Surety Bond Quarterly.org AN OFFICIAL PUBLICATION OF THE NATIONAL ASSOCIATION OF



The Right Info for Producers and Clients

Commercial Crime Insurance Essentials

Rethinking the Change Order Process

Part 2 of Underwriting Subdivision Bonds



SURETY BOND PRODUCERS









You're passionate about helping your surety clients thrive.



Our passion is helping you do that.

You love what you do. Liberty Mutual Surety™ shares that passion. Whether your client is a small business or contractor just starting out, a multinational construction firm, or a Fortune 1000 company, our responsive underwriters work with you to provide the contract and commercial bonds your customers need. Our capacity, responsiveness, and breadth of products make us the single surety market for you. For more information on how we can help you and your clients thrive, contact your local underwriter.



Contents WHAT'S INSIDE

FALL 2016



FEATURES

10 Practical Insights: A Contractor's Risk **Management Portfolio** Should Include a **Commercial Crime Policy**

Learn how contractors are shifting their risk management policies to comprehensively face security threats.

14 Rethinking the Change **Order Process: NECA** Foundation's Guidelines Offer New Approach, **Substantially Reducing Change Order Costs**

> Read about how NECA Foundation's Guidelines propose dramatically changing the cost-effectiveness of ongoing projects and decreasing processing time.

17 Six Considerations in **Underwriting Subdivision** Bonds (Part 2 of 2)

> Read part two in this series outlining important considerations in underwriting subdivision bonds.

20 Affirmative Action and the **Office of Federal Contract Compliance Programs: What Surety Professionals** and Their Contractors **Should Know**

> Affirmative action and increasing equal opportunity requirements pose new business risks for contractors.

24 Surety Data Standards: What are They, and Why **Should Surety Professionals Care about Them?**

> Learn about what surety data standards are and what role they play in shaping your business.

27 2016 NASBP **Resource Directory**

> Review a compilation of NASBP specialist firms that help construction and other businesses qualify for and maintain surety credit.

DEPARTMENTS

- 7 NASBP Upcoming **Meetings & Events**
- **7** 2016-2017 Executive Committee
- 8 From the CEO: Success Comes with Sharing Perspective and Knowledge
- 42 Index to Advertisers



ON THE COVER

FALL 2016

Knowledge transfer and building a shared perspective is critical to the relationship the bond producer maintains with his or her client. Successful bond producers know that they make significant differences in their advisory roles with client companies in other areas, in addition to obtaining bonding credit, such as market intelligence, best practices, succession planning, risk identification and management, and insurance considerations. The bond producer may be called on for advice in many different business areas, so being curious and acquiring knowledge in areas of importance to clients is critical. This issue covers a number of subjects likely to be of interest to the clients of surety professionals.

View this issue, past issues and Web-exclusive content online anytime at www.suretybondquarterly.org.



Surety Bond Quarterly is brought to you by the National Association of Surety Bond Producers, 1140 19th St., NW, Suite 800, Washington, DC 20036-5104; Phone: 202.686.3700; Fax: 202.686.3656; www.nasbp.org. NASBP Manager: Kathy Jo Mapes Hoffman

Published by: Naylor Association Solutions, 5950 NW 1st Place, Gainesville, FL 32607; Phone: 800.369.6220; Fax: 352.331.3525; www.naylor.com. Publisher: Heidi Boe, Editor: Tamára Perry-Lunardo, Project Manager: Douglas Swindler, Marketing: Elise Nguyen, Advertising Director: Doug Smith, Advertising Sales: Shane Holt, Rick Jones, **NAYLOR** Mike Kesselring, Nicholas Manis, Jamie Williams, Jason Zawada, Layout & Design: Pankaj Kumar Bharti

©2016 NASBP. All rights reserved. The contents of this publication may not be reproduced by any means, in whole or in part, without the prior written consent of NASBP.

PUBLISHED SEPTEMBER 2016 • SBP-Q0316 • 2825



BUILDING BETTER BUSINESS

The Gold Standard in Proactive Funds
Control for Over 15 Years

(410) 616-9936 | www.greathornfinancial.com

NASBP Upcoming Meetings & Events

SALES AND MARKETING WORKSHOP FOR SURETY **BOND PROFESSIONALS**

September 21-22, 2016 Austin, TX

REGIONS 4, 5, 6 & 7 MEETING

September 22-24, 2016 Austin, TX

REGIONS 8, 9, 10 & 11 MEETING

October 2-4, 2016 Nashville, TN

REGIONS 1, 2 & 3 MEETING

October 6-8, 2016 Napa, CA

MIDYEAR MEETING

November 10-12, 2016 Annapolis, MD

WINTER SURETY SCHOOL-Levels I and II

January 22-27, 2017 Houston, TX

ANNUAL MEETING & EXPO-75TH ANNIVERSARY

April 23-26, 2017 Boca Raton, FL

2016–2017 Executive Committee



Lynne W. Cook NASBP President Early, Cassidy & Schilling, Inc. Rockville, MD



Howard Cowan NASBP First Vice President Acrisure, LLC dba Cowan-Hill Bond Lubbock, TX



Mark M. Munekawa NASBP Ex Officio, Directors-At-Large Woodruff-Sawyer & Co. San Francisco, CA



Robert E. Shaw NASBP Second Vice President Skillngs Shaw & Associates, Inc. Lewiston, ME



Christian Downey NASBP Ex Officio, Regional Directors Company Albuquerque, NM



John N. Bustard NASBP Third Vice President King & Neel, Inc. Honolulu, HI



Chad Martin NASBP Ex Officio, 5-15 Leadership TIS Insurance Services, Inc. Knoxville, TN



Susan Hecker NASBP Immediate Past President Arthur J. Gallagher & Co. San Francisco, CA



Mark H. McCallum Chief Executive Officer NASBP Washington, DC

Surety Bond Quarterly Board of Advisors

Corban Enns of Surety Solutions, LLC, Salem, OR Lawrence F. McMahon of Alliant Insurance Services, Inc., San Diego, CA Thomas M. Padilla of HUB International Insurance Services, Albuquerque, NM Andrew Tokasz of First Niagara Risk Management, Inc., Buffalo, NY



From the CEO

Success Comes with Sharing Perspective and Knowledge



Aristotle Onassis, the Greek shipping magnate, once said that "to succeed in business it is necessary to make others see things as you see them." I think his statement equally applies to the process bond producers must undertake to serve their clients. The bond producer analyzes the client's situation to assess what must occur to position the client

to qualify for surety credit. At the same time, the producer must build rapport and trust with his or her client. The client, in turn, must understand and commit to the producer's advice. Critical to this process is knowledge transfer and building a shared perspective. With those in place, the client not only can progress in obtaining surety credit but also in becoming a better business.

Successful bond producers know that they make significant differences in their advisory roles with client companies. Those positive differences are not strictly in relation to obtaining bonding credit but also extend to other, often related, areas, such as market intelligence, best practices, succession planning, risk identification and management, and insurance considerations. The bond producer may be called on for advice in many different business areas, so being curious and acquiring knowledge in areas likely to be of importance to clients is critical.

This fall issue of the *Surety Bond Quarterly* covers a number of subjects likely to be of interest to the clients of surety professionals. NASBP Attorney Advisory Council participant Mike Pipkin of the law firm of Weinstein Radcliff Pipkin LLP gives a rundown of the importance of commercial crime policies in the risk management

SUCCESSFUL BOND PRODUCERS KNOW THAT THEY MAKE SIGNIFICANT DIFFERENCES IN THEIR ADVISORY ROLES WITH CLIENT COMPANIES.

portfolios of contractors. W. Barron Avery, a fellow participant on the NASBP Attorney Advisory Council and a partner in the law firm of Baker & Hostetler LLP, and his colleague, William B. O'Reilly, relate the effect of Equal Employment Opportunity requirements in federal contracting. Addressing the costs of change orders is an evergreen topic for construction entities; this issue contains an article reporting on a recent study supported by the National Electrical Contractors Association Foundation on rethinking the change order process.

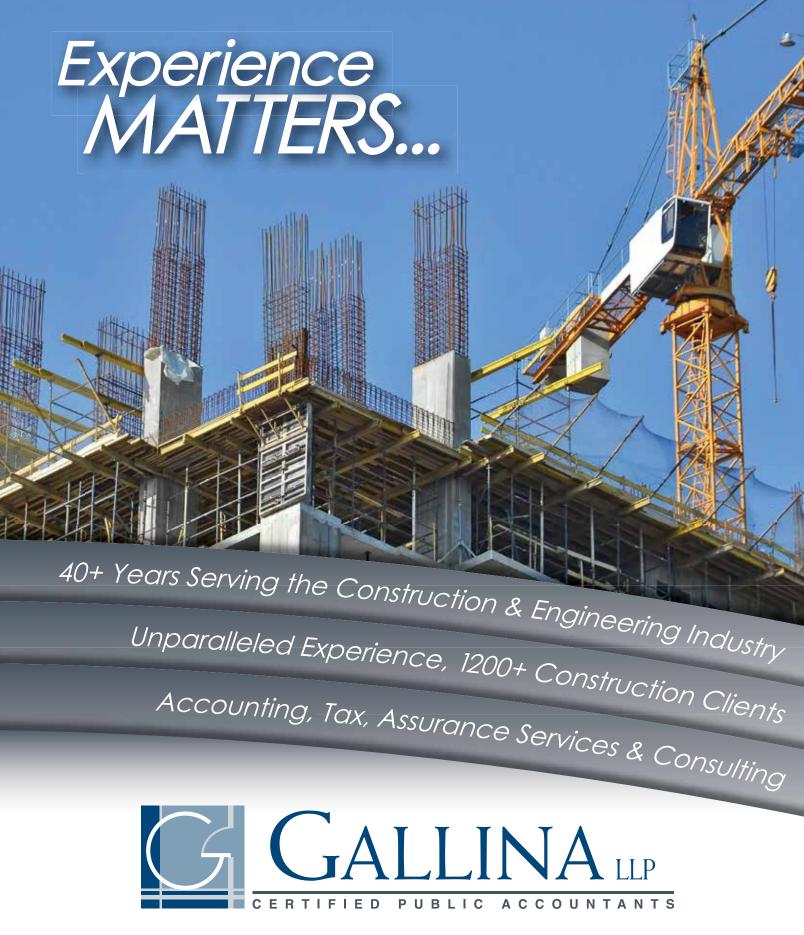
Lest you think all of the information in this issue is directed toward the benefit of clients, the fall issue also includes a continuation of the article from the summer issue on underwriting subdivision bonds by attorneys Armen Shahinian, another participant on the NASBP Attorney Advisory Council, and Beth Rotenberg of the law firm of Chiesa Shahinian & Giantomasi PC and an article from Robert Coon of Scott Insurance, who is Chair of the NASBP Automation and Technology Committee, on the impressive industry efforts toward developing surety data standards.

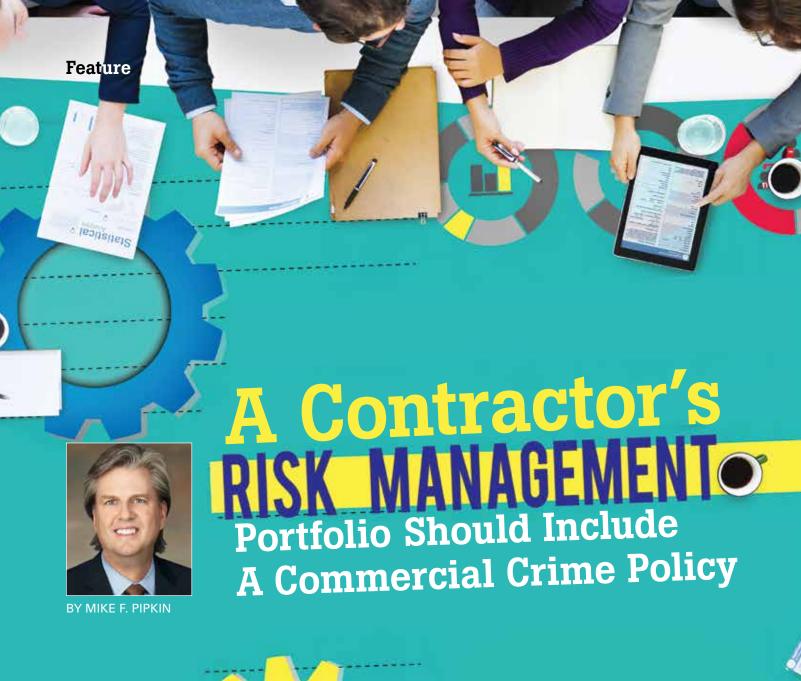
The issue wraps up with another wonderful resource: the annual publication of a directory of NASBP Members, Affiliates and Associates.

I hope the information contained in this issue of *Surety Bond Quarterly* proves of assistance to you in your efforts to share perspectives and to advise others!

Warmest regards,

Mark H. McCallum NASBP CEO





CONTRACTORS OF ALL sizes and types deal with various aspects of risk management. Risk management strategies also come in all sizes and types, including risk avoidance, loss control and prevention, contractual shifting of risk to other parties, and the decision to self-insure the risk.

Risk managers are very familiar with common third-party insurance policies, such as for commercial general liability, business automobile, professional liability, workers compensation, director and officers liability, fiduciary, and employment practices liability insurance, where the contractor seeks protection from claims brought by third parties against the company. With first-party insurance, the company seeks protection for covered losses to its own various types of property.

Some property insurance forms and packages provide some coverage for losses due to criminal acts, but they have limitations on the type of property covered, the amount of coverage available, and the causes of loss that apply. Property insurance forms usually exclude money and securities coverage and always exclude coverage for losses arising from employee theft and extortion.

In response to these market conditions, insurers developed commercial crime insurance policies. Insurers write crime insurance as a stand-alone product or as part of a package policy. This article examines why commercial crime insurance is worthy of consideration for a contractor's risk management portfolio and a commercial crime insurance policy's various coverages and exclusions.

The sordid tales giving rise to employee dishonesty and employee theft claims

The ingenuity of someone willing to steal from his or her employer often knows no bounds. While one might think that employee dishonesty and employee theft is most often limited to industries where large sums of money are readily accessible, such as the banking and financial services industries, losses due to

theft and dishonesty take many different forms.

For instance, consider the story of one John Speer, Sr. For more than 25 years, Speer served as a job superintendent for Deleson Steel Company, Inc., a New Jersey-based general contractor. Part of Speer's job duties and responsibilities involved transporting payroll from Deleson's office to an elementary school job site in Newark.

One day, Speer showed up at the job site bright and early, in fact, about 45 minutes prior to the scheduled arrival of the balance of the workers. He parked his Deleson van on the site, placed the payroll under the driver's seat, and locked the doors. Speer then proceeded to participate in other aspects of his job, such as talking with the operating engineer who was responsible for oiling and starting the machinery and equipment that was to be used that day. After about 30 to 35 minutes, Speer then returned to his van, only to discover that a window had been broken and the payroll stolen. The theft was subsequently reported to the Newark police and a claim was made under an insurance policy Deleson purchased for situations such as this.

Or, ponder the saga of Suzanne Snyder. Snyder worked as a bookkeeper for Beckley Mechanical, Inc. Over a period of six years, Snyder falsified Beckley's records to conceal almost 300 checks that she had unlawfully drafted to herself. Her run as a thief came to an ignominious end, as she was charged with and pled guilty to six counts of felony embezzlement, leading to a sentencing of six terms of one to ten years, running consecutively, in a West Virginia prison.

While Snyder was embezzling from Beckley, Beckley maintained an insurance policy, under which Beckley pursued a claim after it discovered Snyder's scheme by which she stole almost \$425,000 from her employer.

Finally, contemplate the tale of Elizabeth Kunst. She worked as a secretary and bookkeeper for Atlas Metals Products Co., Inc. for a number of years. During that time, she not only misappropriated funds from Atlas, but

also managed to gain access to and cash checks from a separate entity, R&R Realty Trust, because Atlas was providing administrative services for the processing and payment of R&R bills. In the course of writing checks to pay the R&R bills, Kunst fraudulently wrote checks payable to herself from the R&R bank account.

After Kunst's deeds were discovered, Atlas submitted a claim on its employee dishonesty protection policy, not only for the losses that it suffered, but also for the money stolen from R&R Realty Trust.

As discussed below, each of the factual scenarios set out above presents questions for coverage consideration under various insuring agreements of commercial crime insurance coverage.

Commercial crime insurance policy insuring agreements

Each of the common commercial crime insurance policy forms provides eight separate insuring agreements. The most common coverage agreements are discussed below.

Employee dishonesty and employee theft

The commercial crime policy or blanket crime policy provides coverage for a variety of risks, including specifically the "loss of money, securities and other property" resulting from certain employee dishonesty or fraudulent conduct. Generally speaking, the employee's act must not only be dishonest, but must also be done with the "manifest intent" to cause the insured a loss and to obtain some sort of financial benefit (excluding typical employee benefits earned in the normal course of employment) for the employee or for someone he or she intends. For example, the employee dishonesty insuring agreement would apply to cover losses resulting from an employee scheme to siphon cash from accounts receivable.

More recently, some insurers also offer alternative forms of coverage for loss caused by employees, specifically in the form of a variety of "theft" coverages. These policy forms do not require a demonstration

of the employee's "manifest intent," but rather specify coverage solely for "theft," which is typically defined as "the unlawful taking of 'money', 'securities' or 'other property' to the deprivation of the Insured." These coverage provisions deviate from the more traditional dishonesty coverage language of the commercial crime insurance policy because coverage is not conditioned upon dishonest or fraudulent conduct, or any real demonstration of "intent." Thus, from a coverage perspective, whether the thief intended to cause the insured a loss is not considered. As a result, "theft" coverage typically requires (1) a requirement of direct causation; (2) a requirement of a loss of money, securities, or other property; (3) a requirement that the theft be carried out by the employee; and (4) a provision that the dishonest employee in question may act either alone or in concert with someone else.

