently, pandemic-related regulations such as FFCRA and the CARES act. Together we focus on identifying innovative options, as well as how to effectively communicate and manage the impact of compliance.
- + Provide regulatory resources and information on recent legislation, answer common questions, and provide forms for COBRA, ADAAA, USERRA, FMLA, Medicare Part D and Section 125 plan administration.

IMA's Compliance Practice will work closely with your team to provide robust support touching all aspects of Atlantic Aviation's program.

2. Describe what areas (ERISA, ACA, COBRA, Cafeteria Plan Section 125, 105(h), EEO, FMLA, HIPAA, etc.) you provide compliance education to your clients and describe the method (emails, webinars, newsletters, etc.)

IMA's Compliance Practice will work closely with your team to provide robust support touching all aspects of Atlantic Aviation. In addition, we partner with several outside firms for specialized needs as they arise and as a result, our clients enjoy the opportunity to contact our team directly- access typically unseen when it comes to compliance resources.

IMA's regulatory resources provide timely information on recent legislation, answer common questions and provide forms for COBRA, ADAAA, HIPAA, HIPAA Privacy, USERRA, FMLA, Medicare Part D and Section 125 plan administration. As a dedicated business partner, IMA takes significant pride in helping educate our clients about topics inside and outside of insurance.

To meet regulatory and legislative demands, IMA provides a full suite of compliance advisory services, including performing compliance reviews with each client and providing general and targeted communications, educational bulletins, webinar sessions and analytics tools.

As part of Atlantic Aviation onboarding, time will be scheduled to perform a full compliance review to identify short and long-term needs and objectives around compliance. IMA will prepare legislative updates that outline new benefit regulations and/or clarify regulations that have been previously passed. In addition to a description of new laws or changes, IMA advises clients on how to modify administrative procedures to ensure compliance.

Of course, we can't predict what the law will be like in the years to come, but we can prognosticate a little, or at least convey how our expertise enables us to be ready to advise our clients as we anticipate change. COVID/Supreme Court Rulings/the ACA are good examples. These are instances where IMA's compliance team serves employers much better than our competitors. Although, it's difficult to predict what compliance issues may arise, at least our employers can rest assured that we will be there for them when they need it. For example, we rolled out a weekly webinar when COVID first began so that our audience/ employers could hear practical discussions on the new laws as well as have an opportunity to ask their own specific questions. That's very different from other firms because other compliance departments tend to only want to quote citations or send regulations as they are written. They are hesitant to share informal comments or provide true guidance because attorneys are conservative by nature.

Another example of how we are in the best position to help when compliance issues arise is that we provide all the educational opportunities an employer would want to know all they need to know about benefits compliance. However, we don't just send information into cyberspace and hope our clients read an alert or attend a webinar. Our teams will proactively connect with clients on any compliance topic that is specific to their organizations.

We understand that employers want to have conversations around complex compliance topics (which are almost all of them) and we catered our department to provide that high touch service. Other larger brokerage firms both PE-backed and publicly traded are used to working with employers that have their own counsel on staff as well as a plethora of HR teammates. This is what their compliance is built around.

However, we have clients who call us every week just to confirm that they are interpreting language correctly. We always make ourselves available to ensure our clients are comfortable with the decision they've made around tough issues.

To meet regulatory and legislative demands, we provide a suite of compliance advisory services:



ACA Reporting

Basic support and resources provided through IMA specific to employer situation. Preferred partner vendors are available for actual reporting. Cost is negotiated and paid directly by the employer.



Compliance Checklist

IMA's "Health & Welfare Benefits Compliance Checklist" is structured to provide a detailed narrative identifying the specific requirement, what action(s) is needed, timing requirements, penalties for non-compliance and practical comments.



Plan Document Review

IMA will conduct an annual plan document review to ensure that your plans are meeting the requirements delineated by COBRA, HIPAA, ADA and other statutes where applicable. As part of the annual renewal process, IMA will review all SPDs for accuracy alongside your legal counsel.



Disclosure Notices Compliance Guide

Our Disclosure Notices Compliance Guide is designed to provide HR staff members a checklist of notice requirements with interactive functionality. By simply clicking on a specific notice requirement, the user can access an in-depth outline of the purpose of the notice, responsible party, where the notice belongs, intended recipient, delivery rules, recordkeeping requirements, penalties for noncompliance and a link to the specific regulatory department's model language.



Alerts & Bulletins

IMA bulletins, alerts and legislative briefs are delivered to clients via email, typically one or two times per quarter, or as necessary. The objective of these communications is to keep our clients informed in a timely manner of any new developments or tools related to employee benefits and compliance news.



IMA University

IMA hosts at least three in-person educational events, called IMA Universities, in each of our markets annually. These events provide our clients with the opportunity to learn about a variety of topics relating to insurance and employee benefits. Each session is facilitated by an expert in the field. Recent topics have focused on Data Privacy/Cyber Risk Exposure, Health Care Reform, Annual Economic Forecast, Employee Integrity Testing, People-Powered Safety Leadership and Crisis Preparation.



Compliance Webinars

IMA Webinars are held on an as-needed basis. Recent topics have focused on IRS Final HCR Reporting Overview, Individual and Employer Mandate and Penalties, Wellness after EEOC v. AARP, HSAs, HIPAA and 2023 Provisions & Preparations.

IMA maintains memberships in both local and national chapters of industry associations, keeping us apprised of state and federal updates.

IMA also stays abreast of the latest developments through its own research, training from our internal Vice President of Compliance, and through its corporate memberships in Assurex Global, The International Foundation of Employee Benefit Plans, The Self-Insurance Institute of America and The Employers Council on Flexible Compensation, as well as our internal Governance & Compliance practice.

IMA communicates news of changes to clients in a variety of ways. The most pressing items of importance to the client will be discussed in meetings or phone calls with the client's account team. IMA also sends email alerts to clients about important new developments directly from our in-house Compliance team. In addition to our email alerts, we host monthly webinars and quarterly in person seminars.

IMA's Governance and Compliance team actively monitors all federal and state-by-state regulations, including the Patient Protection and Affordable Care Act (PPACA). Together, we focus on identifying innovative options, as well as how to effectively communicate and manage the impact of Health Care Reform.

Our work is realized in preparation of compliance documents and briefs which outline new benefit regulations and/or clarify regulations that have been previously passed. In addition to a description of new laws or changes, we advise clients on how to modify administrative procedures to ensure compliance. IMA's regulatory resources provide information on recent legislation, answer common questions, and provide forms for COBRA, ADAAA, HIPAA, HIPAA Privacy, USERRA, FMLA, Medicare Part D, and Section 125 plan administration.

