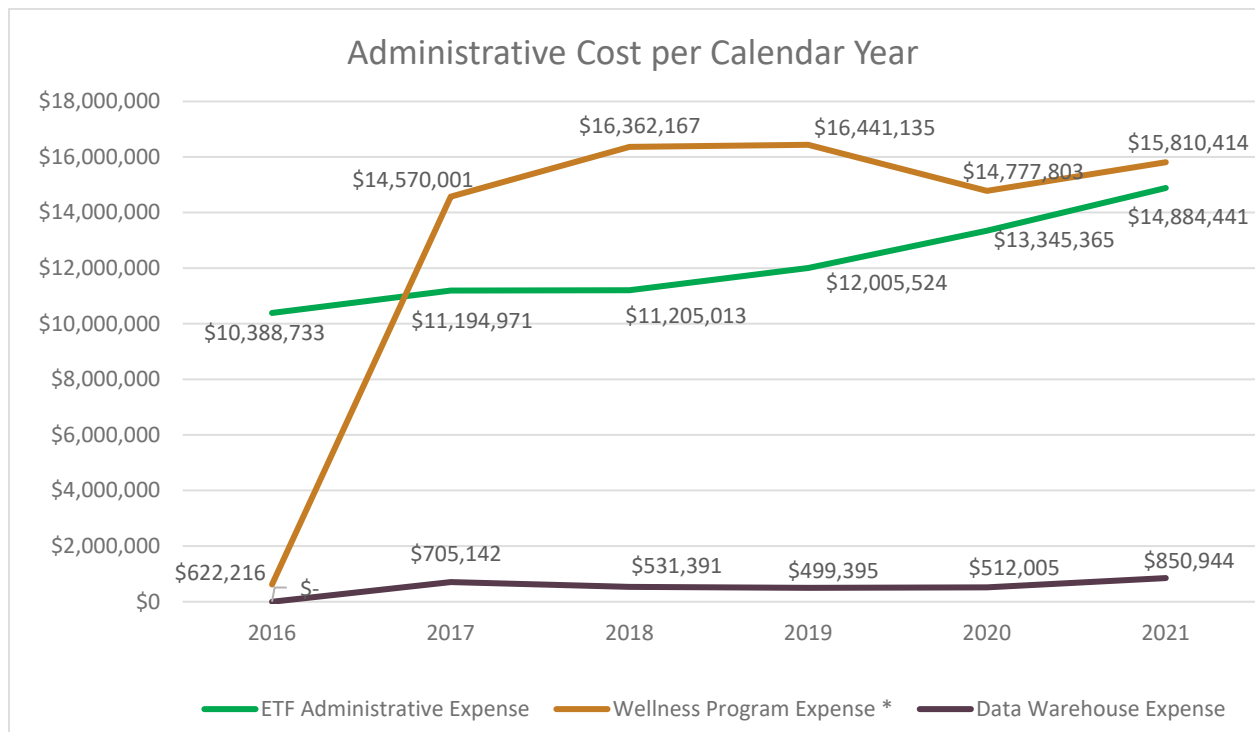
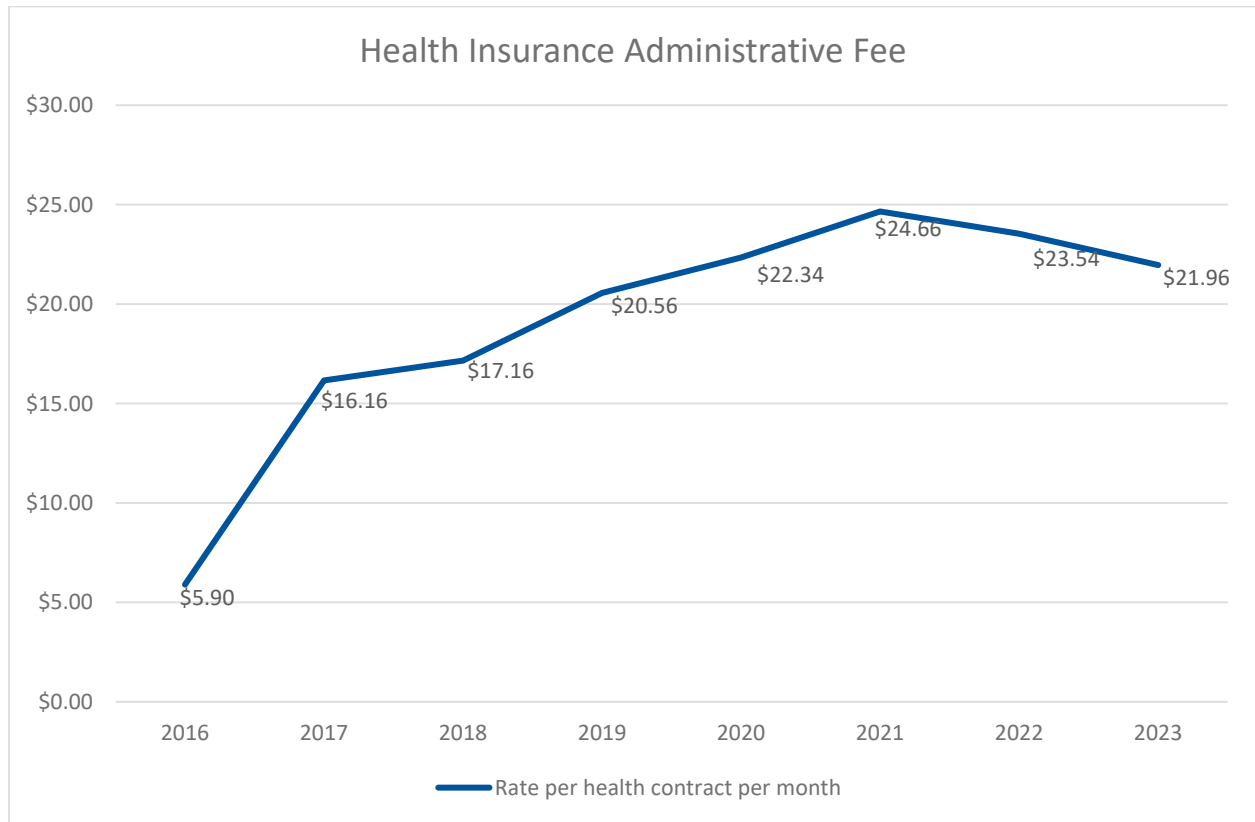


Attachment A: History of Health Insurance Administrative Fees



* 2016 cost for worksite screenings. Beginning in 2017, carved out wellness from health plans to a single administrator. Additional costs (e.g., program administration, coaching, incentive payments) included.