Because claims arising from employee theft and dishonesty are the most common ones under commercial crime insurance coverage, a brief discussion of the exclusions applicable to claims under the employee dishonesty or theft insuring agreement is warranted, especially as they can apply to construction contractors. For instance, commercial crime insurance policies do not provide coverage for shortages of money, securities, or other property if the only proof of loss is discovery of a shortage following an inventory. The scope of this exclusion also includes profit or loss calculations. However, if the claim is otherwise covered, the insured can use its books and records to substantiate the amount of the loss.

Inside the premises—theft of money and securities

This insuring agreement covers three types of basic losses. First, it pays for the loss of money or securities occurring inside the premises and resulting directly from theft, disappearance, or destruction. The insuring agreement also provides additional coverage for damage to the interior of any portion of a building the insured owns or is liable for and occupies in conducting its business, resulting from an actual or attempted theft of money or securities.

Inside the premises—robbery or safe burglary of other property

In order to obtain coverage under this insuring agreement, the insured must demonstrate that it has suffered loss of or damage to "other property" inside the "premises" resulting directly from an actual or attempted robbery or safe burglary. "Other property" means property other than money and securities having intrinsic value and not otherwise excluded. Losses from robberies either during normal business hours or after hours that do not involve watch persons or janitors would be covered by this insuring agreement.

Outside the premises

Under this insuring agreement, money and securities are covered for theft, disappearance, and destruction while outside the premises and in the custody of a messenger or armored car company, and includes coverage for theft, robbery, or other instances of accidental loss. Property other than money and securities are covered outside the premises when it is in the custody of a messenger or an armored car company but only for robbery.

The situation described above involving John Speer, Deleson Steel, and the stolen payroll included an analysis of policy language similar to the "outside the premises" coverage. The insurer denied the claim on the basis that Speer was not in the process of "conveying" the payroll at the time of the theft. However, the court disagreed, finding that the payroll was under Speer's supervision, care, custody, and control when it was stolen, even though it was left unattended.

Computer fraud

More now than ever, with the relative ease of check fraud and cybercrime, the computer fraud insuring agreement has become of high relevance. This insuring agreement provides coverage for loss of or damage to money, securities, and other property due to the use of a computer to fraudulently transfer that property from inside the premises or banking premises to a place or person (other than a messenger) outside the premises, anywhere in the world.

That said, an insured seeking coverage under the Computer Fraud insuring agreement must prove more than an electronic withdrawal from a bank. Merely alleging a fraud involving a computer does not trigger coverage. Additionally, proof of loss may not be based on an inventory shortage or profit or loss computation. The insured must prove that it was a victim of "computer fraud" as defined in the policy, that its loss arose directly from the use of any computer to fraudulently cause a transfer of that property, and that it incurred a loss of covered property.

Exclusions to commercial crime insurance coverage

As you would expect, with coverage comes exclusions to coverage. A comprehensive list of exclusions is beyond the scope of this article, but the following exclusions are among those that apply to each of the insuring agreements discussed above.

Acts committed by the named insured, its partners or members

Any dishonest act or theft of the named insured, whether committed alone or with another individual or an employee, is excluded. In other words, the named insured cannot recover for losses arising from the dishonest act of an employee if the named insured, its partners or members are involved in the scheme.

Acts of employees learned of by the insured prior to or during the policy period

The second common exclusion applies to losses committed by employees who have a history of committing dishonest acts. If the named insured or its representatives hire an individual that one or more

them knows has engaged in dishonest acts or has committed theft prior to the policy period, coverage does not apply to any loss caused by that employee. Notwithstanding, coverage would apply if the dishonest employee acts in collusion with a representative of the named insured who was the only person aware of the employee's dishonest act.

Additionally, the "automatic termination" condition found in most commercial crime insurance policies is intended to prevent the shifting of the risk to the insurer of the insured's hiring or continuing to employ a person known by the insured to be dishonest. Should an insured choose to do so, this condition places the employer on notice that it retains such employee at its own risk. The automatic, immediate termination of coverage for such employees upon the insured's gaining knowledge of a prior dishonest act requires the employer to act responsibly in its hiring and supervision practices.

Moreover, diligence with respect to oversight of employees, particular those with control over funds, can be rewarded, while a lack of attentiveness can be punished. For instance, in the case of Suzanne Snyder and Beckley Mechanical, Inc. and her years of embezzlement, Beckley asserted that its significant losses were the result of multiple separate occurrences. In response, the insurer argued that her multiple acts of embezzlement, over the course of several years, constituted one occurrence, limiting the loss to just \$10,000 of coverage. Because the policy's language construed a "series of acts" to be one occurrence, the court agreed with the insurer and confirmed that Berkley was entitled to recover only \$10,000 despite suffering losses of nearly \$500,000.

Indirect loss

As mentioned above, commercial crime insurance coverage is firstparty coverage and is generally not available to cover losses incurred by third parties that are not named insureds. This particular issue was

pertinent when the insurer, and later the court, considered the claim of Atlas Metals Products, discussed above. Upon considering the claim, the insurer took the position that the policy covered only the acts of dishonesty by Kunst that resulted in a direct loss of Atlas covered property, but excluded from such coverage any indirect losses to third parties. such as R&R Realty Trust, and any damage payments Atlas may be required to pay to third parties even if such damages were caused by the dishonest acts of one of Atlas's employees, and even if Atlas were legally liable for such damages. The court, in considering Atlas's claim, ultimately sided with the insurer, holding that the employee dishonesty policy could not be construed to render the insurer responsible for any legal liability incurred by Atlas and any damages paid to others by Atlas on account of dishonest acts of Atlas employees.

The indirect loss exclusion to commercial crime insurance policies addresses the lack of coverage for claims such as loss of income as a result of not being able to use money, securities, or other property that was stolen, loss of income on stock holdings that could appreciate in the market, and the loss of the opportunity to sell product that was stolen from an insured. Of course, business income coverage is available in commercial property insurance forms for the loss of income on property other than money or securities.

Why should a bond producer recommend that a contractor include commercial crime insurance coverage?

Of course, insurance is a an integral part of a contractor's risk management strategy; and risk and project managers for contractors, as well as their insurance brokers and bond producers, are engaged on a daily basis in insuring real and personal property and negotiating contracts where liability and other types of insurance are required. Indeed, risk management and contract management often overlap during the course of managing complex insurance issues.

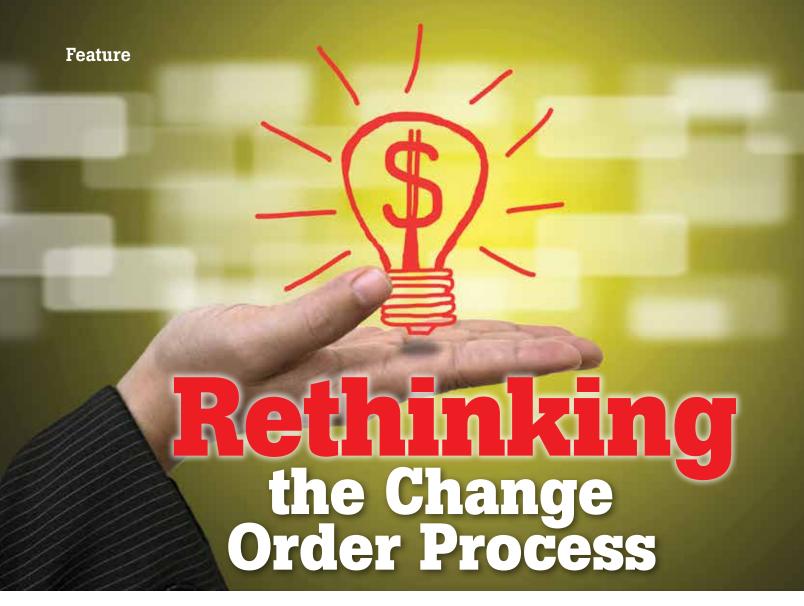
While commercial general liability and builder's risk policies are part of the typical insurance portfolio for contractors, a contractor's risks and exposures are broader than their usual work product. Attention should be paid to all of the perils to which a contractor is exposed, including coverage for the varied schemes that come to the deceitful mind of a dishonest employee.

Mike Pipkin, Esq. is a partner in the Dallas office of the law firm of Weinstein Radcliff Pipkin LLP, where he provides construction counseling and litigation to sureties, private owners and developers, contractors, subcontractors, and design professionals. He is a co-editor of bond default manual, 4th Edition, published in May 2015 by the ABA. He serves on the NASBP Attorney Advisory Council. He can be reached at mpipkin@weinrad.com and 214.865.7012.



to our advertisers for making Surety Bond Quarterly possible.





NECA Foundation's Guidelines Offer New Approach, Substantially Reducing Change Order Costs

CHANGE ORDERS FREQUENTLY result in conflict on a construction project. Owners may resist paying more; the prime contractor may also try to pay as little as possible to the subcontractors who carry out the change and feel the squeeze. "The majority of conflict on a construction project comes from the cost of change orders," said Matt Syal, PhD, a professor of construction management at Michigan State University in East Lansing, MI. "Both sides, the owners and designers on one side and the contractors and subcontractors on the other, many times see the cost differently."



Matt Syal

Not only do change orders cost money, but also they interrupt the flow of work taking place on the job and may disrupt timely completion, Syal explained. "If there is a disruption in the rhythm of payment or in the performance of the

project due to these conflicts, the bonding people will be interested," Syal said.



Gregory D. Long

ELECTRI International, The Foundation for Electrical Construction, formed by the National Electrical Contractors Association (NECA) to conduct research, aims to solve the dilemma with its recently released "Change Order Guidelines for Electrical and Low Voltage Contractors."

"The current situation around change orders is not good," said Gregory D. Long, founder of Long Electric Company in Napa, CA, chairman of ELECTRI International and a lead member of the task force that developed the Guidelines.

"Change orders are a disruption to the job," Long continued. "Currently, allowances provided by the contracts and the negotiating of change order amounts have deteriorated and have a negative impact on the electrical contractor."



Jerry Hayes

Another task force member, Jerry Hayes, president of United Electric Company in Atlanta, concurred, saying that "change orders are universally misunderstood by architects, owners and general contractors. They think we make

a lot of money on change orders, and we don't. We don't recover all of the costs."

The Greater Toronto Electrical Contractors Association developed a "Change Order Protocol" in 2011. That document has proved helpful in Canada. Giovanni Marcelli, owner of Northern Transformer in Concord, Ontario, Canada, and founder of Accubid, felt so strongly about the importance of fixing the change order problem, he financially supported the ELECTRI effort and serves on the task force that developed the Guidelines.

"Giovanni is the consummate expert, because he was able to get some things done in Canada that we need done here," said Don Campbell, Executive Director of the Southern Nevada Chapter of National Electrical Contractors Association in Las Vegas.

"The Guidelines will initiate a better process where contractors and owners and engineers sit at a table and discuss these issues," Marcelli said. "This is a beginning that will help all parties have a common document, one that owners and engineers can better understand and resolve the problem of change orders." Marcelli expects a uniform format and process for change orders will benefit all stakeholders in the construction industry.

While the *ELECTRI Guidelines* specifically relate to electrical work, Long and Syal said they could serve as a format for handling change orders for other trade professionals as well. Syal cautioned that other trades may need to apply their own historical cost data to come up with appropriate overhead and profit percentages.

Marcelli called educating owners and engineers about change orders the best approach, but even better would be abolishing change orders. "It's a lose, lose, lose," Marcelli said. "If we can find a way to minimize changes, it will be a win, win, win."

Until that day comes, electrical contractors plan to take these Guidelines to others in the industry and start a new process of compensation for change orders. "We need to have this conversation, and changes need to be made and made soon," Long said.

Cost categories create conflict

How costs related to a change order are allocated creates most disputes. This includes determining recoverable direct costs, overhead, the overhead/profit percentages and costs related to impact factors. "What they are allowing us for overhead and profit and direct cost, we are basically subsidizing the cost of the change order," Long said. "We lose money on every change order."

For the most part, direct costs, perhaps additional wire or switches, are readily identified and quantified.

NOT ONLY DO CHANGE ORDERS COST MONEY, BUT ALSO THEY INTERRUPT THE FLOW OF WORK TAKING PLACE ON THE JOB AND MAY DISRUPT TIMELY COMPLETION.

Wages and benefits for the person carrying out the work, transportation expenses and storage can be included. Overhead includes rent, utilities, personnel, education and training, legal fees and advertising.

"Overhead has always been and should be the cost of doing business when you have no work," Long said. Long explained that prime contractors typically expect the cost of a project manager be included in the allowance provided for overhead and profit in the change order. But without that job, the company would not incur that person's salary. "Common contract language pushes direct cost into the overhead percentage and does not allow the electrical contractor to charge for them separately," Long said.

Impacts on interruption of work present the third area of conflict. "It affects their rhythm, their schedule and their productivity," Syal said. "Because of this impact, there are extra costs, consequential costs." Syal considers impact factors the most controversial cost because the burden of proof falls on the contractor. But, he said, legal cases have supported including these costs in a change order.

Guideline process

The ELECTRI Guidelines are patterned after the "Change Order Protocol" developed by the Greater Toronto Electrical Contractors Association and research conducted by the ELECTRI International Research Project Report in 2014. The authors took into account currently used standard documents, such as ConsensusDocs and the American Institute of Architects (AIA) standard document A201-2007. Syal described both as vague when it comes to change orders and leave it to the owners and contractors to figure it out.

After reviewing best case scenarios, middle cases and worse cases, Syal said, "We found out contractors need a higher percentage as a part of doing business." The authors analyzed job costs, case studies and the standard documents to determine what items should be recoverable in direct costs, which ones should be disallowed, and a few items in a gray area, which may or may not be recoverable, depending on whether the contractor can make a strong case for inclusion.

The Guidelines provide templates that electrical contractors can fill out to help them determine direct costs.

For fair mark-up on overhead and profit, the researchers reviewed actual job costs, contract documents, legal cases and federal regulations. They also surveyed contractors asking what they thought they needed in this category and, why. They reviewed literature and financial performance annual reports. The researchers then calculated an average percentage, which came to 19.6 percent of the overall change order amount or 23.7 percent of the direct cost items. Long indicated many contracts limit this amount to 15 percent. The Guidelines include the formula for determining overhead as a percentage of cost.

The authors reviewed court cases. literature and case studies to identify impact factors. Potential impact factors include labor productivityrelated costs, added cost factors, and project and field conditions-related factors. The Guidelines also discuss consequential costs, which only can be claimed when there is a breach in the contract by one or more parties. Consequential costs can be considered in the change order costs if they are included in the contract.

The Guidelines offer three options for determining impact factors and how to calculate those consequential costs. They are the Toronto Change Order Protocol/MCAA Percentage

Method, the Stacking of Trades-Hanna Method, and the Measured Mile Approach. All three have gained acceptance by some owners and the courts, according to the guidelines. "These are as close to scientific as we could come up with because of the vacuum in the literature and confusion in the industry practices," Syal said.

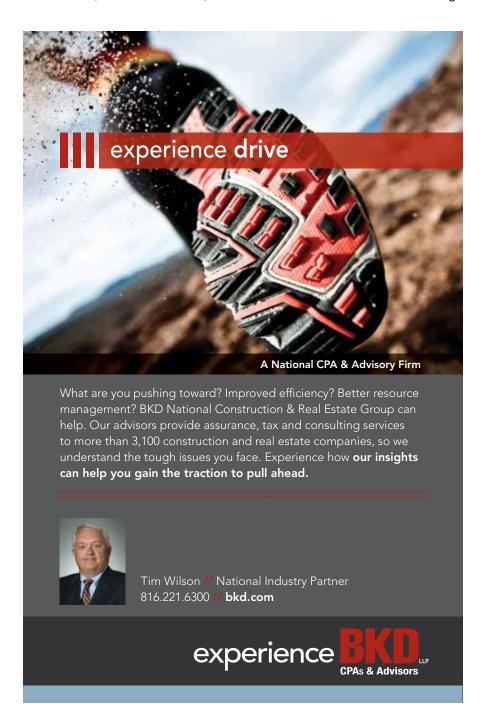
Resolving cost disagreements

While following the Guidelines should result in electrical contractors earning more money, Campbell said, "We are trying to be fair and not trying to get the contractors anything that is not deserved." NECA has held educational sessions for members about the Guidelines and how to use them. Campbell hopes more trades will come on board and adopt similar guidelines. "Hopefully, this change order study and Guidelines might help people understand all of the costs associated with the job," Hayes said.

The best time to introduce change order guidelines is prior to the request for a change to the job. For the Guidelines to succeed, subcontractors need to negotiate their use in their contracts with prime contractors or owners, whichever the subcontractor has a contract with. The change order process should be part of the job specifications, Marcelli said.

"These are the things that need to be talked about," Long added. "I hope this document will be used in the future with the industry leaders to get this straightened out." Long said sometimes the final cost of the change order is negotiated after the work is completed and may be delayed for as long as a year. Disputes can end up in the court system to resolve, a scenario that is best avoided. "We need to make a fair profit to stay strong and be there for our customer," Long said. "This is a hot button issue for the whole industry."

The Guidelines are available to purchase for \$100 (\$50 for NECA) members) from the NECA bookstore at http://www.necanet.org//store/ product/change-order-guidelines-forelectrical-and-low-voltage-contractors-Booklet.



Feature

Six Considerations

in Underwriting Subdivision Bonds (Part 2 of 2)





BY ARMEN SHAHINIAN AND BETH J. ROTENBERG

Introduction

As we discussed in Part 1 of this article, which appeared in the summer issue of Surety Bond Quarterly, given the very specific nature of subdivision bonds, which are limited to the construction of subdivision improvements in accordance with a particular Statutory Scheme, there are certain considerations to which surety bond producers and underwriters should pay particular attention when placing and underwriting these bonds. In Part 1, we examined the importance of (a) familiarity with the Statutory Scheme, and (b) familiarity with the developer's construction costs and funding obligations. The four remaining considerations are discussed below.

Underwriting Considerations Continued

1. Obtain Project Schedule and Monitor Work Progress

The surety may wish to obtain a projected schedule of completion of the subdivision improvements from the developer; and monitor the progress of the subdivision improvement work by requesting periodic status reports

from the developer. It may discuss any delays with the developer and obtain assurances that the project will be completed on a timely schedule.