Leading sources of information for governance and compliance include:

- + ThomsonReuters/Employee Benefit Institute of America
- + Council of Insurance Agents and Brokers
- + National Association of Health Underwriters
- + State Associations of Health Underwriters
- + Steptoe & Johnson
- + The Phia Group

Financial guidance is ineffective unless it is based on a foundation of expertise in understanding the impact and implications of the various components of a very complex and ever-changing body of legislation. IMA has assembled a host of HR, compliance and employment law experts who provide continuing analysis of the ever-changing requirements imposed on employers. With this understanding on our part, we then thoroughly assess your current population and its participation in plan offerings to then determine the financial impact the legislation will impose.

The typical process for clients accessing compliance and benefits legal advice within IMA is:

1. Atlantic Aviation will have direct access to our Compliance Team with no limit.
2. When there is an issue that is either beyond our Compliance Team's scope, or that is so critical as to demand an additional opinion, we will loop in one of our law firm partners. When accessed in this way, you have access to answers from benefits attorneys without limit.

The laws are always changing, and it is difficult for most organizations to stay in compliance.

Unfortunately, the fees and risk associated with non-compliance can be devastating. At IMA, we help to ensure that all of our clients are in compliance with employee benefits-related and other HR laws.

Below is a small sampling of our in-house compliance health and welfare services:

- + Regulatory Compliance – conduct annual Compliance Audit and offer assistance in the interpretation of government laws and regulations promulgated by federal and state agencies. Ongoing education and training and preparation of WRAP documents as needed
- + Preparing Annual Form 5500 and Summary Annual Reports
- + Preparing summary plan descriptions (SPDs), plan documents and advising on compliant methods of distribution
- + Assistance with PCORI fee process
- + Drafting of business associate agreements
- + Conducting nondiscrimination testing
- + Assisting clients in preparing HIPAA policies and procedures
- + Providing legally required notices
- + Reminding clients of deadlines, such as the annual disclosure to CMS regarding creditable coverage
- + Reviewing benefits and leave language in handbooks
- + Advising on establishing measurement, administrative and stability periods
- + Advising clients regarding the data needed to satisfy reporting requirements under the ACA

Our compliance team provides a comprehensive, onsite review to ensure you are providing all mandatory disclosures and notifications to your employees at the required frequency. Our compliance team will also review your SPD and plan documents to ensure sufficient information is being provided per DOL and ERISA regulations. Some of our services include discrimination testing, 5500s, Section 125, COBRA, HIPAA, Medicare, FMLA and other regulatory requirements.

Compliance Audit – IMA will conduct an annual compliance audit. This includes a review of all communications with employees and contracts with insurance carriers and other vendors to ensure that they meet current requirements. The review will also include reviewing HIPAA procedures and administrative files and procedures to make sure that our clients are safe from potential audit fines.

Compliance Calendar – IMA will create a Compliance Calendar that shows each activity required during the year and when it must be completed.



3. Does your firm provide auditing services to help Atlantic Aviation ensure compliance with various federal, state, and local laws and regulations? If so, please describe.

As previously detailed, IMA recognizes that there are many stakeholders and partners that are involved in Atlantic Aviation's health and welfare program compliance, and we provide the necessary guidance and consulting to ensure that Atlantic Aviation has the insight and information needed to remain compliant with all applicable regulations.

In addition, IMA provides specific consulting and auditing services around one of the most complicated and arduous aspects of health and welfare and human resource compliance: leave and absence policy review. IMA's in-house leave consultant, **Craig Truitt J.D.**, provides in-depth consulting in the following areas:

FACT FINDING

- + Review of current practices, employee demographics, goals
- + Review existing leave policies, short-term disability plans, and leave administration

BENCHMARKING AND PLAN DESIGN

- + Provide recommendations on leave offerings, plan design, and carrier support options
- + Benchmarking based on Atlantic Aviation size, industry, and locations
- + Key decision points:
 - PTO vs. separate vacation/sick leave
 - Unlimited PTO
 - Parental bonding leave
 - Nationwide policy vs. separate policies by location
 - In-house vs. third-party leave administration

DRAFT OF LEAVE POLICIES

Craig and his team will draft and review leave policies to ensure not only that they are compliant with applicable federal, state, and local regulations, but that they are integrated and support Atlantic Aviation's benefits programs and definitions under all benefit lines of coverage. Notable areas of address include medical, stop loss, disability, and life policies.

FINAL REVIEW

- + Discuss plan for implementation
- + Develop employee communications and required notices

4. Does your firm provide the full service 5500 processing? Please describe.

Yes, IMA has signature ready 5500s prepared on the client's behalf on an annual basis and this is included in IMA's core services.

5. Does your firm provide 105(h) testing? Please describe.

IMA can provide non-discrimination testing services for Sections 105(h), 129 and 125. Services are provided through a partnership with a third-party firm, ERISAFire. Project fees will be a pass-through cost for this testing unless specifically requested to be included under the core scope of services.

6. Does your firm provide all aspects of wrap doc services? Please describe.

The IMA Compliance Team will draft or amend an ERISA Wrap Document & Summary Plan Description which is included as our core service. We will also review any existing documents you may have and identify areas of improvement. The IMA Compliance team will work closely with the IMA service team each year to ensure summary of material modifications (SMMs) or updated SPD, is/are issued, as necessary.

7. Describe the services available and contact availability for your attorney. Is this attorney resource an employee or an agent or subcontractor?

IMA has in-house attorneys as well as several outside counsel solutions. IMA maintains a partnership with the law firm Foulston Siefkin, PC and The Phia Group for counsel on specific ERISA and labor law issues that may arise in the management of Atlantic Aviation' benefit and health management plans.

Craig Truitt is an attorney for IMA's Employee Benefits Compliance Practice. In this role, Craig serves as a strategic advisor to clients and IMA team members in the areas of health and welfare benefits compliance. Prior to joining IMA, Craig was a Senior Associate at the Traylor Law Group in Denver, Colorado. His extensive experience in employment law and litigation offers employers real-world perspective on the importance of compliance diligence for a company's risk management, relationships with employees and bottom line. Craig has a Bachelor of Science degree in Business Administration from the University of Arizona, as well as a Juris Doctor from the University of Denver Sturm College of Law, where he served as a senior editor for the *University of Denver Law Review*.



CRAIG TRUITT

*Employee Benefits
Compliance Attorney*

Craig has ten years of experience in employment law and employee benefits. He came to IMA after several years in private practice as discussed in the following responses, IMA's Compliance Practice will work closely with your consulting team to provide robust support touching all aspects of Atlantic Aviation' employee benefits program.

8. Do you assist your clients in ensuring their wellness programs are compliant? If so, please describe.

Our in-house Whole Health Practice, led by **Adam Moret**, is responsible for consulting with IMA clients that strive to integrate wellness into their corporate culture. Our practice thrives on its ability to discover where clients currently are within their wellness program, understand what their goals are, and strategize how best to help them reach the outcomes they desire. The Whole Health team works hand-in-hand with Atlantic Aviation's core consulting teams to find the right solution for each unique initiative to ensure Atlantic Aviation and its employees feel supported in their wellness initiatives.