Monitoring the progress of the work is particularly important in order to limit any potential liability under the Subdivision Bond. Once a Subdivision Bond has been issued and delivered to the Public Agency, the surety may be held liable up to the full penal sum of the Subdivision Bond. However, the Statutory Scheme may provide a mechanism to obtain a reduction of the penal sum of the Subdivision Bond as construction of the required improvements is completed. Such reductions in the penal sum act as a partial release of the surety, and, therefore, limit the surety's potential liability should the developer be declared in default or otherwise fail to complete the remaining improvements. However, a reduction of the Subdivision Bond penalty is not automatic. The developer must comply with statutory requirements for obtaining the Public Agency's approval of completed work and a reduction of the Subdivision Bond. Therefore, a prudent developer and surety should be vigilant in making sure that Subdivision Bond reductions are requested as work progresses.

2. Monitor the Developer's **Financial Status**

If the developer is self-funding, the surety should closely monitor the developer's financial ability to complete the required improvements. If the developer has bank financing, the surety should communicate often with the bank to assure that the bank is properly disbursing funds as subdivision improvements are completed and that set aside funds are used solely for their intended purpose. Continuous monitoring of the developer's financial status and the progress of the required improvements is particularly important given that the surety's exposure on Subdivision Bonds may be extended for six to ten years (or longer) beyond the completion date initially contemplated in the Subdivision Agreement.

A Subdivision Agreement generally provides for completion within one to two years and allows for relatively easy extensions. The limitations period for suit on most Subdivision Bonds runs from the completion date in the Subdivision Agreement. This beginning date for the limitations period may be modified by any extensions granted by the Public Agency. The nature of a subdivision development and the changes in the housing marketplace often require the developer to seek one or several extensions of time for the completion of the improvements. Unless the public is threatened by a dangerous condition or some other health hazard, the Public Agency generally grants a requested extension. Most forms of Subdivision Bonds do not require that the Public Agency or the developer notify the surety of an extension. Thus, the surety's exposure on the Subdivision Bonds may be extended for a considerable period of time without its knowledge; and the longer the project takes, the less likely it may be that the developer has the funds to complete the improvements. Thus, continued vigilance is important in order to properly assess the surety's exposure on Subdivision Bonds. If the project is self-funded by the developer, the surety should assess the developer's continuing ability to install the improvements. Where the surety has legitimate concerns relative to the ability of the developer to pay for the costs of completion,

the surety may consider requesting collateral as may be permitted under the principal's indemnity agreement.

A particularly difficult issue arises when the surety has obtained a Set Aside Agreement from a bank. If the project is extended, it is incumbent upon the developer and the surety to assure themselves that the Set Aside Agreement does not contain an expiration date. If there is such a date, the surety and the developer should request that the expiration date be extended simultaneously with any extensions of the project for an equal length of time. Thus, the surety must not only monitor the completion of the project but, it should also assure itself that the developer has funds or financing in place during any extensions.

3. Communicate with the Developer

The surety should periodically communicate with the developer to determine if there are any major changes in its development plans or financial condition that could impact its ability to timely complete the subdivision improvements. If a developer's financial condition changes or economic or marketplace conditions change, the developer may work with the Public Agency to assure that appropriate extensions are applied for and obtained and communicate with the bank to assure that it understands and agrees to maintain its financing and/or Set Aside Agreement during the extended time frame.

4. Communicate with the Bank

Similarly, the surety should maintain open lines of communication between itself, the developer, and the bank that issued the Set Aside Agreement, or provided other financing, to ensure that, if the developer is in default of its obligations under any bank financing arrangement, the bank will continue to work with the surety to ensure the completion



of the subdivision improvements. For example, the Set Aside Agreement may also contain provisions requiring the bank, in the event of its foreclosure on the property as a result of the developer's default, to require any third-party purchaser to assume or take title to the property subject to the developer's subdivision improvement obligations. These negotiations may also deal with the bank's obligations under the Set Aside Agreement or other financial arrangement to make available to the surety the funds to complete the subdivision improvements.

Conclusion

Understanding and appreciating the unique aspects of Subdivision Bonds is imperative for properly underwriting these bonds and avoiding future claims. An awareness of the key provisions of the Statutory Scheme in play, and consistent monitoring and open communication among the surety, the bond producer, the developer-principal, and any bank that has provided financing to the developer with respect to the improvements, are the key components to properly evaluating any bonding request and ensuring the completion of the bonded subdivision improvements without loss to the surety.

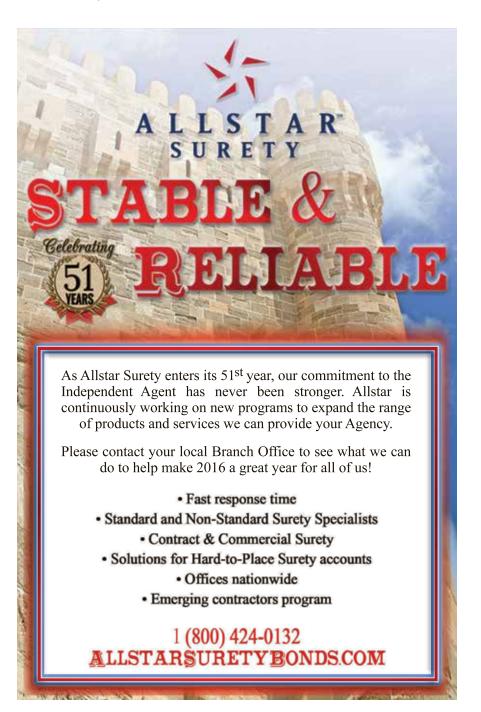
Armen Shahinian is a surety, construction and bankruptcy litigator with the firm of Chiesa Shahinian & Giantomasi PC, with offices in New York, NY, and West Orange and Trenton, NJ. Shahinian is a Past Chair of the American Bar Association, TIPS Fidelity & Surety Law Committee; serves on the NASBP Attorney Advisory Council; and is a Member of the Board of Directors of the Surety Claims Institute and Editor-in-Chief of its Newsletter. He can be reached at ashahinian@ csglaw.com or 973.530.2002 (or NY at 212.973.0572). Beth J. Rotenberg is an associate with the firm of Chiesa, Shahinian & Giantomasi PC., where she practices in the areas of fidelity and surety law, construction litigation, and bankruptcy and creditor's rights out of the firm's offices in New York. NY, and West Orange and Trenton, NJ. She can be reached at brotenberg@ csglaw.com or 973.530.2118.

Reference:

In Part 1 of this article, we defined the "Statutory Scheme" as the body of land development laws and regulations that have been enacted by most states, counties, and

local municipalities (Public Agency) to control the design and improvements of subdivision developments to assure consistency with local public health and environmental standards, and to coordinate subdivision planning (lot size, configuration, street patterns and utility easements), as well as overall community planning.

For a more comprehensive discussion of the issues raised here, see Susan M. Moore, et al., Law of Developers or Subdivision Bonds, in THE LAW OF COMMERCIAL SURETY AND MISCELLANEOUS Bonds 33 (Bruce C. King, et al. eds., 2d ed. 2012).



Feature

ffirmative

Action and the Office of Federal Contract Compliance Programs:

hould Know





BY W. BARRON A. AVERY AND WILLIAM B. O'REILLY

WHILE CONSTRUCTION CONTRACTORS

are no doubt aware of their legal obligation to not engage in discriminatory employment practices, few are aware that they may bear specific obligations to proactively encourage the hiring of members of historically disadvantaged groups. Under the current Presidential administration, equal employment opportunity has become a signature issue, leading to more aggressive enforcement of legal obligations imposed on federal prime contracts, subcontracts, and certain state and local contracts as well. Construction contractors that do not currently engage in proactive employment policies should familiarize themselves with these requirements, lest they find themselves the target of the government's next investigation and enforcement efforts.

Set forth below is a discussion of select equal employment opportunity requirements imposed on federal contractors, with a focus on the broad reach of the agency charged with enforcing these requirements, the Office of Federal Contract Compliance Programs (OFCCP); two case studies of how OFCCP's increasingly aggressive enforcement tactics pose new business risks to construction contractors; and conclusions for surety professionals and their contractors.

Equal employment opportunity programs are a priority for the federal government

Through a patchwork of laws, regulations, and Executive Orders, the United States government has developed a policy of promoting equal employment opportunity for women, minorities, individuals with disabilities, and certain veterans. These policies go beyond merely prohibiting discriminatory hiring and employment practices that harm members of these protected classes and impose obligations on contractors meeting certain dollar thresholds to take proactive measures to promote equal employment opportunity. While the exact requirements vary depending on the value of a

business's federal contracts and the protected class under consideration, the general requirements are similar for virtually all contractors. In general, contractors must: (i) not discriminate; (ii) conspicuously display posters prescribed by OFCCP; (iii) maintain records of their hiring practices; and (iv) file annual reports with the Department of Labor. These requirements are deceptively simple, as OFCCP investigates not only overt discrimination, but also so-called "disparate impact" discrimination in which a contractor's hiring policies disproportionately and unnecessarily disadvantage members of a protected class. Additionally, some of the unique characteristics of the construction industry-such as changing job sites and reliance on short-term laborers-can further complicate compliance. Consequences of non-compliance can include contract cancellation, suspension and debarment from receiving future federal contracts, and financial

compensation to disadvantaged applicants and employees.

A further area of complication is how these requirements apply not only to federal prime contractors, but also to other contractors further downstream. The non-discrimination requirements protecting women and minorities apply not only to federal prime contracts, but also to federally assisted construction contracts administered by state and local governments. Of greater concern, however, is OFCCP's aggressive enforcement of these requirements against "subcontractors," which are broadly defined to include virtually any entity providing goods or services necessary to the completion of a federal government contract. Not only are traditional subcontractors performing work on a job site included in the definition, but also support businesses such as material suppliers, staffing agencies, and possibly even surety bond producers—can qualify as well if their goods or services are "necessary" to the contract.

Compliance failures are costly and unpredictable

The broad definition of "subcontractor" gives the government's equal employment opportunity requirements a long reach, catching unsuspecting businesses unaware even when they lack any direct ties to the government. In recent years, OFCCP has become increasingly aggressive in attempting to expand this already broad scope. Two recent examples highlight the risk contractors face of being caught in OFCCP's crosshairs, and the consequences of non-compliance.

In March 2013, three hospitals affiliated with the University of Pittsburgh Medical Center were deemed "subcontractors" by a federal district court in Washington, DC, after an investigation by OFCCP resulted in an order for the hospitals to comply with government equal employment opportunity policies. None of the hospitals held contracts directly with the federal government; instead, the hospitals provided medical services to patients participating in a health maintenance organization (HMO) that contracted with a federal agency to provide healthcare coverage to the agency's employees. Because the HMO policy called for providing these services, the court reasoned, the role of the hospitals was "necessary" to the contract, rendering them "subcontractors" subject to the regulations.

A more recent case demonstrates the potential costs of noncompliance. In May 2016, Gordon Food Service, Inc. paid a total of \$1.85 million in damages to disadvantaged female applicants over allegations of discriminatory hiring, in addition to hiring 37 previously rejected applicants. As part of a compliance review, OFCCP had determined that a strength test employed by Gordon for warehouse laborer jobs discriminated against women. Nine years earlier, the company had been the subject of a settlement over similar allegations in which it paid out approximately \$450,000 in damages.

The broad reach and serious consequences of OFCCP reviews shown by these recent cases demonstrate the need for construction contractors to re-evaluate their employment practices and to ensure that these practices are consistent with the OFCCP guidelines.

Conclusions for sureties and their contractors

As seen above, the importance of compliance with federal equal employment opportunity

requirements is only increasing in today's environment. Construction contractors not already emphasizing equal employment opportunity as an element of their compliance procedures run the risk of costly audits and crippling financial penalties and would be well advised to re-evaluate their existing practices before it is too late. Such re-evaluations should occur with an eye towards the following elements:

- Ensuring a genuine business justification for all hiring criteria to avoid disparate impacts;
- Information collection procedures to track the contractor's hiring;
- · Community outreach to encourage members of protected classes to apply and work with contractors; and
- Updating policies and guidelines to make modifications as needed.

With these measures, construction contractors can reduce their compliance risk in connection with federal equal employment opportunity requirements.

W. Barron A. Avery is chair of the Government Contracts practice at Baker & Hostetler, LLP. He specializes in federal government contract law. He also serves on the NASBP Attorney Advisory Council. Avery can be reached at 202.861.1705 or wavery@bakerlaw.com. William B. O'Reilly is an associate with Baker & Hostetler's Government Contracts practice. O'Reilly is practicing in Washington, D.C. under the supervision of Avery pursuant to Rule 49(c)(8) of the Rules of the District of Columbia Court of Appeals. O'Reilly can be reached at 202.861.1745 or woreilly@bakerlaw.com.

The last article in this series will address "implied" false certifications under the False Claims Act and the impact of a recent Supreme Court decision.



OUR MEMBERS

Russell, Thompson, Butler & Houston, LLP

Michael Thompson, CCIFP mike.thompson@rtbh.com

Warren Averett

Will Aderholt, CCIFP will.aderholt@warrenaverett.com

BeachFleischman PC

Philip Taylor ptaylor@beachfleischman.com

BeachFleischman PC

Bryan Eto, CCIFP

beto@beachfleischman.com

GALLINA, LLP Julian Xavier

jxavier@gallina.com

Ross Cofer, CCIFP

rcofer@gallina.com

Gelman LLP

Warren Hennagin, CCIFP when@gmgcpa.com

RBTK, LLP

Kevin M. Brown

kbrown@rbtk-cpa.com

Soares, Sandall, Bernacchi & Petrovich

Rick Heldwein rickh@ssbp.com

SorenMcAdam LLP

Cindy Watts

cwatts@sorenmcadam.com

OLORADO

EKS&H LLP Shane Brown

sbrown@eksh.com

CohnReznick LLP

Dan Donofrio daniel.donofrio@cohnreznick.com

Santora CPA Group

Bill Santora

bsantora@santoracpa.com

DISTRICT OF COLUMBIA Thompson Greenspon

Nathan White IV

nsw@tgccpa.com

E.F. Alvarez & Company, P.A.

Emilio Alvarez ealvarez@efacpa.com

James Moore Roger Swanger, CCIFP roger.swanger@jmco.com

Kerkering, Barberio & Co. Shirley Fieber sfieber@kbgrp.com

Marcum LLP

Whitley Forehand whitley.forehand@marcumllp.com

Joseph Natarelli ioseph.natarelli@marcumllp.com

Warren Averett

Kathleen Baldwin, CCIFP kathleen.baldwin@warrenaverett.com

Coker James & Company P.C.

R. David Coker rdc@cokerjames.com

Harris & Co., PLLC

Robert Shappee robertshappee@harriscpas.com

Heinold-Banwart Ltd.

Scott Carr

scarr@hbcpas.com

Martin, Hood, Friese & Associates, LLC Mark Czvs

mark@mhfa.net

Mowery & Scoenfeld, LLC

Tom Keenan

tkeenan@msllc.com

Mueller

Ray Groesbeck, CCIFP

rgroesbeck@muellercpa.com

Scheffel Boyle

Mark Korte mark.korte@scheffelboyle.com

Harding, Shymanski & Company, P.S.C.

Paul Esche, CCIFP pesche@hsccpa.com

Katz, Sapper & Miller, LLP

Ron Lenz

rlenz@ksmcpa.com

BerganKDV Brian Coller, CCIFP

brian.coller@bergankdv.com

CBIZ & Mayer Hoffman McCann, P.C.

Pepper David, CCIFP

pdavid@cbiz.com

Baldwin CPAs, PLLC

Chris Hatcher chris.hatcher@baldwincpas.com

MCM LLP CPAs & Advisors

Matt Neely matt.neely@mcmcpa.com

Daenen Henderson & Company Jacquelyn S. Daenen, CCIFF

jdaenen@dhc-cpas.com

LaPorte, CPAs & Business Advisors

Christina Chifici, CCIFP cchifici@laporte.com

BerryDunn

Linda Roberts, CCIFP Iroberts@berrydunn.com

MARYI AND

KatzAbosch

Kent Thomas, CCIFP

kthomas@katzabosch.com

MASSACHUSETTS BerryDunn

Linda Roberts, CCIFP Iroberts@berrydunn.com

CohnReznick LLP

Dan Donofrio daniel.donofrio@cohnreznick.com

MICHIGAN Iannuzzi Manetta & Co.

Chris lannuzzi ciannuzzi@imc-cpa.com

The Rehmann Group

John Skukalek

john.skukalek@rehmann.com

Walburg + Associates, P.C.

Curt Walburg cwalburg@walburg.com

Yeo & Yeo PC, CPAs & Consultants

Carol Patridge carpat@yeoandyeo.com

Mike Tribble mictri@yeoandyeo.com

Boyum & Barenscheer, PLLP Randy Feld rfeld@boybarcpa.com

WE KNOW CONSTRUCTION AND OUR NUMBERS DON'T LIE

We unite over 7,500 construction companies across the nation and continue to grow. If your clients' accounting firm doesn't know the construction industry as well as they should, then we can help.



MISSISSIPPI

Horne LLP

joel.bobo@horne-llp.com

MISSOURI

BD0

Mark S. Carlie mcarlie@bdo.com

LUTZ Ryan Cook

rcook@lutz.us

GALLINA, LLP Larry Taylor

ltaylor@gallina.com

Main Amundson and Associates

James D. Main, CCIFF jmain@cpalv.com

NEW HAMPSHIRE

BerryDunn

Linda Roberts, CCIFP

Iroberts@berrydunn.com

NEW JERSEY Sax LLP

Robert Paz

rpaz@saxllp.com

NEW MEXICO

Atkinson & Co., Ltd.

Michael Mimovich, CCIFP mmimovich@atkinsoncpa.com

Dannible & McKee, LLP

Ken Gardiner, CCIFP kgardiner@dmcpas.com

Grassi & Co., CPAs, P.C.

Louis Grassi

Igrassi@grassicpas.com

Vanacore, Debenedictus, DiGovanni & Weddell

Susan Howell

slhowell@vddw.com

Smith, Kesler & Company, P.A.