ADAM MORET

*Whole Health
Practice Lead*

The team specifically provides support in the following areas:

- + Partner with your team to establish goals and objectives for your wellness program to include focus areas of prevention, mental health and financial health
- + Work collectively with IMA core consulting team to integrate wellness strategies with benefit program strategies
- + Collaborate with your carriers to understand what wellness resources and programs they can provide
- + Assist with the ongoing design of your strategic plan, including budget allocation for your wellness initiatives
- + Provide industry and market trend updates
- + Measure the success of wellness program strategies through analysis of data through IMA People Analytics and reporting on engagement of individuals in the program
- + Ensure wellness program is compliant with ACA/EOCC/ADAAA/GINA regulations
- + Vendor RFP process (if needed) to include the following:
 - Provide vendor recommendations and design of RFP questionnaire
 - Management of bidding process
 - Analysis and evaluation of proposals
 - Present side-by-side comparison of vendors/carriers to Atlantic Aviation
 - Manage vendor finalist presentations
 - Collaborate with Atlantic Aviation on recommendations for final selection
 - Project management of vendor implementation
 - Non-legal contract review
 - Support your wellness communication needs and provide a year-long engagement campaign with monthly health education materials

IMA believes that wellness and the support of employees and their families' whole health is comprehensively integrated in a successful health and welfare benefits program, and the work by the Whole Health Practice is included in the scope of the proposed service agreement at no additional charge.

9. Describe how and what areas you provide compliance education to your clients.

Please reference our response to the second question in this section for information related to this inquiry.



Communication & Marketing



1. Describe your capabilities in employee communications and marketing opportunities. Be sure to include sample materials provided to other clients.

EMPLOYEE COMMUNICATIONS

IMA's deliverables include the development and implementation of a customized communications strategy and provides customized communication pieces. This includes an annual Communications Strategy Meeting, development of benefit guides, one-page summary sheets, assistance with materials for employee meetings, coordination with vendors to provide additional information, and regulatory notice requirements.

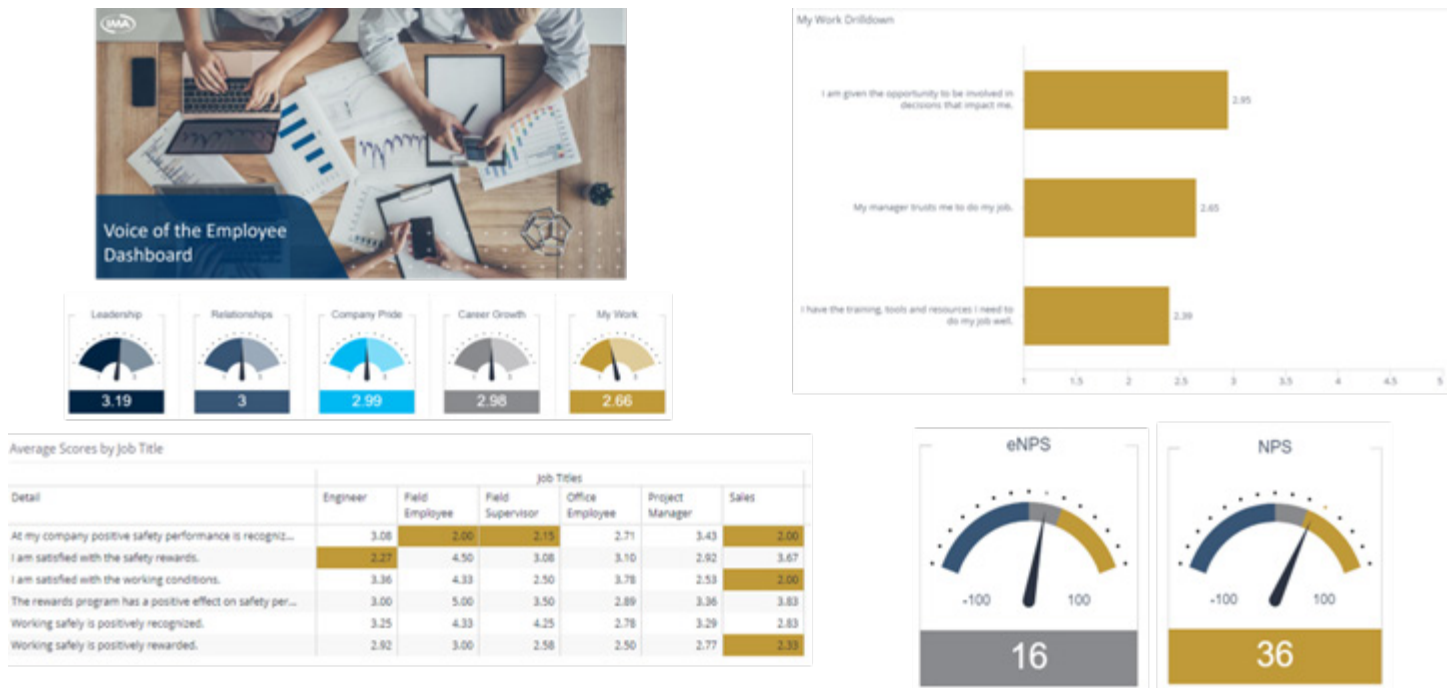
We begin by partnering with our clients understand specific goals and needs and then work to develop customized marketing and communication strategies. We utilize strategies that consider the various demographics, generational and language differences, geographic or work environment concentration, and plan design or pricing changes, and tailor our communications to fit your organizational structure, as well as the communication styles and preferences of your employees, which will vary based on population and generation. Our omni-channel, year-round communication is intended to optimize the effectiveness of the benefits messaging.

Custom Open Enrollment Brochures: A detailed overview of the entire program for employees to review at open enrollment, upon new eligibility, and throughout the year. These are available both in digital "magazine" format as well as PDF and printed formats.

SAMPLE COMMUNICATIONS



Employee Surveys/Voice of the Employee: Although typically a planning tool as well, employee surveys can be extremely helpful in communicating the value of the benefit package. Sometimes, a question can be the most effective way to get employees to think beyond their assumptions.



Postcards, Memos, Newsletters: It can sometimes be helpful for employers to reach their staff at home to share important information or announce Open Enrollment, particularly in populations where household decision-makers are not your own employees. IMA can help create these resources to enhance the communication strategy. Oftentimes these custom resources include a QR code for easy mobile access to announcements, information guides and technology platform login sites.

Live/Recorded Webinars: Long before COVID limited companies abilities to conduct in person open enrollment meetings, the IMA team had been hosting and excelling at live and recorded webinars. In the current business landscape, these sessions are critical to engaging your employees virtually. For in person meetings, we request a minimum of 20 eligible employees per location.

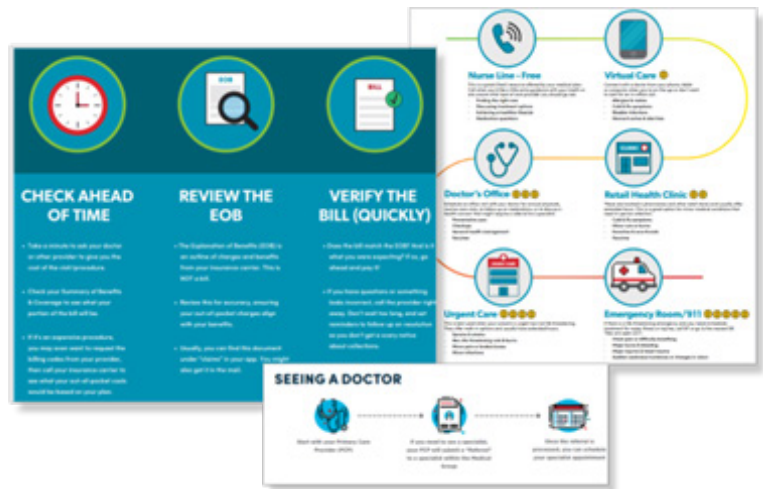
Brainshark: A simple, yet very popular communication tool, Brainshark is a video presentation that can best be described as a "voiceover PowerPoint." The Brainshark presents several unique advantages as a communications tool:

- + The content is entirely customizable
- + It ensures a consistent message to the entire population
- + An employee can watch the entire presentation, or portions of it, as many times as they would like
- + Spouses also have access to the presentation via the internet
- + Easy functionality – ability to skip to a specific benefit or part of the presentation with a click of the mouse
- + A link can be sent out via email or posted on your intranet so it can also be a resource for the employees throughout the year
- + It can be used as a recruiting tool to shine a professional image on the organization

Ongoing Employee Education Resources: The complex world of benefits leaves employees confused and as a result, offered benefits are often undervalued. Research shows that approaching communication and education strategically increases employee satisfaction not only with benefits, but also with their employer overall. IMA arms our clients with the tools and resources needed to educate their employees year-round and collaborates on strategic efforts that impact the employer's ROI through increased value.

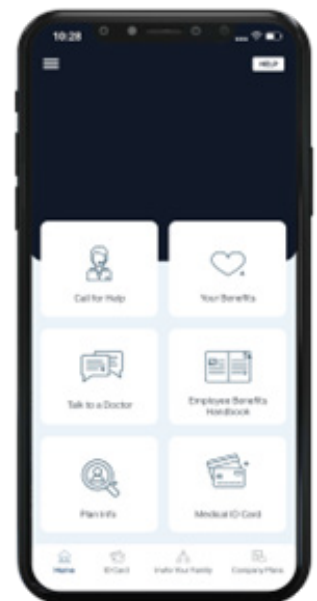
| Employee Satisfaction | Above Average Benefits | Below Average Benefits |
|---------------------------------|------------------------|------------------------|
| With Effective Communication | 83.6% | 76.2% |
| Without Effective Communication | 25.7% | 22.1% |

2009 Towers Perrin Healthcare Cost Report



Benefit Apps: All of the major medical insurance carriers provide their own mobile application platforms which include up-to-date carrier directories, employee ID information, schedules of benefits, video and telemedicine access, and a number of other helpful features. Some clients want to take that a step further and provide employees a custom Benefits App. The IMA app provides employees and their enrolled family members with a myriad of resources available via phone, app, or website. Particularly for distributed workforces, this gives employees and their dependents the freedom of self-advocacy and educated decisions around healthcare.

- + Links to all benefits information and contacts
- + Integrated benefits such as telemedicine, advocacy and wellness
- + Plan details
- + Ability to store ID cards
- + Connections to savings apps such as GoodRx
- + Plan balances connected real-time (carrier data integration permitting)
- + Upload and access to the County custom benefit guide
- + Find a provider feature
- + Push notifications



Employee Decision Support Tools: Many of our clients utilize AI-driven employee decision support tools such as Flimp, Alex by Jellyvision, GuideSpark and Picwell. These tools can often be aligned with Benefits Administration Technology to maximize access and employee utilization during the Open Enrollment process.



Our team engages in the implementation of communication in the following ways:

- + Assist with the preparation, customization, printing, and delivery of benefit guides for the employees.
- + Prepare and customize presentations and other materials for open enrollment, new-hire education, or other meetings as requested.
- + Coordinate insurance companies and service providers at meetings, as needed.
- + Coordinate design and use of educational content in multi-media formats.
- + Provide multilingual translation of materials, if needed.
- + Support evaluation, negotiation and implementation of digital and technology benefits vendors (videos, mobile apps, etc.) as open enrollment support options.
- + Conduct on-site and/or virtual open enrollment meetings.
- + Support the EDI feed process in coordination with technology vendor and client.

These are only a handful of the communication resources IMA offers our clients. There is much more to be explored with Atlantic Aviation depending on the appetite for engagement, including embedded video/digital content creation, mobile or text alerts, and more.



2. Describe your standard package of communication services as they relate to onboarding and open enrollment services including open enrollment materials and services, new hire onboarding materials, HR technology, automation resources, technology platforms comparison and implementation assistance. Specially describe your approach for front-line employees without company email addresses.

Please reference our response to the preceding question for information related to this inquiry.

3. Describe how you can assist in the facilitation of annual open enrollments employee meetings, if requested.

IMA provides employee meeting support primarily in regard to presentation material creation and/or review and coordination of carrier participation (if requested). IMA is committed to working with each of their clients to provide support for on-site employee level meetings when requested. The standard onsite employee level meeting participation included in the base scope of services is participation in one on-site employee meeting or benefits fair annually. However, IMA welcomes an open dialogue to better understand Atlantic Aviation's need for on-site employee meetings and can make adjustments, as needed.

4. How does your firm manage ongoing communication efforts? Do you have any technology-based employee communication tools? Provide examples.

For decades, improvements in technology have driven and transformed the development of industries worldwide. Employee benefits are no exception. Employers can now choose from a variety of flexible online portal options and communication resources to educate and inform employees based on their company's unique needs. We have found that a single solution does not work for every employer, which is why we offer multiple options. Many of the below technology solutions have also been included in the RFP Question above related to Employee Communications. In the interest of brevity, we have only briefly re-highlighted those below.

Custom Benefits Website: IMA can develop a custom website for Atlantic Aviation housing an interactive benefits portal with links to enrollment engines, carrier websites, brochures, etc.

Mobile App*: A one-stop-shop to access all things related to employee benefits.

Decision Support Tools*: AI-driven tools help employees make better decisions when enrolling in benefits. Can often be integrated with HR/Payroll tech.

QR Codes: Allows employees to quickly access any digital resource by simply scanning the QR code. These can be added to websites, PDFs, postcards, and more.