Allen Spence, CCIFP maspence@skandco.com

Barnes Dennig

Jay Rammes jrammes@barnesdennig.com

GBQ Partners LLC

Bob Biehl, CCIFP bbiehl@gbq.com

Kentner Sellers, LLP

Marvin Homan, CCIFF

mhoman@kentnersellers.com

Meaden & Moore, Ltd. Aaron T. Cook, CCIFP

acook@meadenmoore.com

Weber O'Brien, Ltd.

R. David O'Brien dobrien@weberobrien.com

AKT, LLP CPAs & Business Consultants

jdailey@aktcpa.com

Joe Schneid, CCIFP jschneid@aktcpa.com

CBIZ & Mayer Hoffman McCann, P.C. Anthony R. Stagliano, CCIFP tstagliano@cbiz.com

Stambaugh Ness, P.C.

M. Scott Hursh, CCIFP

shursh@stambaughness.com

RHODE ISLAND

LGC+D LLP

Judith Ventura Enright

jenright@lgcd.com

Smith, Kesler & Company, P.A.

W. Steve Hinds, CCIFF

wshinds@skandco.com

Gollob Morgan Peddy PC

Heather Sellers

heathers@gmpcpa.com

Henderson Hutcherson & McCullough PLLC

Trip Farmer, CCIFF tfarmer@hhmcpas.com

Stallings & Associates CPAs, PLLC

Jeff Stallings

jeff.stallings@stallingscpas.com

CalvettiFerguson

Mike Karlins mkarlins@calvettiferguson.com

Lane Gorman Trubitt, LLC

bgross@lgt-cpa.com

Padgett, Stratemann & Co., L.L.P.

Denise Bendele denise.bendele@padgett-cpa.com

Phillips & Associates, CPAs

Jim Phillips

jimp@pacpas.com

GALLINA, LLP

Steve Scoggan sscoggan@gallina.com

VIRGINIA Thompson Greenspon

nsw@tgccpa.com

Yount, Hyde & Barbour, P.C.

Kevin Branner

kevin.branner@yhbcpa.com

GALLINA LLP

Colette Guckian

cguckian@gallina.com

SVA Certified Public Accountants, S.C.

Thomas J. Milliken millikent@sva.com



SURETY DATA STANDARDS:

What are They, and Why
Should Surety Professionals
Care about Them?

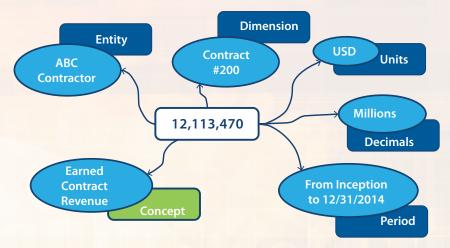


BY ROBERT M. COON

NASBP IS COMMITTED to being part of the development of surety data standards. What are surety data standards? Surety professionals use data standards every time they send information from one software program to another, and this process takes place behind the scenes, automatically and without any special action on a bond producer's part. When the information is sent from one computer to the other, the receiving computer understands what the information is and knows what to do with it. This is the concept behind interoperability, or the ability for systems and software applications to communicate and exchange data. To efficiently exchange information, both sending and receiving computers need to understand the information being exchanged or "the rules of the game," which is where data standards have a role.

Data standards are the rules used to format and define information so that different operating systems or software programs understand the information being transmitted. To illustrate how data standards can be used in the surety industry, consider the work-in-process example below.

When information is transmitted electronically without data standards, the receiving computer doesn't know what each individual field means in relation to the other fields. By sending the computer the number "12,113,470," the computer will not know what that number represents, because the computer requires some context of that information, which is what data standards provide. The exhibit above shows the meta data, or the defining information about the data, of the number "12,113,470." Using the meta data of the number, the receiving computer understands what that number represents and



how the computer should process that number. All of this happens seamlessly within the computer and without any additional input by the surety professional.

Surety data standards are critical to the surety industry's future

Surety data standards can save time and money. Today, the surety industry is one of the least automated markets in the insurance industry. Surety professionals are manually entering and analyzing underwriting information, manually entering bond applications or requesting forms, and manually issuing bonds. The surety industry is a long way from fully automating the process of issuing a bond. However, by establishing standards for the transmission of underwriting information, the surety industry can lay a foundation needed to automate some basic underwriting, support, and administrative functions. By automating these basic functions, bond producers, underwriters, and their support staff will significantly improve efficiency and the speed of response time.

Industry collaboration is key

NASBP is working with over one hundred different entities representing standards organizations, software and service providers, industry associations, government, surety agencies, carriers, contractors, certified professional accountants, and many other key stakeholders to make this happen. The standards organizations have the knowledge and experience based on successful implementations in other industries. You may be familiar with them:

- Association for cooperative operations research and development (ACORD) - publishes and maintains a library of standardized forms and data standards for the insurance industry, web: http://acord.org
- eXtensible business reporting language (XBRL US) - global standard for exchanging financial information electronically. web: http://xbrl.us

The NASBP Surety Forms Working Group and XBRL Surety WIP Pilot Working Group are stakeholders and industry partners dedicated to making surety data standards a reality.

Where are we today?

The basic foundation for the surety data standards is in place, and the next step for the industry is to encourage adoption and use. Visit http://suretyautomation.org/ to view

| | Total Contract | | |
|--------------------|----------------------|--------------------|-------------------------------------|
| Contract Number | Estimated Revenue | Estimated Costs | Estimated Gross Profit (Loss) |
| 200 | \$29,831,262 | \$22,771,956 | \$7,059,306 |

| From Ince | From Inception to December 31, 2014* | | |
|-------------------------------|--------------------------------------|------------------------|--|
| Earned Contract Revenue | Contract Costs | Gross Profit (Loss) | |
| \$12,113,470 | \$9,246,924 | \$2,866,546 | |

OVERARCHING EXPERTISE IN SURETY



THE STRENGTH OF ARCH®

www.archinsurance.com Arch Insurance A.M. Best: "A+" Standard & Poor's: "A+"

insurance coverage is underwritten by one or more member companies of Arch Insurance Group in North America, which consists of (1) Arch Insurance Company (a Missouri corporation NAIC # 11150) with admitted assets of \$3.62 billion, total liabilities of \$2.74 billion and surplus to policyholders of \$9.875.31 million, (2) Arch Specially Insurance Company (a Missouri corporation, NAIC # 10946) with admitted assets of \$5.154.55 million, total liabilities of \$2.154.59 million and surplus to policyholders of \$9.99 executed (a) the second process of \$2.154.59 million and surplus to policyholders of \$2.09 executed (a) the second process of \$2.00 execute ducts are available in all jurisdictions. Coverage is subject to actual policy language. This information is intended for use by licensed insurance producers.

RANITE RE, INC.

The Creativity, Flexibility, and Service You Deserve From a Surety Partner

www.granitere.com 1-800-440-5953



NASBP ENCOURAGES ITS MEMBERS, AFFILIATES, AND ASSOCIATES AND THEIR STAFF FROM THEIR IT DEPARTMENTS TO TAKE THIS OPPORTUNITY TO "HAVE A SEAT AT THE TABLE" TO DEFINE THESE INDUSTRY STANDARDS.

working models that demonstrate commonly used applications and web sites that compare the process to what most surety professionals are currently using. The saved time and money and the improved efficiency is readily apparent.

Become involved

NASBP encourages its Members, Affiliates, and Associates and their staff from their IT departments to take this opportunity to "have a seat at the table" to define these industry standards. ACORD and XBRL US are working to combine our industry's business process with their technical knowledge and experience to create a solution. NASBP is encouraging surety professionals to ask their vendors about surety standards to ensure they are aware of and plan to use ACORD and XBRL standards in their software and web services. Join us in defining how the surety industry shares data. For more information, visit suretyautomation.org or contact Dave Golden, NASBP Director of Technology, at dgolden@nasbp.org.

Robert M. Coon is Vice-President of Surety for the NASBP Member firm of Scott Insurance in Greensboro, NC. Coon focuses exclusively on the surety industry and has over 30 years of experience as both an underwriter and agent. Based in Greensboro, NC, with clients throughout NC and VA, Coon works with contractors ranging in size from startups to multi-national contractors to maximize their surety programs both in the US and internationally. Coon serves as Chair of the NASBP Automation & Technology Committee.

GNASBP GResource ADirectory

The NASBP Resource Directory, which is published annually in the fall issue of NASBP's *Surety Bond Quarterly* magazine, offers a valuable listing of NASBP specialist firms that help construction and other businesses qualify for and maintain surety credit. The NASBP Resource Directory lists the NASBP membership in three categories and geographically as follows:

Members: bond producer agencies;

Affiliates: managing general agencies, reinsurance companies, reinsurance brokers,

and surety companies; and

Associates: certified public accounting firms.

Visit the NASBP website, www.nasbp.org, for more details about the personnel of NASBP Members and NASBP Associates. If a listing needs to be updated, contact Dasha Brock at dbrock@nasbp.org.



Members: Bond Producer Agencies

ALABAMA

Anchor Insurance Agency, Inc. 414 Lorna Square Hoover, AL 35216 Tel: 205.823.7707 Fax: 205.823.7981 www.anchoragent.com

Cobbs Allen 115 Office Park Drive, Suite 200 Birmingham, AL 35223 Tel: 205.414.8100 Fax: 205.414.8105 www.cahins.com

HRA Risk Services, LLC 3016 7th Avenue South Birmingham, AL 35233 Tel: 205.874.7800 Fax: 205.879.1946 www.hrariskservices.com

J. Smith Lanier & Co. 10 Inverness Center Parkway Suite 400 Birmingham, AL 35242 Tel: 205.969.2131 Fax: 205.969.1034 www.jsmithlanier.com

McGriff, Seibels & Williams, Inc. 2211 7th Avenue South Birmingham, AL 35202 Tel: 205.252.9871 Fax: 205.581.9463 www.mcgriff.com

The Starke Agency, Inc. 210 Commerce Street Montgomery, AL 36103 Tel: 334.263.5535 Fax: 334.264.3375 www.starkeagency.com

Thames Batre'
Mattei Beville & Ison
2065 Old Shell Road
Mobile, AL 36660
Tel: 251.473.9000
Fax: 251.473.9010
www.tbmbi.com

Turner Insurance & Bonding Co. 2601 Bell Road Montgomery, AL 36123 Tel: 334.244.0004 Fax: 334.244.6556 www.turnerfirst.com

Willis Towers Watson 2101 6th Avenue North, Suite 725 Birmingham, AL 35203 Tel: 205.871.3300 Fax: 212.519.5443 www.willis.com

ALASKA

Business Insurance Associates, Inc. 1503 West 32nd Avenue Anchorage, AK 99503 Tel: 907.274.4142 Fax: 907.274.8721 www.businessinsurance associates.com

Marsh & McLennan Agency P.O. Box 107502 Anchorage, AK 99510 Tel: 907.276.5617 Fax: 907.276.6292 www.marsh.com

ARIZONA

Lovitt & Touche', Inc. 7202 East Rosewood, Suite 200 Tucson, AZ 85710 Tel: 520.722.3000 Fax: 520.722.7199 www.lovitt-touche.com

Minard-Ames Insurance Services, LLC 4646 East Van Buren, Suite 200 Phoenix, AZ 85008 Tel: 602.273.1625 Fax: 602.273.0212 www.minardames.com

USI Insurance Services 2201 East Camelback Road Suite 220A Phoenix, AZ 85016 Tel: 602.279.5800 Fax: 855.874.0101 www.usi.biz

Viking Bond Service, Inc. 22601 North 19th Avenue Suite 210 Phoenix, AZ 85027 Tel: 623.933.9334 Fax: 623.933.9376 www.performance suretybonds.com

Wells Fargo Insurance Services of USA, Inc. 100 West Washington Street 4th Floor Phoenix, AZ 85003 Tel: 602.528.3000 Fax: 602.528.3074 https://wfis.wellsfargo.com

Willis of Arizona, Inc 16220 North Scottsdale Road Scottsdale, AZ 85254 Tel: 602.787.6022 Fax: 602.787.8040 www.willis.com

ARKANSAS

BancorpSouth Insurance Services, Inc. 8315 Cantrell Road Little Rock, AR 72225 Tel: 501.664.7705 Fax: 501.664.8052 www.bxsi.com

The Cashion Company, Inc. 321 Scott Street Little Rock, AR 72203 Tel: 501.376.0716 Fax: 501.376.2118 www.cashionco.com Regions Insurance 1500 Riverfront Drive Little Rock, AR 72203 Tel: 501.661.4800 Fax: 501.666.9592 www.regionsinsurance.com

CALIFORNIA

Alliant Insurance Services, Inc. 701 B Street, 6th Floor San Diego, CA 92101 Tel: 619.238.1828 Fax: 619.699.2110 www.alliant.com

Arthur J. Gallagher Risk Management Services One Almaden Boulevard Suite 960 San Jose, CA 95113 Tel: 408.973.9500 Fax: 408.257.2985 www.ajg.com

Arthur J. Gallagher & Co. 1255 Battery Street, Suite 450 San Francisco, CA 94111 Tel: 415.391.1500 Fax: 415.391.1869 www.aig.com

Arthur J. Gallagher & Co. of California, Inc. 45 East River Park Place West Suite 408 Fresno, CA 93720 Tel: 559.456.0833 Fax: 559.256.6590 www.aig.com

& McLennan Agency, LLC Company 9171 Towne Center Drive Suite 500 San Diego, CA 92122 Tel: 858.457.3414 Fax: 858.453.5661 www.barneyandbarney.com

Barney & Barney, a Marsh

BB&T - John Burnham Insurance Services 750 B Street, Suite 2400 San Diego, CA 92101 Tel: 619.231.1010 Fax: 888.770.6295 www.insurance.bbt.com

BB&T - Tanner Insurance Services 4480 Willow Road Pleasanton, CA 94566 Tel: 925.598.2638 Fax: 888.770.1943 www.bbandt.com

BB&T Insurance Services of Orange County 24000 East Katella Avenue, Suite 1100 Anaheim, CA 92806 Tel: 714.941.2840 Fax: 877.297.1102 www.insurance.bbt.com

Blaisdell Bonding & Insurance Services, Inc. 770 South Brea Boulevard Suite 205 Brea, CA 92821 Tel: 714.674.1921 Fax: 714.672.0625 www.blaisdellbonding.com Bolton & Company 3475 East Foothill Boulevard Suite 100 Pasadena, CA 91107 Tel: 626.799.7000 Fax: 626.441.3233 www.boltonco.com

Bond Services of California, LLC 523 West 6th Street, Suite 242 Los Angeles, CA 90014 Tel: 213.628.2970 Fax: 213.628.2977 www.bondservices.com

Buckman-Mitchell, Inc. 500 North Santa Fe Visalia, CA 93279-0629 Tel: 559.635.3518 Fax: 559.750.5461 www.bminc.com

Cavignac & Associates 450 B Street, Suite 1800 San Diego, CA 92101-8005 Tel: 619.234.6848 Fax: 619.234.8601 www.cavignac.com

Commercial Surety Bond & Insurance Agency, Inc. 1411 North Batavia Street Suite 201 Orange, CA 92867 Tel: 714.516.1232 Fax: 714.516.9563 www.commercialsurety.com

Contractors & Developers Bonding 534 East Badillo Street Covina, CA 91723 Tel: 626.859.1000 Fax: 626.859.1001 www.cndbonding.com

Culbertson Insurance Services, Inc. 5500 East Santa Ana Canyon Suite 201 Anaheim, CA 92807 Tel: 714.921.0530 Fax: 714.921.2096 www.culbertsonbonding.com

Garrett/Mosier Insurance Services, Inc. 12 Truman Street Irvine, CA 92620 Tel: 949.559.6700 Fax: 949.559.6703 www.garrett-mosier.com

George Petersen Insurance Agency 175 West College Avenue Santa Rosa, CA 95402 Tel: 707.360.4117 Fax: 707.573.0313 www.gpins.com

Hackett Bonds & Insurance Services, LLC 9841 Irvine Center Drive, Suite 160 Irvine, CA 92618 Tel: 949.825.6498 Fax: 949.825.7496

HUB International Limited 6701 Center Drive, Suite 1500 Los Angelas, CA 90045 Tel: 310.568.5900 www.hubinternational.com

Inland Surety/HUB International 4371 Latham Street, Suite 201

Riverside, CA 92501 Tel: 951.788.8581 Fax: 951.788.8591 www.hubinternational.com

InterWest Insurance Services, LLC

1357 East Lassen Avenue Chico, CA 95927 Tel: 530.895.1010 Fax: 530.895.1206 www.iwins.com

InterWest Insurance Services, LLC

3636 American River Drive 2nd Floor Sacramento, CA 95864 Tel: 916.488.3100 Fax: 916.979.7992 www.iwins.com

ISU Stephen B. Marvin

Insurance Agency 43700 17th Street West, Suite 101 Lancaster, CA 93539 Tel: 661.942.1101 Fax: 661.945.7540 www.marvinins.com

Lockton Companies, LLC 725 South Figueroa Street 35th Floor Los Angeles, CA 90017

Tel: 213.689.0501 Fax: 213.689.0593 www.lockton.com

M.B. McGowan & Associates Insurance Agency, Inc.

7250 Redwood Boulevard Suite 110 Novato, CA 94945 Tel: 415.892.1080 Fax: 415.892.1039 www.mbmcgowan.com

Maloney & Associates 435 West Grand Avenue

Escondido, CA 92025 Tel: 760.738.2610 Fax: 760.738.6855 www.maloneybonds.com

Marsh Risk & Insurance Services

17901 Von Karman Avenue Suite 110 Irvine, CA 92614 Tel: 949.399.5800 Fax: 949.833.3027 www.marsh.com

Marsh Risk & Insurance Services 345 California Street, Suite. 1300

San Francisco, CA 94111 Tel: 415.743.8219 Fax: 415.743.8094 www.marsh.com

Miller Bonding & **Insurance Services** 2135 Armory Drive

Santa Rosa, CA 95401 Tel: 707.483.0554

Performance Bonding Surety & Insurance Brokerage, L.P.

15901 Red Hill Avenue, Suite 100 Tustin, CA 92780 Tel: 714.824.8364 Fax: 714.573.1770 www.performancebonding.com Pinnacle Surety & Insurance Services

151 Kalmus Drive, Suite A-201 Costa Mesa, CA 92626 Tel: 714.546.5100 Fax: 714.546.3707 www.pinnaclesurety.com

Poms & Associates Insurance Brokers, Inc.

1255 Treat Boulevard, 10th Floor Walnut Creek, CA 94597 Tel: 925.287.6411 Fax: 866.858.5909 www.pomsassoc.com

Preferred Bonding & Insurance Services

1800 McCollum Street Los Angeles, CA 90026 Tel: 323.663.7814 Fax: 323.663.7834 www.preferredbonding.com

Rohm Insurance Agency

26 Plaza Square, Suite 200 Orange, CA 92866 Tel: 714.516.2960 Fax: 714.516.2965 www.rohmins.com

South Coast Surety Insurance Services, Inc.

1100 Via Callejon, Suite A San Clemente, CA 92673 Tel: 949.361.1692 Fax: 949.361.9926 www.southcoastsuretv.com

Stong Surety Insurance Services 4850 Arlington Avenue, Suite B Riverside, CA 92504

Tel: 951.343.0382 Fax: 951.343.1219 www.stongsurety.com

Sullivan Curtis Monroe 1920 Main Street, Suite 600

Irvine, CA 92614 Tel: 949.852.4829 Fax: 949.474.4067 www.sullivancurtismonroe.com

Surety Associates of Southern California Insurance Services

5360 Jackson Drive, Suite 208 La Mesa, CA 91942 Tel: 619.501.1899 Fax: 619.270.9833 www.sascbonds.com

Surety Bond Authority, Inc.

5850 Canoga Avenue, Suite 400 Woodland Hills, CA 91367 Tel: 818.421.5037 Fax: 818.703.6978

Venbrook Insurance Services

445 Marine View Avenue Suite 200 Del Mar, CA 92014 Tel: 858.764.7447 Fax: 858.764.7874 www.venbrook.com

Wells Fargo Insurance Services

1039 West McDowell Boulevard Petaluma, CA 94954 Tel: 707.773.1873 Fax: 707.773.1909 www.cvbersure.com

Wells Fargo Insurance Services USA, Inc.

45 Fremont Street, Suite 800 San Francisco, CA 94105 Tel: 415.541.7900 Fax: 877.302.3956 https://wfis.wellsfargo.com

Wells Fargo of California Insurance Services, USA, Inc. 10940 White Rock Road

2nd Floor Rancho Cordova, CA 95670 Tel: 916.589.8000 Fax: 916.231.1478

https://wfis.wellsfargo.com

Willis Risk & Ins Services 18101 Von Karman Avenue Suite 600 Irvine, CA 92612 Tel: 949.885.1206 Fax: 949.885.1225 www.willis.com

Woodruff-Sawyer & Co. 50 California Street, Floor 12 San Francisco, CA 94111

Tel: 415.391.2141 Fax: 415.989.9923 www.wsandco.com

COLORADO

Bond Placement, Ltd. 5261 South Quebec Street Suite 100

Greenwood Village, CO 80111 Tel: 813.421.5037 Fax: 813.703.6978 www.bondplacementsltd.net

CB Insurance, LLC

1 South Nevada Avenue, Suite 105 Colorado Springs, CO 80903 Tel: 719.228.1070 Fax: 719.228.1071 www.centralbancorp.com/ insurance

CCIG

5660 Greenwood Plaza Boulevard, Suite 500 Greenwood Village, CO 80111 Tel: 303.799.0110 Fax: 303.799.0156 http://thinkccig.com

CoWest Insurance Associates, LLC

1720 South Bellaire Street Suite 200 Denver, CO 80222 Tel: 720.524.9344 Fax: 720.524.9352 www.cowestassociates.com

Flood & Peterson Insurance

4687 West 18th Street Greeley, CO 80634 Tel: 970.356.0123 Fax: 970.330.1867 www.fpinsurance.com

Flood & Peterson Insurance, Inc.

4821 Wheaton Drive Fort Collins, CO 80525 Tel: 970.266.8710 Fax: 970.970.6869 www.fpinsurance.com Holmes Murphy & Associates, LLC 7600 East Orchard Road Suite 330S Greenwood Village, CO 80111 Tel: 800.247.7756 Fax: 855.534.8891

www.holmesmurphy.com **HUB International Insurance** Services Inc.

2742 Crossroads Boulevard Grand Junction, CO 81506 Tel: 970.245.8011 Fax: 970.245.8016 www.hubinternational.com

1705 17th Street, Suite 100 Denver, CO 80202 Tel: 303.534.4567 Fax: 303.615.7805 www.imacorp.com

Lockton Companies, LLC

8110 East Union Avenue, Suite 700 Denver, CO 80237 Tel: 303.414.6000 Fax: 303.865.6327 www.lockton.com

Marsh USA, Inc

1225 17th Street, Suite 2100 Denver, CO 80202 Tel: 303.308.4500 www.marsh.com

Moody Insurance Agency, Inc. 8055 East Tufts Avenue Suite 1000

Denver, CO 80237 Tel: 303.824.6600 Fax: 303.370.0118 www.moodyins.com

Olson & Olson, Ltd. 5655 South Yosemite Street Suite 200 Greenwood Village, CO 80111 Tel: 303.867.2055

http://olsonandolson.com Six & Geving Insurance Inc. 3630 Sinton Road, Suite 200 Colorado Springs, CO 80907 Tel: 719.590.9990

Fax: 719.590.9992 www.six-geving.com

Surescape Insurance

Services, LLC 7800 South Elati Street, Suite 100 Littleton, CO 80120 Tel: 303.225.8030 Fax: 303.225.8034 www.surescapeins.com

USI Colorado, LLC

6501 South Fiddlers Green Circle Suite 100 Greenwood Village, CO 80111 Tel: 303.831.5274 Fax: 303.831.5146 www.vgic.com

Wells Fargo Insurance Services USA, Inc.

5755 Mark Dabling Boulevard Suite 300 Colorado Springs, CO 80919-2228 Tel: 719.592.1177 Fax: 719.592.0799 https://wfis.wellsfargo.com

Willis of Colorado 2000 South Colorado Boulevard Tower II, Suite 900 Denver, CO 80222 Tel: 303.722.7776 Fax: 303.722.8862

www.willis.com CONNECTICUT

Arthur J. Gallagher Risk Management Services, Inc. 10 Columbus Boulevard Hartford, CT 06106 Tel: 860.418.5322 Fax: 860.616.2768 www.ajg.com

Como & Nicholson, Inc. 501 Main Street, Suite 2D Monroe, CT 06468 Tel: 203.445.8388 Fax: 203.445.8334 www.como-nicholson.com

J. Biron Agency, LLC 1 Forest Park Drive Farmington, CT 06032 Tel: 860.436.3880 Fax: 860.674.0170 www.jbiron.com

John M. Glover Agency 29 Haviland Street South Norwalk, CT 06854 Tel: 203.838.5554 Fax: 203.857.7848 www.johnmglover.com

The Kerin Agency, Inc. 131 Day Street Newington, CT 06111 Tel: 860.953.6881 Fax: 860.953.4059 www.kerinagency.com

Lockton Companies, LLC 195 Scott Swamp Road, Suite 201 Farmington, CT 06032 Tel: 860.678.4000 Fax: 860.678.4029 www.lockton.com

People's United Insurance Agency, RC Knox Division
One Goodwin Square Hartford, CT 06103 Tel: 860.524.7600 Fax: 860.240.1598 www.peoples.com

Smith Brothers Insurance, LLC 68 National Drive, Suite 2 Glastonbury, CT 06033 Tel: 860.652.3235 Fax: 860.652.3236 www.smithbrothersusa.com

DELAWARE

Anderson & Catania Surety Services, LLC

707 Philadelphia Pike Wilmington, DE 19809 Tel: 302.762.7599 Fax: 302.762.7939 www.acsurety.com

DISTRICT OF COLUMBIA

Marsh USA Inc. 1255 - 23rd Street, N.W., 4th Floor Washington, DC 20037 Tel: 202.263.7600 Fax: 202.263.7839 www.marsh.com

Wells Fargo Insurance Services USA, Inc. 1401 H Street, NW, 7th Floor Washington, DC 20005 Tel: 202.416.2500

https://wfis.wellsfargo.com

FLORIDA

AssuredPartner's of Florida, LLC dba Dawson of Florida 3501 Del Prado Boulevard Suite 204 Cape Coral, FL 33904 Tel: 239.205.1541 Fax: 239.542.5527 www.dawsoncompanies.com

BB&T- Landrum-Yaeger & **Associates** 3375 B Capital Circle, NE Tallahassee, FL 32317 Tel: 850.386.2143 Fax: 888.328.1326 www.bbandt.com

Bowen, Miclette & Britt of Florida, LLC 1020 North Orlando Avenue Suite 200 Maitland, FL 32751 Tel: 407.647.1616 Fax: 407.622.1531 www.bmbinc.com

Brown & Brown of Florida 220 South Ridgewood Avenue Daytona Beach, FL 32119 Tel: 386.252.9601 Fax: 386.239.5705 www.bbinsurance.com

Fisher Brown Bottrell Insurance, Inc. 1701 West Garden Street Pensacola, FL 32501 Tel: 850.432.7474 Fax: 850.470.2660 www.fbbins.com

Florida Surety Bonds, Inc. 620 North Wymore Road Suite 200 Maitland, FL 32751 Tel: 407.786.7770 Fax: 407.786.7766 www.floridasuretybonds.com

Guignard Company 1904 Boothe Circle Longwood, FL 32750 Tel: 407.834.0022 Fax: 407.260.1767 www.guignardcompany.com

Lykes Insurance Inc. 400 North Tampa Street Suite 1900 Tampa, FL 33602 Tel: 813.223.3911 Fax: 813.221.1857 www.lykesinsurance.com

Marsh & McLennan Agency - Florida Region 3001 PGA Boulevard, Suite 203 Palm Beach Gardens, FL 33410 Tel: 561.209.1688 Fax: 212.948.5651 www.mma-fl.com

Matson-Charlton Surety Group 700 South Dixie Highway Suite 100 Coral Gables, FL 33146 Tel: 305.662.3852 Fax: 305.661.9948 www.mcsurety.com

Nielson, Hoover & Company, Inc. 8000 Governors Square Boulevard, Suite 101 Miami Lakes, FL 33016 Tel: 305.722.2663 Fax: 305.558.9650 www.nielsonbonds.com

Rudnik Surety, Inc. 24600 South Tamiami Trail Suite 212 Bonita Springs, FL 34134 Tel: 763.786.9666 Fax: 763.786.9444 http://rudniksurety.com

Unique Surety and Insurance Services, LLC 3801 PGA Boulevard, Suite 600 Palm Beach Garden, FL 33410 Tel: 561.429.3600 Fax: 561.899.0650 www.bondwithunique.com

USI Insurance Services, LLC 4601 Touchton Road, Suite 3210 Jacksonville, FL 32246 Tel: 904.450.4704 Fax: 877.775.0285 www.usi.biz

GEORGIA

Acrisure, LLC dba PentaRisk Associates of GA, LLC 3715 Northside Parkway **Building 400** Atlanta, GA 30327 Tel: 404.809.2530 www.pentarisk.com

BB&T Insurance Services, Inc. 3100 Royal Boulevard South Alpharetta, GA 30023-2190 Tel: 770.664.6818 Fax: 888.827.9864 www.insurance.bbt.com

Marsh USA, Inc. 3560 Lenox Road, Suite 2400 Atlanta, GA 30326 Tel: 404.995.3000 Fax: 404.995.3448 www.marsh.com

Sterling Risk Advisors 2500 Cumberland Parkway Suite 400 Atlanta, GA 30339 Tel: 678.424.6500 Fax: 678.424.6585 www.sterlingra.com

Wells Fargo Insurance Services USA, Inc. 3475 Piedmont Road, Suite 800 Atlanta, GA 30305

Tel: 404.923.3700 Fax: 404.255.4454 https://wfis.wellsfargo.com

Willis Insurance Services of Georgia, Inc Concourse Corporate Center 5 18th Floor Atlanta, GA 30328 Tel: 404.224.5000 Fax: 404.224.5001 www.willis.com

Yates Insurance Agency 2800 Century Parkway, NE Suite 300 Atlanta, GA 30345 Tel: 404.633.4321 Fax: 404.633.1312 www.yatesins.com

Cassidy's Associated Insurers, Inc. 376 West O'Brien Drive Hagatna, GU 96910 Tel: 671.472.8834 Fax: 671.477.3127 www.cassidysguam.com

HAWAII

King & Neel, Inc. 1164 Bishop Street, Suite 1710 Honolulu, HI 96813 Tel: 808.521.8311 Fax: 808.526.3893 www.kingneel.com

Risk Solution Partners, LLC 800 Bethel Street, Suite 201 Honolulu, HI 96813 Tel: 808.954.7448 Fax: 808.954.7444 www.risksolutionpartners.com

IDAHO

The Buckner Group 960 PierView Drive, Suite A Idaho Falls, ID 83402 Tel: 208.523.9100 Fax: 801.365.0865 www.buckner.com

The Hartwell Corporation 1220 Cleveland Boulevard Caldwell, ID 83606 Tel: 208.459.1678 Fax: 208.484.1114 www.thehartwellcorp.com

The Hartwell Corporation 1084 North Skyline Idaho Falls, ID 83405 Tel: 208.522.5656 Fax: 208.524.5721 www.thehartwellcorp.com

Higgins & Rutledge Insurance, Inc. 1661 Shoreline Drive, Suite 100 Boise, ID 83707 Tel: 208.343.7741 Fax: 208.343.9371 www.higginsrutledge.com

PayneWest Insurance, Inc. 960 Broadway Avenue, Suite 100 Boise, ID 83706 Tel: 208.424.2900 Fax: 208.424.2999 www.paynewest.com

ILLINOIS

AEW Insurance Agency, LLC 929 West Adams Street Chicago, IL 60607 Tel: 312.563.5941

Arthur J. Gallagher & Co. 300 South Riverside Plaza Suite 1900 Chicago, IL 60606 Tel: 847.392.9720 Fax: 847.392.9730 www.ajg.com

Arthur J. Gallagher Risk Management Services Two Pierce Place, 6th Floor Itasca, IL 60143 Tel: 630.285.4067 Fax: 630.285.3631 www.ajg.com

Assurance Agency, Ltd 1750 East Golf Road Schaumburg, IL 60173 Tel: 847.797.5700 Fax: 847.670.0484 www.assuranceagency.com

Avalon Risk Management

Insurance Agency LLC
150 Northwest Point Boulevard Elk Grove Village, IL 60007 Tel: 847.700.8100 Fax: 847.700.9116 www.avalonrisk.com

Bond Brokers, Inc.

6160 North Cicero Avenue Chicago, IL 60646 Tel: 773.736.2320 Fax: 773.736.0835 www.bondbrokersinc.com

Brown & Brown of Illinois, Inc. dba Weible & Cahill

2300 Cabot Drive, Suite 100 Lisle, IL 60532 Tel: 630.245.4600 Fax: 630.245.4601 www.bbinsurance.com

Dohn & Maher Associates

4811 Emerson Avenue, Suite 102 Palatine, IL 60067 Tel: 847.303.6800 Fax: 847.303.6963 www.dohn.com

DSP Insurance Services, Inc. 1900 East Golf Road, Suite 600

Schaumburg, IL 60173 Tel: 847.934.6100 Fax: 847.934.6180 www.dspins.com

The Horton Group

10320 Orland Parkway Orland Park, IL 60467 Tel: 708.845.3000 Fax: 708.845.3001 www.thehortongroup.com

HUB International Limited

300 North LaSalle Street Chicago, IL 60654 Tel: 800.432.2558 www.hubinternational.com

HUB International Scheer's

601 Oakmont Lane, Suite 400 Westmont, IL 60559 Tel: 630.468.5600 Fax: 630.468.5695 www.hubinternational.com

J.L. Hubbard Insurance and Bonds

1090 South Route 51 Forsyth, IL 62535 Tel: 217.877.3344 Fax: 217.877.0795 www.jlhubbard.com

Lockton Companies, LLC

500 West Monroe Street Suite 3400 Chicago, IL 60661 Tel: 312.669.6900 Fax: 312.681.6900 www.lockton.com

MARSH USA, Inc.

540 West Madison Street Chicago, IL 60661 Tel: 312.627.6000 Fax: 312.627.6226 www.marsh.com

Mesirow Financial

353 North Clark Street Chicago, IL 60654 Tel: 312.595.6200 Fax: 312.595.7205 www.mesirowfinancial.com NFP Property and Casualty Services, Inc.

500 West Madison Street Suite 2700 Chicago, IL 60661 Tel: 312.630.0800 Fax: 312.630.0833 www.nfp.com

Roanoke Insurance Group Inc. 1475 East Woodfield Road

Suite 500 Schaumburg, IL 60173 Tel: 800.762.6653 Fax: 847.969.8200 www.roanoketrade.com

The Rockwood Company

20 North Wacker Drive, Suite 960 Chicago, IL 60606 Tel: 312.621.2200 Fax: 312.621.2288 www.rockwoodco.com

USI Insurance, Inc.

1800 River Drive Moline, IL 61265 Tel: 309.764.9666 Fax: 309.764.6321 www.usi.biz

Wells Fargo Insurance Services USA, Inc.

10 S. Wacker Drive, 17th Floor Chicago, IL 60606 Tel: 312.920.9177 Fax: 312.658.4100 https://wfis.wellsfargo.com

INDIANA

AssuredPartners of Indiana, LLC, dba Tobias Insurance Group 9247 North Meridian Street Suite 300

Indianapolis, IN 46290 Tel: 317.844.7759 Fax: 317.815.6036 www.tobias.com

Gibson Insurance Agency, Inc. 130 South Main Street, Suite 400

South Bend, IN 46601 Tel: 574.245.3500 Fax: 574.236.6399 www.gibsonins.com

M-J Insurance, Inc.