Voice of the Employee: Survey development and analysis, including a dashboard that allows you to filter the results through a variety of lenses. You'll have direct access to the survey resource, data, and dashboard, but our team will also review the results with you as well. For questions directly related to the benefits strategy, we'll make recommendations based on your survey data.

Flipbooks: IMA maintains a digital magazine capability for our clients through Lucid Press/Flipbook that we utilize to deliver digital benefit guides for employees.

Flimp Educational Videos: Access to dozens of pre-recorded Flimp educational videos in English and Spanish videos on common benefits topics ranging from personal finance to complex health care plans (i.e. How to Read an EOB). Our clients can make any or all of these available to their employees. The creation of custom videos can also be explored if ARI is interested in going beyond the standard content.*

Brainshark: Video presentation software that allows IMA to record customizable content in a chapter-based format, allowing for employees to skip around to important topics, and for content creators to easily replace outdated portions of the presentation. Often referred to as “Voice over PowerPoint.”

Meeting Technology Flexibility: IMA can conduct virtual Open Enrollment meetings remotely through Teams, Zoom, GoToWebinar, or your preferred platform.

Mineral - Employee Training: While Mineral (formerly ThinkHR) is commonly utilized by the Employer team for 24/7 access to online HR forms and templates and the HR Pro hotline, your Mineral access also includes an employee training library of 200+ training topics. These can be assigned online and tracking is available for the ARI team to monitor employee completion. Many employers link the trainings to their current HR/Payroll tech system.

Text Messaging Tools*: Many of our clients find that reaching employees with information can be done best by putting it in the palm of their hands. Text and mobile alerts can be a powerful tool to do just that.

Wellness Challenge Resources*: Many wellness resources have technology tied to the program. IMA’s wellness team can help explore wellness resources that are a good fit for Atlantic Aviation and review the technology available to support it.

**These technology resources may require a fee.*

5. Does your firm provide opportunities for employee education? If so, please describe these services.

As detailed previously, IMA provides intensive and in-depth employee engagement, education, and communication support.

6. Does your firm have a vehicle to solicit employee feedback? If so, please describe these services.

IMA is committed to regular client satisfaction reviews that enable us to measure our effectiveness in meeting and exceeding client expectations. We run a client survey that measures our NPS (Net Promoter Score). An NPS is the leading client experience metric used by companies worldwide, and more surveys will be launched this year.

Your IMA Benefits team believes strongly in giving clients the opportunity to provide ongoing feedback related to various elements of the client experience. In addition to capturing regular NPS scores, clients receive six short, targeted surveys periodically focusing on the following consulting areas:

- + Strategy Consulting
- + Technical Consulting
- + Client Service
- + Compliance Consulting
- + Employee Engagement & Communications
- + Wellness Consulting

We integrate these responses along with subjective employee feedback to ensure that our services are as comprehensive and high-quality as possible.

7. Describe the research services you offer to support employee surveys and/or focus groups.

VOICE OF THE EMPLOYEE

We have developed a comprehensive feedback tool to help our clients capture important perspectives from their employees on a variety of topics, "Voice of the Employee" or "VOE". This kind of information is critical as companies explore whether and how to move forward on any number of internal programs and directly impacts the strategic planning for the future of client's benefits programming. The carefully worded questions in our survey solution can provide important insights on these and other customized topics:

- + COVID-19 return to work
- + Safety
- + Net Promoter Scores (NPS and eNPS)
- + Diversity, Equity and Inclusion (DEI)
- + Benefits preferences
- + Perceived value of various benefits program
- + Total rewards preferences
- + Employee engagement

The VOE tool overcomes the challenge of not knowing what is truly important to employees. It gives us and our clients real information to ensure that decision makers are not making assumptions on what is of actual value and importance to their populations. It allows for insight into enhancing employee happiness, thinking creatively about benefits and creates an environment where employee voices are heard. Our VOE tool also includes employee communications to help ensure maximum response rates and candid feedback. It presents the feedback in dashboard formats that synthesize the data to clearly identify trends and priorities.

The process for launching VOE to your employees can be summarized in 3 easy steps:

- 1. **Survey Development** – We'll work with you to draft customized survey questions. From there, we'll build your digital survey that can be launched via email and/or QR code.
- 2. **Launch** – We'll provide you with a communication toolkit that gives you messaging to use with your employees every step of the way.
- 3. **Analysis** – Your survey responses will be populated into a dashboard that allows you to filter the results through a variety of lenses. You'll have access to this data, and our team will review the results as well. In the event we asked questions directly related to the benefits strategy, we'll make recommendations based on your survey data.

Over the years, we've launched VOE surveys for hundreds of our clients and regularly integrate feedback from our clients' employees into our benefits consulting strategies. We also compile benchmarking data from aggregated survey results to analyze trends in the employee benefits landscape. Through our thoughtful review of benchmark trends on VOE responses, we have identified critical and insightful data, including but not limited to:

- + Employee Preferences & Company Expenditures
- + Turnover Risk
- + Why Employees Come and Leave
- + Employee Engagement Drivers
- + Leadership Style



8. Is there any other information regarding communications and marketing that you would like Atlantic Aviation to take into consideration?

Our teams utilize resources and best practices created by our Employee Experience practice, led by **Erin Gallion**. This practice's sole focus is creating content and consulting for the full employee life cycle, from recruitment to retirement with an emphasis on education, engagement, and action. In addition, Erin's practice provides content and guidance like guides, tools, and resources around year-round employee engagement, not just during open enrollment.



ERIN GALLION | *Practice Lead, Communications & Engagement*

Erin began her career in employee benefits in 2013 with Lockton. She joined IMA in 2017 as an Account Manager in IMA's Employee Benefits division and moved into Employee Engagement Consulting for Employee Benefits in 2020.

While Erin has experience working with a variety of industries, much of her experience has been with hospital, construction and hospitality clients that range from 200 employees to more than 10,000 employees. As an employee engagement consultant, Erin is responsible for providing her clients with strategic plan development as it relates to benefits promotion and education through employee communications, marketing and employee engagement initiatives.





Wellness



1. Describe your wellness philosophy.

IMA believes that wellness and the support of employees' and their families' whole health is comprehensively integrated in a successful health and welfare benefits program, and the work by our Whole Health Practice is included in the scope of the proposed service agreement at no additional charge.

2. How does your firm determine the success or failure of a wellness program? How do you measure ROI?

We understand that success looks different to every organization. Leadership may define a successful wellness initiative as seeing a decrease in medical costs. A wellness committee member may define success as high participation in a lunch 'n learn seminar. An employee may define success as feeling supported in their wellness goals at work. We work closely with each client to define which metrics would provide a solid benchmark of their program that is meaningful, demonstrates the desired impact of the wellness program and can be measured year over year.