9225 Priority Way West Drive Suite 100 Indianapolis, IN 46250 Tel: 317.805.7500 Fax: 317.805.7515 www.miinsurance.com

M.J. Schuetz Insurance Services, Inc.

55 Monument Circle, Suite 500 Indianapolis, IN 46204 Tel: 317.639.5679 Fax: 317.639.6910 www.mjsis.com

Moore Surety Bonds Agency

101 West Ohio Street, Suite 2000 Indianapolis, IN 46204 Tel: 317.966.0544 Fax: 855.281.5287 www.moorebonds.com

Arthur J. Gallagher 4200 Corporate Drive, Suite 160 West Demoines, IA 50266 Tel: 515.309.6200

Fax: 515.309.6225 www.ajg.com

Holmes Murphy and Associates, LLC

3001 Westown Parkway Des Moines, IA 50306 Tel: 515.223.6800 Fax: 515.223.7068 www.holmesmurphy.com

LaMair-Mulock-Condon Co. 4200 University Avenue Suite 200

West Des Moines, IA 50266 Tel: 515.244.0166 Fax: 515.244.9535

www.lmcinsurance.com

Reynolds & Reynolds Inc. 300 Walnut Street, Suite 200 Des Moines, IA 50309 Tel: 515.243.1724

Fax: 515.243.6664 www.reynolds-reynolds.com

KANSAS

Assured SRA

5201 Johnson Drive, Suite 500 Mission, KS 66205 Tel: 913.831.1777 Fax: 913.831.4730 www.srains.com

Haas & Wilkerson Insurance

4300 Shawnee Mission Parkway Shawnee Mission, KS 66205 Tel: 913.432.4400 Fax: 913.432.6159 www.hwins.com

Holmes Murphy & Associates, Inc.

6300 West 143rd Street, Suite 200 Overland Park, KS 66223 Tel: 913.660.1203 Fax: 855.448.2837 www.holmesmurphy.com

9393 West 110th Street, Suite 600 Overland Park, KS 66210 Tel: 913.982.3693 Fax: 913.982.3495 www.imacorp.com

IMA, Inc. 8200 East 32nd Street North Wichita, KS 67226 Tel: 316.267.9221 Fax: 316.266.6328 www.imacorp.com

Surety Support Services Inc.

7255 West 98th Terrace, Suite 170 Overland Park, KS 66212 Tel: 913.385.7760 Fax: 913.385.7699

TRUSS

4551 West 107th Street 3rd Floor Overland Park, KS 66207 Tel: 913.341.8998 Fax: 913.341.2923 www.trussadvantage.com

KENTUCKY

Assured NL Insurance Agency, Inc. 2305 River Road Louisville, KY 40206

Tel: 502.894.2100 Fax: 502.894.8602 www.neacelukens.com

BB&T Insurance Services

200 West Vine Street Lexington, KY 40507 Tel: 859.422.8899 Fax: 859.422.3899 http://insurance.bbt.com

BB&T Insurance Services

2600 Eastpoint Parkway Louisville, KY 40223 Tel: 502.241.2400 Fax: 866.881.2185 www.bbandt.com

Garrett-Stotz Company

1601 Alliant Avenue Louisville, KY 40299 Tel: 502.415.7000 Fax: 502.415.7001 www.garrett-stotz.com

L A Surety Solutions, LLC

121 South Sherrin Avenue Suite 150 Louisville, KY 40207 Tel: 502.895.9377 Fax: 502.895.9690 www.lasurety.net

Smith Manus

2307 River Road, Suite 200 Louisville, KY 40206 Tel: 502.636.9191 Fax: 502.636.5328 www.smithmanus.net

Sterling G. Thompson Company

545 South Third Street, Suite 300 Louisville, KY 40202 Tel: 502.585.3277 Fax: 502.585.3306 www.sterlingthompson.com

USI

220 Lexington Green Circle Lexington, KY 40503 Tel: 859.317.6950 www.usi.biz

USI Insurance Services, LLC 950 Breckenridge Lane, Suite 50 Louisville, KY 40207 Tel: 502.815.5200

www.usi.com **LOUISIANA**

Arthur J. Gallagher Risk Management Services, Inc 229 Heymann Boulevard

Lafayette, LA 70505 Tel: 337.235.8866 Fax: 337.235.9366 www.ajg.com

Arthur J. Gallagher Risk Management Services, Inc 111 Veterans Memorial

Boulevard, Suite 1130 New Orleans, LA 70005 Tel: 504.888.1100 Fax: 504.888.1299 www.ajg.com

Cory, Tucker & Larrowe, Inc. 3850 North Causeway Boulevard

Suite 1360 Metairie, LA 70009 Tel: 504.834.5080 Fax: 504.835.7726 www.ctl-inc.com

Ellsworth Corporation 3636 South I-10 Service Road Suite 101

Metairie, LA 70001 Tel: 504.455.4545 Fax: 504.455.9449

www.ellsworthcorporation.com

Hogan Agency, Inc. 2411 North Seventh Street West Monroe, LA 71294 Tel: 318.397.1212 Fax: 318.397.1208 www.hoganagencyinc.com

Insurance Underwriters, Ltd. 2610 Edenborn Avenue Metairie, LA 70002 Tel: 504.883.2500 Fax: 508.883.2535 www.iulins.com

International Sureties, Ltd. 701 Poydras Street, Suite 420 New Orleans, LA 70139 Tel: 504.581.6404 Fax: 504.581.1876 www.internationalsureties.com

Louisiana Companies 801 North Boulevard Baton Rouge, LA 70802 Tel: 225.383.4761 Fax: 337.232.9120 www.lacompanies.com

McElveen Insurance, LLC 700 West Prien Lake Road Suite 200 Lake Charles, LA 70601 Tel: 337.475.7441 Fax: 337.564.6934 http://mcelveenins.com

Querbes & Nelson 214 Milam Street Shreveport, LA 71161 Tel: 318.221.5241 Fax: 318.429.0599 www.querbes-nelson.com

Regions Insurance 400 Convention Street, Suite 200 Baton Rouge, LA 70802 Tel: 225.927.7575 Fax: 866.255.0200 www.ictgroupllc.com

Wright & Percy Insurance and Division of Bancorp 4041 Essen Lane, Suite 400 Baton Rouge, LA 70821 Tel: 225.336.3200 Fax: 225.336.4536 www.wright-percy.com

MAINE

Clark Insurance 2385 Congress Street Portland, ME 04102 Tel: 207.774.6257 Fax: 207.774.7994 www.clarkinsurance.com

Cross Surety, Inc. 485 Main Street Lewiston, ME 04240 Tel: 207.786.6750 Fax: 207.786.6714 www.crossagency.com Skillings Shaw & Associates, Inc.

103 Park Street 2nd Floor Lewiston, ME 04243 Tel: 207.753.7300 Fax: 207.753.7310 www.ssasurety.com

Varney Agency 32 Oak Street Bangor, ME 04401 Tel: 877.947.8637 Fax: 207.947.1243 www.varneyagency.com

MARYLAND

Alliant Insurance Services, Inc. 9891 Broken Land Parkway Suite 205 Columbia, MD 21046 Tel: 443.283.7890 www.alliant.com

Alliant Insurance Services, Inc. Franey MuhaCommercial Group 9901 Business Parkway Lanham, MD 20706 Tel: 301.459.9055 Fax: 301.459.9521 www.alliantinsurance.com

BB&T - Atlantic Risk Management 5850 Waterloo Road, Suite 240 Columbia, MD 21045 Tel: 410.480.4400 Fax: 410.465.1584 www.insurance.bbt.com

BB&T Frederick Underwriters 7200 Bank Court Frederick, MD 21703 Tel: 301.662.1147 Fax: 301.644.6565 www.bbandt.com

Centennial Surety Associates 251 Najoles Road, Suite H Millersville, MD 21108 Tel: 301.725.1855 www.centennialsurety.com

Construction Risk Solutions 11311 McCormick Road, Suite 450 Hunt Valley, MD 21031 Tel: 443.798.7488 www.thecrsteam.com

Delmarva Surety Associates, Inc. 2345 York Road, Suite 302 Timonium, MD 21093 Tel: 410.561.3593 Fax: 410.561.3727 www.delmarvasurety.com

Early, Cassidy & Schilling, Inc. 15200 Omega Drive, Suite 100 Rockville, MD 20850 Tel: 301.948.5800 Fax: 301.948.5959 www.ecsinsure.com

HMS Insurance Associates 20 Wight Avenue, Suite 300 Cockeysville, MD 21030 Tel: 800.356.6563 Fax: 800.821.5774 www.hmsia.com

Insurance Associates, Inc. 21 Church Street, Suite 100 Rockville, MD 20850 Tel: 301.838.9400 Fax: 301.838.9095 www.insassoc.com M&T Insurance Agency 1 Research Court, Suite 110 Rockville, MD 20850 Tel: 301.654.3600 Fax: 301.986.0832 www.mtb.com

Sandy Spring Insurance Corporation 7401 Ritchie Highway Glen Burnie, MD 21061 Tel: 410.897.5800 Fax: 310.490.6129 www.sandyspringbank.com

Willis Towers Watson (Metro DC Offlice) 12505 Park Potomac Avenue Suite 300 Potomac, MD 20854 Tel: 301.692.3033 Fax: 301.897.8506 www.willis.com

MASSACHUSETTS

DeSanctis Insurance Agency, Inc. 100 Unicorn Park Drive Woburn, MA 01801 Tel: 781.935.8480 Fax: 781.933.5645 www.desanctisinsurance.com

Eastern Insurance Group, LLC 233 West Central Street Natick, MA 01760 Tel: 508.620.3423 Fax: 508.651.4723 www.easterninsurance.com

Eastern States Insurance Agency, Inc. 50 Prospect Street Waltham, MA 02453 Tel: 781.642.9000 Fax: 781.647.3670 www.esia.com

James J. Dowd & Sons Insurance Agency, Inc. 14 Bobala Road Holyoke, MA 01040 Tel: 413.538.7444 Fax: 413.437.1405 www.dowd.com

Marsh & McLennan Agency New England, Formerly Known As Protector Group

100 Front Street, Suite 800 Worcester, MA 01608 Tel: 508.852.8500 Fax: 508.852.8600 www.protectorgroup.com

McCue Insurance Agency, Inc. 5 Whitter Street, 4th Floor Framingham, MA 01701 Tel: 781.461.9434 Fax: 781.461.9651

Phillips Insurance Agency, Inc. 97 Centre Street Chicopee, MA 01013 Tel: 413.594.5984 Fax: 413.592.1142 www.phillipsinsurance.com

Regan Cleary Insurance LLC 226 Causeway Street, Suite 302 Boston, MA 02114 Tel: 617.305.0347 www.regancleary.com Surety Bond Professionals, Inc. 945 Great Plain Avenue, Suite 15 Needham, MA 02492 Tel: 781.559.0568 Fax: 781.559.0569 www.SuretyBond Professionals.com

T.P. Daley Insurance Agency, Inc. 1381 Westfield Street West Springfield, MA 01090 Tel: 413.788.0971 Fax: 413.739.2645 http://tpdaleyinsurance.com

Twinbrook Insurance Brokerage 400A Franklin Street Braintree, MA 02184 Tel: 781.843.7000 Fax: 781.848.6100 www.twinbrook.com

USI Insurance Services, LLC 123 Interstate Drive West Springfield, MA 01089 Tel: 855.874.0123 Fax: 413.733.7722 www.usi.biz

MICHIGAN

Acrisure, LLC dba The Campbell Group 5664 Prairie Creek Drive SE Caledonia, MI 49316 Tel: 616.541.1405 Fax: 800.847.3129 www.acrisure.com

Guy Hurley Blaser & Heuer, LLC 1080 Kirts Boulevard, Suite 500 Troy, MI 48084 Tel: 248.519.1400 Fax: 248.519.1401

HUB International 625 Kenmoor Avenue SE, Suite 200 Grand Rapids, MI 49501 Tel: 616.233.4111 Fax: 616.233.4110 www.hubinternational.com

Mapes Insurance Agency, Inc. 2032 Lake Michigan Drive, NW Grand Rapids, MI 49501 Tel: 616.453.8600 Fax: 616.453.8391 www.mapesinsurance.com

Marsh USA 200 Ottawa Avenue NW, Suite 700 Grand Rapids, MI 49503 Tel: 616.233.4200 Fax: 616.233.4398 www.marsh.com

Oakland Companies 8031 M 15, Suite 100 Clarkston, MI 48348 Tel: 248.647.2500 Fax: 248.647.4689 www.oaklandcompanies.net

VAST 300 South Front Street Marquette, MI 49855 Tel: 906.228.7500 Fax: 906.228.5385 www.vastsolution.com

Zervos Group, Inc. 24724 Farmbrook Road Southfield, MI 48037 Tel: 248.355.4411 Fax: 248.355.2188 www.zervosgroup.com

MINNESOTA

Ahmann & Martin Co. 7555 Market Place Drive Eden Prairie, MN 55344 Tel: 952.947.9700 Fax: 952.947.9793 www.rja.com

American Agency, Inc. 5851 Cedar Lake Road St Louis Park, MN 55416 Tel: 952.591.1230 Fax: 952.542.7500

www.americanagencymn.com

Bearence Management

Group Company 2010 Centre Pointe Boulevard Mendota Heights, MN 55120 Tel: 651.227.8405 Fax: 651.227.0507 www.bearence.com

CCI Surety, Inc 1710 North Douglas Drive Suite 110 Golden Valley, MN 55422 Tel: 763.543.6993 Fax: 763.512.0430 www.ccisurety.com

Cobb Strecker Dunphy & Zimmermann

150 South 5th Street, Suite 2800 Minneapolis, MN 55402 Tel: 612.349.2400 Fax: 612.349.2491 www.csdz.com

Goldleaf Surety Services, LLC P.O. Box 466 Montevideo, MN 56265 Tel: 320.269.3144

Tel: 320.269.3144 Fax: 320.269.3154 www.goldleafsurety.com

Klein Agency, Inc. 3570 North Lexington Avenue, Suite #206 Shoreview, MN 55126 Tel: 651.484.6461 Fax: 651.484.6861 www.kleinagency.com

Kraus-Anderson Insurance 420 Gateway Boulevard Burnsville, MN 55337 Tel: 952.707.8200 Fax: 952.890.0535 www.kainsurance.com

Newton Surety Services, LLC dba Newton Bonding 5620 Memorial Avenue North Suite E Stillwater, MN 55082 Tel: 651.342.1480 Fax: 651.342.1763 www.newtonbonding.com

RJF, a Marsh & McLennan Agency, LLC Company 7225 Northland Drive North Suite 300 Minneapolis, MN 55428 Tel: 763.746.8000 Fax: 763.548.8985 www.rjfagencies.com Wells Fargo Insurance Services USA, Inc.

400 Highway 169 South, 8th Floor St. Louis Park, MN 55426 Tel: 952.830.3000 Fax: 952.830.3009 https://wfis.wellsfargo.com

Willis of Minnesota, Inc. 1600 Utica Avenue, South Minneapolis, MN 55416 Tel: 763.302.7191 Fax: 763.302.7200 www.willis.com

MISSISSIPPI

Alliant Insurance Services, Inc 1817 Crane Ridge Drive, Suite 300 Jackson, MS 39216 Tel: 601.709.4613 Fax: 601.706.4611 www.alliant.com

The Insurance Center/Stewart-Sneed Hewes/BancorpSouth Insurance Services 213 Porter Avenue Biloxi, MS 39530 Tel: 228.374.2000 Fax: 228.432.7420 www.stewartsneedhewes.com

Marchetti Robertson and Brickell Insurance & Bonding Agency, Inc. 1062 Highland Colony Parkway Ridgeland, MS 39157 Tel: 601.605.3115 Fax: 601.605.4082 www.mrbins.com

Regions Insurance, Inc. 1020 Highland Colony Parkway Suite 302 Ridgeland, MS 39157 Tel: 601.790.8500 Fax: 601.790.8558 www.barksdalebonding.com

MISSOURI

AssuredPartners of Missouri, LLC 11975 Westline Industrial Drive St. Louis, MO 63146 Tel: 314.523.8800 Fax: 314.453.7555 www.ahmins.com

Barker-Phillips-Jackson, Inc. 1637 South Enterprise Springfield, MO 65804 Tel: 417.887.3550 Fax: 417.887.0670 www.bpj.com

Charles L. Crane Agency 100 North Broadway, Suite 900 St. Louis, MO 63303 Tel: 314.206.4118 Fax: 314.206.4174 www.craneagency.com

J.D. Kutter Insurance Associates, Inc. 800 Market, 18th Floor St. Louis, MO 63101 Tel: 314.657.2959 Fax: 314.657.2970 www.jdkutter.com **Lockton Companies**

Three City Place Drive, Suite 900 St. Louis, MO 63141 Tel: 314.432.0500 Fax: 314.812.6540 www.lockton.com

Lockton Companies, LLC 444 West 47th Street, Suite 900 Kansas City, MO 64112 Tel: 816.960.9000 Fax: 816.960.9145 www.lockton.com

The Miller Group 373 West 101st Terrace, Suite 200 Kansas City, MO 64114 Tel: 800.333.2808

Thomas McGee, L.C. 920 Main, Suite 1700 Kansas City, MO 64141-6013 Tel: 816.842.4800 Fax: 816.472.5018 www.thomasmcgee.com

USI Insurance, Inc. 308 North 21st Street St. Louis, MO 63103 Tel: 314.436.2399 Fax: 314.342.7170 www.usi.biz

Winter-Dent & Company 101 E McCarty Street Jefferson City, MO 65101 Tel: 573.634.2122 Fax: 573.636.7500 www.winter-dent.com

MONTANA

Cogswell Insurance Agency, LLC 800 9th Street, South Great Falls, MT 59403 Tel: 406.761.5000 Fax: 406.453.3946 www.cogswellinsurance.com

First West, Inc. 1905 Stadium Drive Bozeman, MT 59771 Tel: 406.587.5111 Fax: 406.586.0271 www.1stwestinsurance.com