To effectively measure success, we strive to collect as much data on your wellness program as possible. We typically look at enrollment/engagement/completion rates of certain program components, cohort health risk data, medical/Rx metrics, survey feedback and industry norms. Our IMA People Analytics system allows us to compare health data alongside medical & Rx claims to paint a powerful picture of your population risk, as well as understand future areas of focus. Beyond objective data, we also believe in collecting subjective employee and leadership feedback to understand how your wellness initiatives are impacting your population. With adequate types of data, we can determine if wellness initiatives are meeting your goals, and if not, use that data to make strategic enhancements to ensure we reach desired outcomes.

Every employer is unique, and we have conversations with each client to determine what success looks like to them. Based on this information, we will provide guidance on realistic goals to strive for and we outline how we can measure it.



3. Please provide three examples of low-cost or no-cost wellness opportunities you have helped clients implement. Please describe the programs and the outcome. Would prefer the examples come from the trucking industry.

PROJECT EXAMPLES

Singular Strategy Consulting

- + Building wellness committees
- + Whole Health strategies (participation to outcomes, starting from scratch, etc.)
- + Tobacco initiatives (surcharges, tobacco-free policies, best practices, etc.)
- + Behavioral health offering and access
- + Incentive strategies (timing, best practices, vendors, etc.)
- + Health fairs (recommend vendors, sample communications, timelines, etc.)

Vendor Partner Guidance/RFPs

- + Shortlister platform
- + Full RFP or just narrow down the options
- + Screenings, flu shots, wellness portals
- + Liaison between client and vendor
- + Contracting/negotiations

Communication Planning

- + Year-long communication calendar
- + Content writing

4. If we were interested in building a formal wellness program, describe how you would help to develop, monitor, evaluate and enhance our wellness program over time?

IMA works directly with our clients to monitor the participation, engagement and outcomes of their wellness programs. We are always looking to make improvements and find unique ways to promote programs for increased engagement. Our ongoing program monitoring includes developing surveys, benchmarking against best-in-class programs, claims assessments and tracking the program goals. You can launch the best wellness programs out there but if you set it and forget it you will not know the impact of the program.

IMA strives to collect as much data on your wellness program as possible. It's difficult to measure the success of a program, or strategize program enhancements, if you have limited data to analyze. Our Cedar Gate Analytics system allows us to compare health data alongside medical & Rx claims to paint a powerful picture of your population risk, as well as understand future areas of focus. Beyond objective data, we also believe in collecting subjective employee and leadership feedback to understand how your wellness initiatives are impacting your population. With adequate types of data, we can determine if wellness initiatives are meeting your goals, and if not, use that data to make strategic enhancements to ensure we reach desired outcomes.

5. Describe three innovative examples, per area, you have used to help clients evaluate program success and manage expenses.

Please reference our two previous responses for information related to this inquiry.

6. Is there any additional wellness information you would like us to take into consideration?

IMA's Whole Health practice and consulting services are integrated with your core consulting team--not a separate or siloed practice. By utilizing data and strategic insights gathered throughout all of our conversations with Atlantic Aviation, our Whole Health team recommends and deploys strategies that are in service to your overall strategic vision.



1. What is your proposed annual compensation?

IMA proposes compensation of \$265,000 paid through any combination of fees and commission that Atlantic Aviation wishes.

2. Please provide a detailed scope of services list indicating the services included in your proposed annual compensation and please list very clearly the services requiring additional fees that are separate from the annual fee.

A detailed scope of services can be found on page 27.

3. What is your protocol for disclosure of compensation i.e., transparency? (Including any form of supplemental, contingent or override compensation from insurers relative to the placement of our programs)

IMA believes that contingent income arrangements are legitimate forms of compensation as long as it is transparent to the client, and if they are not tied to specific placement of accounts. This income is used to reinvest in IMA's value added resources and people which benefit our clients. IMA will provide complete transparency of our income sources upon request. If a client requests that we not receive this contingent/supplemental compensation, we can accommodate.

IMA is committed to 100% transparency regarding its compensation for services provided to Atlantic Aviation. IMA believes in compensation set for value provided and that is accomplished through disclosure and negotiation without clients. IMA formally discloses commissions or fees related to newly placed or renewed lines of coverage each year following a client's renewal.

4. Describe how your firm prefers to be compensated for their services. Please include if your firm has any reservations in sharing documentation of commissions, carrier bonuses, etc. received from insurance carriers and third-party administrators.

An advantage of IMA's private ownership structure is that it allows us complete flexibility in designing a compensation package that is fair to our client and adequately compensates us for our work to ensure resources are fully available and deployed. Most of our education clients are on an annual all-inclusive flat fee for service. In our opinion, a flat-fee-for service allows for the following:

Transparency – We believe it is important for our clients to understand and see the compensation we are making on behalf of the work we do. Traditionally, these amounts are buried in premiums charged to the insured. Breaking these out of the premiums provide transparency to the client and we feel you won't ever wonder why we promoted one insurance carrier over another – our interests will fully align.

Preventing Increased Commission – In the event of a premium increase due to high claims or exposure increases that do not impact our service levels, we do not believe we should be making more income despite our workload not changing.

Client Alignment – Working on a flat fee arrangement removes any conflict of interest and allows IMA to work in the sole interest of our client.

IMA is willing to be compensated in whatever way is preferable to Atlantic Aviation. If the current arrangement is on commission, but Atlantic Aviation would prefer a flat fee, IMA would engage at the current commission rate for the remainder of the plan year (as we would be unable to pull it out) and remove the commission in the 2024 plan year. If Atlantic Aviation would prefer to continue with a commission structure IMA would be willing to do so and provide an annual compensation disclosure reflecting any and all revenue generated as a result of placing Atlantic Aviation's benefits.

Option 1: Maintain the existing commission structure for the remainder of the plan year, where the commissions are built into the premiums. The broker is paid by each carrier according to contract. Remove commissions upon renewal into a flat fee arrangement. An annual compensation disclosure notice will be provided.

Option 2: Maintain the existing commission structure on-going but provide an annual compensation disclosure notice outlining any and all commissions.

Option 3: A combination of fee and commission can be accomplished.

The method in which you chose to compensate us - either through commission or a flat fee for service - is your choice. We welcome the opportunity to fine tune the service plan and reach an agreement on our compensation, whether that's an annual fee or a more traditional commission-based approach.

5. Are you willing to take some of your compensation in a contingency/outcome based scenario, assuming the proposal is well-documented and clearly defined?

At IMA, we stand by our work in both accuracy and integrity. As such, we propose a service guarantee, and these details can be finalized on the award of the consulting contract. **IMA will place \$50,000 of our compensation at risk based on mutually agreeable and defined measurements.** Performance metrics must be defined that are specific, measurable and mutually agreeable. We propose four consulting pillars; strategy, technical, client service, and compliance with each weighted 25%. In the event IMA failed to execute in every area, \$50,000 is at risk. This would be an actively maintained scorecard.

Appendix



EXAMPLES OF DISRUPTION INFORMATION

| Network One Disruption Analysis | | Claim Count | % of Total | Claim \$ Amount | % of Total |
|--|---------------------|-------------|------------|-----------------|------------|
| No Disruption (In-Network to In-Network) | | 11,929 | 93.6% | \$4,095,176 | 96.1% |
| West | Facility | 590 | 98.5% | \$1,032,592 | 96.2% |
| West | Providers | 2,924 | 95.3% | \$393,424 | 95.0% |
| West | Labs, DME & Imaging | 532 | 82.6% | \$48,109 | 83.8% |
| Northeast | Facility | 72 | 93.5% | \$73,867 | 97.3% |
| Northeast | Providers | 530 | 98.0% | \$51,817 | 99.4% |
| Northeast | Labs, DME & Imaging | 354 | 92.7% | \$12,918 | 84.7% |
| Southeast | Facility | 288 | 96.6% | \$413,502 | 99.6% |
| Southeast | Providers | 2,130 | 95.3% | \$270,568 | 99.1% |
| Southeast | Labs, DME & Imaging | 554 | 80.3% | \$33,287 | 72.1% |
| Midwest | Facility | 398 | 99.3% | \$1,051,816 | 99.8% |
| Midwest | Providers | 1,669 | 96.3% | \$248,568 | 98.2% |
| Midwest | Labs, DME & Imaging | 245 | 92.8% | \$15,026 | 90.5% |
| Southwest | Facility | 169 | 78.6% | \$240,060 | 85.6% |
| Southwest | Providers | 1,092 | 92.3% | \$181,880 | 89.7% |
| Southwest | Labs, DME & Imaging | 226 | 91.5% | \$8,731 | 70.0% |
| Unknown | Facility | 0 | 0.0% | \$0 | |
| Unknown | Providers | 150 | 92.0% | \$18,951 | 93.3% |
| Unknown | Labs, DME & Imaging | 6 | 85.7% | \$60 | 36.2% |
| Positive Disruption (Out-of-Network to In-Network) | | 341 | 2.7% | \$129,017 | 3.0% |
| West | Facility | 8 | 1.3% | \$40,622 | 3.8% |
| West | Providers | 92 | 3.0% | \$17,312 | 4.2% |
| West | Labs, DME & Imaging | 35 | 5.4% | \$1,314 | 2.3% |
| Northeast | Facility | 3 | 3.9% | \$2,041 | 2.7% |
| Northeast | Providers | 3 | 0.6% | \$197 | 0.4% |

| | | | | | |
|--|---------------------|-----|--------|----------|-------|
| Northeast | Labs, DME & Imaging | 6 | 1.6% | \$0 | 0.0% |
| Southeast | Facility | 8 | 2.7% | \$1,673 | 0.4% |
| Southeast | Providers | 42 | 1.9% | \$1,329 | 0.5% |
| Southeast | Labs, DME & Imaging | 25 | 3.6% | \$1,490 | 3.2% |
| Midwest | Facility | 3 | 0.7% | \$1,705 | 0.2% |
| Midwest | Providers | 12 | 0.7% | \$3,194 | 1.3% |
| Midwest | Labs, DME & Imaging | 1 | 0.4% | \$75 | 0.5% |
| Southwest | Facility | 46 | 21.4% | \$40,453 | 14.4% |
| Southwest | Providers | 36 | 3.0% | \$15,913 | 7.8% |
| Southwest | Labs, DME & Imaging | 7 | 2.8% | \$327 | 2.6% |
| Unknown | Facility | 1 | 100.0% | \$0 | |
| Unknown | Providers | 13 | 8.0% | \$1,371 | 6.7% |
| Unknown | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Negative Disruption (In-Network to Out-of-Network) | | 294 | 2.3% | \$21,280 | 0.5% |
| West | Facility | 0 | 0.0% | \$0 | 0.0% |
| West | Providers | 23 | 0.7% | \$2,252 | 0.5% |
| West | Labs, DME & Imaging | 25 | 3.9% | \$3,515 | 6.1% |
| Northeast | Facility | 0 | 0.0% | \$0 | 0.0% |
| Northeast | Providers | 7 | 1.3% | \$124 | 0.2% |
| Northeast | Labs, DME & Imaging | 18 | 4.7% | \$2,094 | 13.7% |
| Southeast | Facility | 2 | 0.7% | \$0 | 0.0% |
| Southeast | Providers | 50 | 2.2% | \$938 | 0.3% |
| Southeast | Labs, DME & Imaging | 36 | 5.2% | \$2,928 | 6.3% |
| Midwest | Facility | 0 | 0.0% | \$0 | 0.0% |
| Midwest | Providers | 53 | 3.1% | \$1,352 | 0.5% |
| Midwest | Labs, DME & Imaging | 15 | 5.7% | \$1,336 | 8.0% |
| Southwest | Facility | 0 | 0.0% | \$0 | 0.0% |
| Southwest | Providers | 52 | 4.4% | \$3,548 | 1.7% |
| Southwest | Labs, DME & Imaging | 12 | 4.9% | \$3,086 | 24.8% |
| Unknown | Facility | 0 | 0.0% | \$0 | |

| | | | | | |
|--|---------------------|--------------------|-------------------|------------------------|-------------------|
| Unknown | Providers | 0 | 0.0% | \$0 | 0.0% |
| Unknown | Labs, DME & Imaging | 1 | 14.3% | \$105 | 63.8% |
| No Disruption
(Out-of-Network
to Out-of-Network) | | 185 | 1.5% | \$16,599 | 0.4% |
| West | Facility | 1 | 0.2% | \$343 | 0.0% |
| West | Providers | 30 | 1.0% | \$1,004 | 0.2% |
| West | Labs, DME & Imaging | 52 | 8.1% | \$4,479 | 7.8% |
| Northeast | Facility | 2 | 2.6% | \$0 | 0.0% |
| Northeast | Providers | 1 | 0.2% | \$0 | 0.0% |
| Northeast | Labs, DME & Imaging | 4 | 1.0% | \$236 | 1.5% |
| Southeast | Facility | 0 | 0.0% | \$0 | 0.0% |
| Southeast | Providers | 12 | 0.5% | \$124 | 0.0% |
| Southeast | Labs, DME & Imaging | 75 | 10.9% | \$8,463 | 18.3% |
| Midwest | Facility | 0 | 0.0% | \$0 | 0.0% |
| Midwest | Providers | 0 | 0.0% | \$0 | 0.0% |
| Midwest | Labs, DME & Imaging | 3 | 1.1% | \$175 | 1.1% |
| Southwest | Facility | 0 | 0.0% | \$0 | 0.0% |
| Southwest | Providers | 3 | 0.3% | \$1,451 | 0.7% |
| Southwest | Labs, DME & Imaging | 2 | 0.8% | \$323 | 2.6% |
| Unknown | Facility | 0 | 0.0% | \$0 | |
| Unknown | Providers | 0 | 0.0% | \$0 | 0.0% |
| Unknown | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Network Two Disruption Analysis | | Claim Count | % of Total | Claim \$ Amount | % of Total |
| No Disruption
(In-Network to In-Network) | | 11,898 | 93.3% | \$4,050,851 | 95.0% |
| West | Facility | 585 | 97.7% | \$1,032,276 | 96.2% |
| West | Providers | 2,903 | 94.6% | \$394,387 | 95.3% |
| West | Labs, DME & Imaging | 545 | 84.6% | \$50,657 | 88.2% |
| Northeast | Facility | 67 | 87.0% | \$73,760 | 97.2% |
| Northeast | Providers | 468 | 86.5% | \$49,357 | 94.7% |