HUB International Limited 100 Park Drive South Great Falls, MT 59403 Tel: 406.453.1464 Fax: 406.453.0073 www.hubinternational.com

PayneWest Insurance, Inc. 3289 Gabel Road Billings, MT 59102 Tel: 406.238.1900 Fax: 406.245.9887 www.paynewest.com

PayneWest Insurance, Inc. 1283 North 14th Avenue, Suite 101 Bozeman, MT 59715 Tel: 406.586.3351 Fax: 406.586.0437 www.paynewest.com PayneWest Insurance, Inc. 2925 Palmer Street Missoula, MT 59806 Tel: 406.721.1000 Fax: 406.532.5817 www.paynewest.com

NEBRASKA

Gene Lilly Surety Bonds, Inc. 735 South 56th Street Lincoln, NE 68510 Tel: 402.475.7700 Fax: 402.475.5043 www.glsbinc.com

The Harry A. Koch Co. 14010 FNB Parkway, Suite 300 Omaha, NE 68154 Tel: 402.861.7000 Fax: 402.861.7111 www.hakco.com/index.html

NEVADA

Assurance Limited 5740 South Arville, Suite 204 Las Vegas, NV 89118 Tel: 702.798.3700 Fax: 702.238.7101 www.assuranceltd.com

L/P Insurance Services, Inc. 300 East 2nd Street, Suite 1300 Reno, NV 89501 Tel: 775.996.6037 Fax: 775.996.6097 www.lpins.net

NEW HAMPSHIRE

Infantine Insurance, Inc. 203 Meetinghouse Road Manchester, NH 03108 Tel: 603.669.0704 Fax: 603.669.6831 www.crossagency.com

The Rowley Agency, Inc. 45 Constitution Avenue Concord, NH 03302 Tel: 800.238.3840 Fax: 603.224.6422 www.rowleyagency.com

NEW JERSEY

Arthur J. Gallagher & Co. 200 Jefferson Park Whippany, NJ 07981 Tel: 973.921.8490 www.ajg.com

C.A. Shea & Company, Inc. 6 Mill Ridge Lane Chester, NJ 07632 Tel: 908.879.0990 Fax: 908.879.2272 www.cashea.com

C&H Agency 783 Riverview Drive Totowa, NJ 07512 Tel: 973.890.0900 Fax: 973.890.9038 www.chagency.com

Surety Advisors & Risk Management, LLC 240 Cedar Knolls Road, Suite 308 Cedar Knolls, NJ 07927 Tel: 973.993.5403 www.suretyadvisors.com

Turner Surety and Insurance Brokerage, Inc. 650 From Road, Suite 295 Paramus, NJ 07652 Tel: 201.267.7500 Fax: 201.267.7532 www.tsibinc.com

NEW MEXICO

Burke Insurance Group, Inc. 1691 Hickory Loop, Suite B Las Cruces, NM 88005 Tel: 575.524.2222 Fax: 575.525.1716

Downey and Company 6565 Americas Parkway, NE Suite 750 Albuquerque, NM 87110 Tel: 505.881.0300 Fax: 505.881.0908 www.downeyandco.com

HUB International Insurance Services, Albuquerque, NM 7770 Jefferson Street NE Albuquerque, NM 87109 Tel: 505.828.4000 Fax: 866.487.3972 www.hubinternational.com

HUB International Limited 313 North Canyon Carlsbad, NM 88220 Tel: 575.941.0304 www.hubinternational.com

Minick & Company 541 Paisano NE Albuquerque, NM 87192-3179 Tel: 505.262.2236 Fax: 505.262.2288 www.minickandcompany.com

Woods Insurance Services 4801 North Butler Avenue, Suite 12101 Farmington, NM 87401 Tel: 505.326.1111 Fax: 505.326.3130 www.woodsins.com

NEW YORK

Acrisure, LLC dba City Underwriting Agency, Inc. 2001 Marcus Avenue Suite West 180 Lake Success, NY 11042 Tel: 516.358.3500 Fax: 516.358.3540 www.cuagency.com

Acrisure, LLC dba Vanguard Coverage 131 Sunnyside Boulevard Suite 112 Plainview, NY 11803 Tel: 519.349.1333 Fax: 516.349.8669 www.acrisure.com

Alliant Insurance Services 333 Earle Ovington Boulevard Suite 700 Uniondale, NY 11553 Tel: 516.414.8900 www.alliant.com

Amsure a Division of ATCFSI 12 Computer Drive West Albany, NY 12212 Tel: 518.458.1800 Fax: 518.458.8390 www.amsure.net

Arthur J. Gallagher & Co. 677 Broadway Albany, NY 12201 Tel: 518.463.3181 Fax: 518.463.5825 www.ajg.com

Arthur J. Gallagher Risk Management Services, Inc.

377 Oak Street Garden City, NY 11530 Tel: 516.745.0800 Fax: 516.745.0082 www.ajg.com

Bergassi Group, LLC 35 Portman Road New Rochelle, NY 10801 Tel: 914.576.9300 Fax: 914.576.7847

Blaise Group NY, LLC 256 East 3rd Street, 2nd Floor Mt. Vernon, NY 10553 Tel: 914.667.7700 www.blaisebonds.com

Cool Insuring Agency, Inc. 784 Troy Schenectady Road Latham, NY 12110 Tel: 518.783.2665 Fax: 518.783.8754 www.coolins.com

First Niagara Risk Management, Inc. 726 Exchange Street, Suite 900 Buffalo, NY 14210 Tel: 716.819.5500 Fax: 716.819.5140 www.fnfg.com

Fleetwood Agency, Inc. 65 Broadway, Suite 1104 New York, NY 10006 Tel: 212.968.9100 Fax: 212.248.0380 www.bonds-surety-fidelityny.com

Harding Brooks Associates, LLC 441 Commerce Road Vestal, NY 13850 Tel: 607.729.9292 Fax: 607.798.6693 www.hardingbrooks.com

The Hyde Agency 321 Broadway, 4th Floor New York, NY 10007 Tel: 212.233.0010 Fax: 212.233.0767 www.hydeagency.com

James P. Reagan Agency, Inc. 8 East Main Street Marcellus, NY 13108 Tel: 315.673.2094 Fax: 315.673.1121 www.reagancompanies.com

JP West Inc. 44 Wall Street, 12th Floor New York, NY 10005 Tel: 212.461.2261 Fax: 212.461.2263 www.jpwest.com

Lawley Service, Inc. 361 Delaware Avenue Buffalo, NY 14202 Tel: 716.849.8696 Fax: 716.849.8253 www.lawleyinsurance.com

M&T Insurance Agency, Inc 101 South Salina Street Syracuse, NY 13202 Tel: 315.424.5100 Fax: 315.424.5061 www.mtb.com

Marsh, Inc. 1166 Avenue of the Americas New York, NY 10036 Tel: 212.345.6000 Fax: 212.345.4947 www.marsh.com

Marshall & Sterling, Inc. 110 Main Street Poughkeepsie, NY 12601 Tel: 845.454.0800 Fax: 845.454.0880 www.marshallsterling.com

Olympic Coverage, LLC 33 West Main Street, Suite 204 Elmsford, NY 10523 Tel: 914.235.5250 Fax: 914.235.5257

Omni Risk Management, A Division of Assured SKCG, INC 308 West Main Street, Suite 100 Smithtown, NY 11787 Tel: 631.434.1000 Fax: 631.434.7605 www.omni-risk.com

Rose & Kiernan, Inc. 99 Troy Road East Greenbush, NY 12061 Tel: 518.244.4284 Fax: 518.244.4264 www.rkinsurance.com

Skyline Risk Management Inc. 30-50 Whitestone Expressway Suite 402 Flushing, NY 11354 Tel: 718.267.6600 Fax: 718.224.5511 www.skylineriskmanagement.com

Surre, Goldberg & Henry Associates 255 Executive Drive, Suite 401 Plainview, NY 11803 Tel: 516.576.3131 Fax: 516.576.0067 http://sghassoc.com

USI Construction Services Group 555 Pleasantville Road Suite 301 North Briarcliff, NY 10510 Tel: 914.769.2220 Fax: 914.747.6355 www.usi.biz

USI Insurance Services, LLC 333 Earle Ovington Boulevard Suite 800 Uniondale, NY 11553 Tel: 516.419.4097 Fax: 610.527.1968 www.usi.com

Vanner Insurance Agency 11 Pinchot Court, Suite 100 Amherst, NY 14228 Tel: 716.636.2271 Fax: 716.636.2274 www.vannerinsurance.com

Wells Fargo Insurance Services, USA 330 Madison Avenue, 7th Floor New York, NY 10017 Tel: 212.682.7500 Fax: 212.818.9139 https://wfis.wellsfargo.com

Willis of New York One World Financial Center 200 Liberty Street New York, NY 10281 Tel: 212.915.7729 Fax: 212.519.5443 www.willis.com

World Wide Agent Services Inc., dba World Wide Bonding Agency 2846 William Street Buffalo, NY 14227 Tel: 716.681.7685 Fax: 716.681.7683 www.wwbagency.com

NORTH CAROLINA

BB&T Construction Risk Services 4309 Emperor Boulevard Suite 300 Durham, NC 27703 Tel: 919.281.4508 Fax: 919.474.2472 www.bbandt.com

The Bond Exchange Inc., a Wholesale Insurance Agency 14045 Ballantyne Corp Place Suite 525 Charlotte, NC 28277 Tel: 704.366.6847 Fax: 704.364.3214 www.thebondexchange.net

Cameron M. Harris & Company, LLC 6400 Fairview Road Charlotte, NC 28210 Tel: 704.364.1233 Fax: 704.364.1213 www.cameronmharris.com

HUB International Southeast 1001 Morehead Square Drive Suite 400 Charlotte, NC 28203-0013 Tel: 704.375.8000 Fax: 704.234.6526 www.hubinternational.com

Insurance Management Co., Inc./ **IMC Surety Solutions** 11330 Vanstory Drive Huntersville, ŃC 28078 Tel: 704.897.2591 Fax: 704.897.2594 http://imcsuretysolutions.com

Morrow Insurance Agency 800 Beverly-Hanks Centre Hendersonville, NC 28792 Tel: 828.693.5396 Fax: 828.693.5496 www.morrowinsurance.com

Rutherfoord, A Marsh & McLennan Agency LLC Company 5605 Carnegie Boulevard Suite 300 Charlotte, NC 28209 Tel: 704.365.6213 Fax: 704.367.3478 www.MMA-MidAtlantic.com

Scott Insurance 628 Green Valley Road, Suite 306 Greensboro, NC 27408 Tel: 336.273.6599 Fax: 888.249.2138 www.scottins.com

Senn Dunn, a Marsh & McLennan Agency, LLC Company 4700 Falls of Neuse Road Suite 190 Raleigh, NC 27609 Tel: 919.719.9585 Fax: 919.719.9571 www.MMA-MidAtlantic.com

Surety Agency LLC 552-B Haw Creek Road Asheville, NC 28805 Tel: 828.236.1000 Fax: 828.236.1001

www.suretyagencyllc.com

300 North Greene Street 6th Floor Greensboro, NC 27401 Tel: 336.378.4225

Fax: 704.366.0671

Wells Fargo Insurance Services USA, Inc

DSR NC6366, Wachovia Bank NA Charlotte, NC 28222 Tel: 704.366.8834 Fax: 704.366.0671

https://wfis.wellsfargo.com

NORTH DAKOTA

Dawson Insurance Agency, Inc. 721 1st Avenue North Fargo, ND 58107 Tel: 701.237.3311 Fax: 701.232.4442

www.dawsonins.com **USI Insurance, LLC**

1020 36th Street, South, Suite C Fargo, ND 58103 Tel: 701.526.2800 Fax: 701.526.2818 www.usi.biz

Arthur J. Gallagher & Co. 1 West Fourth Street, Suite 1300 Cincinnati, OH 45202 Tel: 513.977.3100

Fax: 513.977.4633 www.ajg.com

Brooks Insurance, a Division of **USI Insurance Services** 1120 Madison Avenue

Toledo, OH 43604 Tel: 419.243.1191 Fax: 419.255.5928 www.brooksinsurance.com

Chas. E. Slusser Agency, Inc. 2650 West Market Street 2nd Floor

Akron, OH 44333 Tel: 330.867.0770 Fax: 330.867.5385 www.slusseragency.com

Dawson Insurance 1340 Depot Street, Suite 300 Cleveland, OH 44116 Tel: 440.333.9000 Fax: 440.356.3732

www.dawsoncompanies.com

Dawson Insurance 596 Newark - Granville Road Grainville, OH 43023 Tel: 740.321.1360

Fax: 740.321.1369 www.dawsoncompanies.com The Hauser Group

8260 Northcreek Drive, Suite 200 Cincinnati, OH 45236 Tel: 513.745.9200 Fax: 513.745.9210 www.thehausergroup.com

L. Calvin Jones & Co. 3744 Starr Centre Drive Canfield, OH 44406 Tel: 330.533.1195

Fax: 330.533.7583 www.lcalvinjones.com

Leonard Insurance Services, Inc. 4244 Mount Pleasant Street, NW Suite 200

North Canton, OH 44720 Tel: 330.266.1924

Fax: 330.498.9945 www.leonardinsurance.com

Marsh & McLennan Agency, LLC

409 East Monument Avenue Suite 400 Dayton, OH 45402 Tel: 937.228.4135 Fax: 937.228.9108 www.mma-mw.com

Neace Lukens Insurance

Agency, Inc. 4000 Smith Road, Suite 400 Cincinnati, OH 45209 Tel: 513.333.0700 Fax: 513.624.1792 www.neacelukens.com

Neace Lukens Insurance Agency, Inc. 8163 Old Yankee Street Dayton, OH 45458 Tel: 937.435.4788

www.neacelukens.com

Oswald Companies 1360 East 9th Street Cleveland, OH 44114 Tel: 216.367.8787 Fax: 216.241.4520 www.oswaldcompanies.com

Peoples Insurance Agency 124 Putnam Street

Marietta, OH 45750 Tel: 740.373.3994 Fax: 740.373.3650 www.barengo-insurance.com

USI

700 Talbott Tower 131 North Ludlow Dayton, OH 45402 Tel: 937.223.8891 Fax: 877.873.6268 www.usi.biz

8561 Market Street Youngstown, OH 44512 Tel: 303.726.8861 Fax: 303.726.8997 www.usi.biz

USI Midwest 312 Elm Street Cincinnati, OH 45202 Tel: 513.852.6300

Fax: 513.872.6460 www.usi.biz Wells Fargo Insurance Services

USA, Inc. 720 East Pete Rose Way, Suite 400 Cincinnati, OH 45202 Tel: 513.333.2075 Fax: 513.564.2375 https://wfis.wellsfargo.com

Wells Fargo Insurance Services USA, Inc. 580 North 4th Street, Suite 400

Columbus, OH 43215-2153 Tel: 614.228.5565 Fax: 614.228.6985 https://wfis.wellsfargo.com

OKLAHOMA

Howell-Stone Insurance, Inc. P.O. Box 5010 Edmond, OK 73083 Tel: 405.341.8330 Fax: 405.340.6784 http://howellstone. publishpath.com

Insurance Agency of Mid-America, Inc. 10009 South Pennsylvania Building E Oklahoma City, OK 73189 Tel: 405.691.0016 Fax: 405.691.0415 www.midamericainc.com

Rich & Cartmill, Inc. 2738 East 51st Street, Suite 400 Tulsa, OK 73118 Tel: 918.743.8811

Fax: 918.744.8429 www.rcins.com

Webb, Young, Webb, Liles & Tolentino 3007 NW 63rd Street, Suite 130 Oklahoma City, OK 73116 Tel: 405.843.9481 Fax: 405.848.8417

OREGON

www.wywlt.com

Anchor Insurance & Surety, Inc. 1201 Southwest 12th Avenue Portland, OR 97205 Tel: 503.224.2500 Fax: 503.224.9830 www.anchorias.com

AssuredPartners of Oregon, LLC dba: Alliance Insurance Group 941 Oak Street

Eugence, OR 97401 Tel: 541.687.4799 Fax: 541.687.4718 www.allianceinsgrp.com

Brown & Brown Northwest 2701 NW Vaughn Street, Suite 340 Portland, OR 97296 Tel: 503.219.3202 Fax: 503.914.5402

www.bbnw.com

Surety Solutions, LLC 4285 Commercial Street, SE Suite 110 Salem, OR 97302 Tel: 866.722.9239 Fax: 503.566.5891 www.suretysolutionsllc.com

USI Northwest

700 NE Multnomah, Suite 1300 Portland, OR 97232 Tel: 503.224.8390 Fax: 877.678.5845 www.usi.biz

Ward Insurance Agency, Inc. 560 Country Club Parkway Eugene, OR 97401 Tel: 541.687.1117 Fax: 541.342.8280 www.wardinsurance.net

PENNSYLVANIA

E.K. McConkey & Co., Inc. 2555 Kingston Road, Suite 100 York, PA 17402 Tel: 717.755.9266 Fax: 717.755.9237 www.ekmcconkey.com

Engle Hambright & Davies, Inc. P.O. Box 11600 Lancaster, PA 17605 Tel: 717.394.5681

Fax: 717.394.0842 www.ehd-ins.com

Frank Crystal & Co., Inc. 1600 Market Street, Suite 1510 Philadelphia, PA 19103 Tel: 212.531.8317 Fax: 212.531.8350 www.fcrystal.com

The Garis Agency, LLC P.O. Box 250 Spring House, PA 19477 Tel: 215.367.5962 Fax: 267.470.4571 www.garisagency.com

The Graham Company One Penn Square West Philadelphia, PA 19102 Tel: 215.567.6300 Fax: 215.569.3025 www.grahamco.com

Gunn Mowery, LLC 650 North 12th Street Lemoyne, PA 7043 Tel: 717.761.4600 Fax: 717.761.6159 www.gunnmowery.com

The Hartman Agency 420 William Stree Williamsport, PA 17701 Tel: 570.326.7241 Fax: 570.326.6996 www.hartmangroup1.com