| | | | | | |
|--|---------------------|-------|--------|-------------|--------|
| Northeast | Labs, DME & Imaging | 368 | 96.3% | \$15,012 | 98.5% |
| Southeast | Facility | 281 | 94.3% | \$400,725 | 96.5% |
| Southeast | Providers | 2,065 | 92.4% | \$230,830 | 84.6% |
| Southeast | Labs, DME & Imaging | 590 | 85.5% | \$36,215 | 78.4% |
| Midwest | Facility | 393 | 98.0% | \$1,048,686 | 99.5% |
| Midwest | Providers | 1,699 | 98.0% | \$248,410 | 98.1% |
| Midwest | Labs, DME & Imaging | 257 | 97.3% | \$16,162 | 97.3% |
| Southwest | Facility | 169 | 78.6% | \$240,060 | 85.6% |
| Southwest | Providers | 1,120 | 94.7% | \$184,680 | 91.1% |
| Southwest | Labs, DME & Imaging | 238 | 96.4% | \$11,817 | 94.8% |
| Unknown | Facility | 0 | 0.0% | \$0 | |
| Unknown | Providers | 143 | 87.7% | \$17,651 | 86.9% |
| Unknown | Labs, DME & Imaging | 7 | 100.0% | \$165 | 100.0% |
| Positive Disruption (Out-of-Network to In-Network) | | 453 | 3.6% | \$125,097 | 2.9% |
| West | Facility | 8 | 1.3% | \$39,578 | 3.7% |
| West | Providers | 84 | 2.7% | \$5,155 | 1.2% |
| West | Labs, DME & Imaging | 83 | 12.9% | \$5,659 | 9.9% |
| Northeast | Facility | 5 | 6.5% | \$2,041 | 2.7% |
| Northeast | Providers | 3 | 0.6% | \$197 | 0.4% |
| Northeast | Labs, DME & Imaging | 10 | 2.6% | \$236 | 1.5% |
| Southeast | Facility | 8 | 2.7% | \$1,673 | 0.4% |
| Southeast | Providers | 43 | 1.9% | \$1,377 | 0.5% |
| Southeast | Labs, DME & Imaging | 92 | 13.3% | \$9,163 | 19.8% |
| Midwest | Facility | 3 | 0.7% | \$1,705 | 0.2% |
| Midwest | Providers | 12 | 0.7% | \$3,194 | 1.3% |
| Midwest | Labs, DME & Imaging | 4 | 1.5% | \$250 | 1.5% |
| Southwest | Facility | 42 | 19.5% | \$37,011 | 13.2% |
| Southwest | Providers | 36 | 3.0% | \$15,913 | 7.8% |
| Southwest | Labs, DME & Imaging | 7 | 2.8% | \$573 | 4.6% |
| Unknown | Facility | 1 | 100.0% | \$0 | |

| | | | | | |
|---|---------------------|-----|-------|----------|-------|
| Unknown | Providers | 12 | 7.4% | \$1,371 | 6.7% |
| Unknown | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Negative Disruption
(In-Network to Out-of-Network) | | 325 | 2.5% | \$65,604 | 1.5% |
| West | Facility | 5 | 0.8% | \$316 | 0.0% |
| West | Providers | 44 | 1.4% | \$1,289 | 0.3% |
| West | Labs, DME & Imaging | 12 | 1.9% | \$967 | 1.7% |
| Northeast | Facility | 5 | 6.5% | \$106 | 0.1% |
| Northeast | Providers | 69 | 12.8% | \$2,584 | 5.0% |
| Northeast | Labs, DME & Imaging | 4 | 1.0% | \$0 | 0.0% |
| Southeast | Facility | 9 | 3.0% | \$12,777 | 3.1% |
| Southeast | Providers | 115 | 5.1% | \$40,676 | 14.9% |
| Southeast | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Midwest | Facility | 5 | 1.2% | \$3,130 | 0.3% |
| Midwest | Providers | 23 | 1.3% | \$1,511 | 0.6% |
| Midwest | Labs, DME & Imaging | 3 | 1.1% | \$200 | 1.2% |
| Southwest | Facility | 0 | 0.0% | \$0 | 0.0% |
| Southwest | Providers | 24 | 2.0% | \$748 | 0.4% |
| Southwest | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Unknown | Facility | 0 | 0.0% | \$0 | |
| Unknown | Providers | 7 | 4.3% | \$1,300 | 6.4% |
| Unknown | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| No Disruption
(Out-of-Network to Out-of-Network) | | 73 | 0.6% | \$20,519 | 0.5% |
| West | Facility | 1 | 0.2% | \$1,387 | 0.1% |
| West | Providers | 38 | 1.2% | \$13,161 | 3.2% |
| West | Labs, DME & Imaging | 4 | 0.6% | \$134 | 0.2% |
| Northeast | Facility | 0 | 0.0% | \$0 | 0.0% |
| Northeast | Providers | 1 | 0.2% | \$0 | 0.0% |

| | | | | | |
|-----------|---------------------|----|------|---------|------|
| Northeast | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Southeast | Facility | 0 | 0.0% | \$0 | 0.0% |
| Southeast | Providers | 11 | 0.5% | \$76 | 0.0% |
| Southeast | Labs, DME & Imaging | 8 | 1.2% | \$790 | 1.7% |
| Midwest | Facility | 0 | 0.0% | \$0 | 0.0% |
| Midwest | Providers | 0 | 0.0% | \$0 | 0.0% |
| Midwest | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |
| Southwest | Facility | 4 | 1.9% | \$3,442 | 1.2% |
| Southwest | Providers | 3 | 0.3% | \$1,451 | 0.7% |
| Southwest | Labs, DME & Imaging | 2 | 0.8% | \$77 | 0.6% |
| Unknown | Facility | 0 | 0.0% | \$0 | |
| Unknown | Providers | 1 | 0.6% | \$0 | 0.0% |
| Unknown | Labs, DME & Imaging | 0 | 0.0% | \$0 | 0.0% |



About IMA Financial Group

Based in North America, IMA Financial Group, Inc. is an integrated financial services company focused on protecting the assets of its widely varied client base through insurance, risk management, employee benefits and wealth management solutions. As an employee-owned company, IMA's 2,000-plus associates are empowered to provide customized solutions for their clients' unique needs.