The HDH Group, a HUB International Company 1007 Mumma Road, Suite 200 Wormleysburg, PA 17043 Tel: 717.761.4010 Fax: 717.761.4320 www.hdhgroup.com

Keystone Bonding & Surety Agency, LLC 3314 Market Street, Suite 306 Camp Hill, PA 17011 Tel: 570.473.2714 Fax: 570.473.2715 www.keystoneinsgrp.com

Liberty Insurance Agency 2857 Oxford Boulevard, Suite 211 Allison Park, PA 15101 Tel: 412.571.5700 Fax: 412.486.2108 www.libertyins.com

Mahorsky Group Inc. 2100 Quaker Pointe Drive Quakertown, PA 18951 Tel: 215.536.0253 Fax: 215.536.0257 www.mahorskygroup.com

Marsh 1717 Arch Street Philadelphia, PA 19103 Tel: 215.246.1000 www.marsh.com

Murray Risk Management and Insurance 39 North Duke Street

Lancaster, PA 17608 Tel: 717.397.9600 Fax: 717.397.2218 www.murrayins.com

Rosenberg & Parker, Inc. 455 South Gulph Road, Suite 400 King of Prussia, PA 19406 Tel: 610.668.9100 Fax: 610.667.5200 www.suretybond.com

Saul & Associates 179 South Wyoming Avenue Suite 1 Kingston, PA 18704 Tel: 570.288.5434 Fax: 570.288.7837 www.saulmetcho.com

Seubert & Associates, Inc. 1010 Ohio River Boulevard Pittsburgh, PA 15202 Tel: 412.734.4900 Fax: 412.734.6640 www.seubert.com

The Shepherd Agency, LLC 7051 Camp Hill Road, Suite 200 Fort Washington, PA 19034 Tel: 215.233.4330 Fax: 215.233.4746

Simkiss & Block 2 Paoli Office Park Paoli, PA 19301 Tel: 610.727.5300 Fax: 610.727.5414 www.simkiss.com

The Stoll Agency, Inc. 1600 Horizon Drive, Suite 112 Chalfont, PA 18914 Tel: 215.822.2427 Fax: 215.822.7953 www.stollagency.com

Wells Fargo Insurance Services USA, Inc. 1018 West 9th Avenue

King of Prussia, PA 10496 Tel: 610.205.6128 https://wfis.wellsfargo.com

Wells Fargo Insurance Services USA, Inc. Four Gateway Center 444 Liberty Avenue, Suite 1500 Pittsburgh, PA 15222 Tel: 412.765.3510 Fax: 412.765.1164 https://wfis.wellsfargo.com

Wharton Surety Consultants, LLC/Atlantic Underwriting 992 Old Eagle School Road Suite 915 Wayne, PA 19087 Tel: 866.428.9420 Fax: 610.828.4415 www.whartonsurety.com

PUERTO RICO

A Surety One 404 Ponce De León Avenue Suite 708 San Juan, PR 00908 Tel: 800.373.2804 Fax: 919.834.7039 www.suretyone.org

Carrion, Laffitte & Casellas, Inc., **Hub International CLC** 255 Ponce de Leon Avenue Suite 718 Hato Rey, PR 00917 Tel: 787.641.2738 Fax: 787.641.0877 www.clcinsurancepr.com

Fulcro Insurance, Inc. Los Muchachos Building 204 San Francisco Street San Juan, PR 00902 Tel: 787.725.5880 Fax: 787.721.0988 www.fulcroinsurance.com

Marsh-Saldana 154 Martinete St. Montehiedra San Juan, PR 00926 Tel: 787.641.2600 Fax: 787.721.2841 www.marshsaldana.com

Team Insurance Services, Inc. 8838 Kilometer 5.1 Bo Monacillo San Juan, PR 00936 Tel: 787.753.0100 Fax: 787.522.3692 www.teaminsurancepr.com/dev

United Insurance Agency Santander Tower At San Patricio Calle Tabonuco B-7, Suite 1201 San Juan, PR 00922 Tel: 787.273.8220 Fax: 787.774.0805 www.usicpr.com

SOUTH CAROLINA

BB&T- Boyle-Vaughan Insurance 2000 Center Point Road Suite 2400 Columbia, SC 29210 Tel: 803.748.0100 Fax: 888.751.3201 www.insurance.bbt.com

Davis - Garvin/Neace - Lukens 1 Fernandina Court Columbia, SC 29212 Tel: 803.732.0060 Fax: 803.732.3989 www.davisgarvin.com

HUB International 176 McSwain Drive West Columbia, SC 29169 Tel: 803.422.8987 www.hubinternational.com

McCartha, Cobb & Associates, Inc. 1407 Calhoun Street Columbia, SC 29202 Tel: 803.799.3474 Fax: 803.799.3711 www.mccartha-cobb.com

SOUTH DAKOTA

Gusso Surety Bonds, Inc. 2307 West 57th Street, Suite 100 Sioux Falls, SD 57108 Tel: 605.339.7280 Fax: 605.332.0632 www.gussosuretybonds.com

Holmes Murphy & Associates, Inc. 5120 South Solberg Avenue Sioux Falls, SD 57108 Tel: 605.336.1090 Fax: 605.336.8365 www.holmesmurphy.com

Howalt+McDowell Insurance, Inc., A Marsh & McLennan Agency LLC Company 300 Cherapa Place Suite 601 Sioux Falls, SD 57117 Tel: 605.339.3874 Fax: 605.339.3620 www.howaltmcdowell.com

TENNESSEE

Arthur J. Gallagher 5500 Maryland Way, Suite 330 Brentwood, TN 37027 Tel: 615.661.7500 Fax: 615.377.5101 www.ajg.com

Assured Neace Lukens 3000 Meridian Boulevard Suite 100 Franklin, TN 37067 Tel: 440.333.9000 Fax: 440.356.3732 www.neacelukens.com

BB&T Insurance Inc. 4400 Harding Road, Suite 400 Nashville, TN 37202 Tel: 615.292.9000 Fax: 615.279.8504 www.bbandt.com

Bonds Southeast, Inc. 1030 17th Avenue South Nashville, TN 37212 Tel: 615.321.9700 Fax: 615.321.9702 www.bondssoutheast.com

Frank E. Neal & Co., Inc. 2223 Eighth Avenue, South Nashville, TN 37204 Tel: 615.383.8874 Fax: 615.383.8939 www.feneal.com

J. Smith Lanier & Company 413 Northshore Drive, SW Knoxville, TN 37919 Tel: 865.588.7200 Fax: 865.588.1646 www.jsmithlanier.com

Price & Ramey, Inc. 1524 Bridgewater Lane Kingsport, TN 24251 Tel: 423.246.6181 Fax: 423.246.6384 www.priceramey.com/ins-tn

Scott Construction Services Eight Corporate Centre, 6640 Carothers Parkway, Suite 100 Franklin, TN 37067 Tel: 615.224.2650 Fax: 615.771.6999 www.scottins.com

TIS Insurance Services, Inc. 1900 Winston Road, Suite 100 Knoxville, TN 37939 Tel: 865.691.4847 Fax: 865.694.4847 www.tisins.com

Willis of Tennessee, Inc. 26 Century Boulevard Nashville, TN 37214 Tel: 615.872.4007 Fax: 615.872.3899 www.willis.com

TEXAS

Acrisure, LLC dba Cowan-Hill Bond Agency, Inc. 9810 Indiana Avenue, Suite 160 Lubbock, TX 79453 Tel: 806.722.2663 Fax: 806.722.2662

Alliant Insurance Services, Inc. 5444 Westheimer, Suite 900 Houston, TX 77056 Tel: 832.485.4000 Fax: 832.485.4041 www.alliant.com

Arthur J. Gallagher Risk Management Services, Inc. 14241 Dallas Parkway, Suite 300 Dallas, TX 75254 Tel: 214.691.5522 Fax: 214.691.1537 www.ajg.com

Baldwin-Cox Agency 5930 Preston View Boulevard Suite 200 Dallas, TX 75240 Tel: 972.644.2688 Fax: 972.644.8035 www.baldwinagency.com

Ballew Surety Agency, Inc 3802 Manchaca Road Austin, TX 78704 Tel: 512.454.9500 Fax: 512.454.9502 www.ballewinsurance.com

Boley-Featherston Insurance 701 Lamar Street Wichita Falls, TX 76307 Tel: 940.723.7111 Fax: 940.766.1620 www.boleyfeatherston.com

BondPro, Inc. 8 Greenway Plaza, Suite 814 Houston, TX 77046 Tel: 713.355.1000 Fax: 713.355.1001 www.bondproinc.com

Bowen Miclette & Britt Insurance Agency, LLC 1111 North Loop West, Suite 400 Houston, TX 77292 Tel: 713.880.7100 Fax: 713.880.7166 www.bmbinc.com

Catto & Catto, LLP 106 South Saint Mary's Street Suite 800 San Antonio, TX 78205 Tel: 210.222.2161 Fax: 210.222.1618 www.catto.com

F.W. Offenhauser & Co. 518 Pine Street Texarkana, TX 75501 Tel: 903.255.6221 Fax: 903.255.6121 www.offenhauserinsurance.com

Fairly Consulting Group, LLC dba Fairly Group 1800 Washington, Suite 400 Amarillo, TX 79105 Tel: 806.376.4761 Fax: 806.376.5136 www.fairlygroup.com

Frank Siddons Insurance Agency Ft. Worth, Inc. 2900 Marquita Drive Fort Worth, TX 76116 Tel: 817.737.4943 Fax: 817.737.4947 www.kandsgroup.com

Frost Insurance 401 Congress Avenue, Suite 1400 Austin, TX 78701 Tel: 512.298.9588 www.frostinsurance.com

GEM Insurance. a Division of BancorpSouth 3355 West Alabama, Suite 845 Houston, TX 77266 Tel: 713.624.6117

Fax: 713.624.6118 www.gemins.com

Harding-Conley-Drawert-Tinch Insurance Agency, Inc. 2161 NW Military Highway Suite 210 San Antonio, TX 78213 Tel: 210.647.0134

Fax: 210.647.0138 www.hcdtbond.com

Holmes Murphy & Associates, Inc 12712 Park Central Drive, Suite 100 Dallas, TX 75251 Tel: 214.363.4433 Fax: 214.691.4639 www.holmesmurphy.com

HUB International Insurance Services

Chase Tower, 201 East Main Suite 800 El Paso, TX 79998 Tel: 915.496.8500 Fax: 915.496.8550 www.hubinternational.com

HUB International Limited 10777 Westheimer, Suite 300 Houston, TX 77042 Tel: 713.425.6631 Fax: 713.366.0321

www.hubinternational.com Insurance Alliance, A Marsh & McLennan Agency Company 1776 Yorktown, Suite 200

Houston, TX 77056 Tel: 713.966.1776 Fax: 713.966.7546 www.ins-alliance.com

Insurance Network of Texas

143 East Austin Giddings, TX 78942 Tel: 979.542.3666 Fax: 979.542.3220 www.intonline.com

John L. Wortham & Son, L.P. 2727 Allen Parkway Houston, TX 77251 Tel: 713.526.3366 Fax: 713.520.1260 www.worthaminsurance.com

K & S Insurance Agency 2255 Ridge Road, Suite 333 Rockwall, TX 75087 Tel: 972.771.4071 Fax: 972.771.4695

www.kandsins.com Lockton Companies, LLC 5847 San Felipe Street, Suite 320 Houston, TX 77057

Tel: 713.458.5200 Fax: 713.458.5297 www.lockton.com

www.marsh.com

Marsh - Houston 500 Dallas Street, Suite 1500 Houston, TX 77002 Tel: 713.276.8000 Fax: 713.276.8518

Marsh & McLennan Agency 2500 City West Boulevard Suite 2400

Houston, TX 77042 Tel: 713.780.6100 Fax: 281.350.0281 www.marshmclennanagency.com Marsh & McLennan Agency 1776 Yorktown Street, Suite 200 Houston, TX 77056

Tel: 713.276.8000 www.marsh.com

Marsh USA 1717 Main Street, Suite 4400 Dallas, TX 75201 Tel: 214.303.8544

Fax: 214.303.8649 www.marsh.com

McGriff, Seibels & Williams Inc. 818 Town & Country Boulevard Suite 500 Houston, TX 77024

Tel: 713.877.8975 Fax: 713.877.8974 www.mcgriff.com

MHBT, a Marsh & McLennan

Agency LLC Company 8144 Walnut Hill, 16th Floor Dallas, TX 75231 Tel: 972.770.1600 Fax: 972.770.1475 www.mhbt.com

Fax: 972.201.0123

Mullis Newby Hurst 5057 Keller Springs Road Suite 400 Addison, TX 75001 Tel: 972.201.0100

www.mnhins.com **PCL Contract Bonding Agency** 8615 Freeport Parkway, Suite 155 Irving, TX 75063 Tel: 972.459.4749

Fax: 972.459.4535 www.pclbonds.com

Pitts Fennell and Associates, LLC dba Pitts Birdsong Fennell and Associates

800 East Campbell Road Suite 120 Richardson, TX 75081 Tel: 918.632.0136 Fax: 918.632.0846

RiskPro Partners 13601 Preston Road, Suite E740 Dallas, TX 75240 Tel: 972.961.3930 Fax: 972.961.3931 www.riskpropartners.com

Ronnie JL Ward & Son Insurance & Bonds

6310 Lemmon Avenue, Suite 150 Dallas, TX 75209 Tel: 214.358.5000 Fax: 888.433.0902 http://ronniewardins.com

Surety Advisors, LLC 5433 Westheimer Road, Suite 925 Houston, TX 77056 Tel: 713.622.1494 Fax: 713.622.1861 www.suretybondservices.com

The Sweeney Company The Sweeney Company 1121 East Loop 820 South Fort Worth, TX 76124 Tel: 817.457.6700 Fax: 817.457.7246 www.thesweeneyco.com Technical Assurance, LLC 26623 Oak Ridge Drive The Woodlands, TX 77380 Tel: 281.296.9997

Fax: 281.296.9998 www.technical-assurance.com

Time Insurance Agency, Inc. 1405 East Riverside Drive Austin, TX 78741 Tel: 512.447.7773 Fax: 512.440.0989

www.timeinsurance.com Tucker Agency, Ltd.

900 Summit Avenue Fort Worth, TX 76102 Tel: 817.336.8520 Fax: 817.336.6501 www.tuckeragency.com

Upshaw Insurance Agency, Inc. 801 South Fillmore, Suite 300 Amarillo, TX 79105 Tel: 806.468.0400 Fax: 806.468.0450 www.upshaw-insurance.com

USI Southwest 7600-B North Capital of Texas Highway, Śuite 200 Austin, TX 78731 Tel: 512.651.4114 Fax: 512.467.0113 www.usi.biz

USI Southwest 7550 IH-10, Suite 700 San Antonio, TX 63103 Tel: 210.524.2090 Fax: 610.537.2883 www.usi.biz

Ward & Moore Insurance 12700 Park Central Drive Suite 1440 Dallas, TX 75251 Tel: 214.221.8300 Fax: 214.221.8304 www.ward-moore.com

Ward & Moore Insurance 1107 Main Street Gatesville, TX 76528 Tel: 254.865.8411 Fax: 254.865.8414 www.ward-moore.com

Weatherby-Eisenrich Insurance 540 Silicon Drive, Suite 102 Southlake, TX 76092 Tel: 713.824.6009 www.weinsure4you.com

Willis of Texas, Inc -**Houston Office** 920 Memorial City Way, Suite 500 Houston, TX 77024 Tel: 713.961.3800 Fax: 713.961.0226 www.willis.com

Wortham Insurance 221 West 6th Street, Suite 1400 Austin, TX 78701 Tel: 512.453.0031

UTAH

The Buckner Group 6550 S. Millrock Drive, Suite 300 Salt Lake City, UT 84121 Tel: 801.937.6700 Fax: 801.937.6710 www.buckner.com

Central Bonds & Insurance Agency, Inc. 411 West, 7200 South, Suite 102 Midvale, UT 84047 Tel: 801.566.7272 Fax: 801.566.7274

Moreton & Company 709 East South Temple Salt Lake City, UT 84158 Tel: 801.531.1234 Fax: 801.531.6117 www.famoreton.com

USI Insurance Services, LLC 1100 East 6600 South, Suite 280 Salt Lake City, UT 84121 Tel: 801.713.4525 Fax: 800.356.5909 www.usi.biz

VIRGINIA

BB&T Insurance Services 2108 W Laburnum Avenue Suite 300 Richmond, VA 23227 Tel: 804.678.5000 Fax: 888.751.3010 www.bbandt.com

Construction Bonds, Inc. a Division of Murray Securus 1110 Herndon Parkway, Suite 307 Herndon, VA 20170 Tel: 703.934.1000 Fax: 703.934.1009 www.sbabonds.com

Ezra T. Summers, Inc. dba Ware Insurance 141 Business Park Drive Virginia Beach, VA 23462 Tel: 757.490.1166

Fax: 757.671.9073 www.wareinsurance.com Rutherfoord, a Marsh & McLennan Agency, LLC

Company 5500 Cherokee Avenue, Suite 300 Alexandria, VA 22312 Tel: 703.354.1616 Fax: 703.354.2731 www.MMA-MidAtlantic.com

Rutherfoord, a Marsh & McLennan Agency, LLC Company

1001 Haxall Point, Suite 800 Richmond, VA 23219 Tel: 804.780.0611 Fax: 804.788.8944 www.MMA-MidAtlantic.com

Rutherfoord, a Marsh & McLennan Agency, LLC Company 1 South Jefferson Street Roanoke, VA 24011 Tel: 540.982.3511 Fax: 540.982.2635 www.MMA-MidAtlantic.com

South-West Insurance Agency, Inc. 220 Wood Avenue Big Stone Gap, VA 24219 Tel: 276.523.4111 Fax: 276.523.5208 www.s-west.com

TB&R Insurance, An AssuredPartners Company 4905 Dickens Road, Suite 200 Richmond, VA 23230 Tel: 804.355.7984 Fax: 804.359.9546 www.tbsinsurance.com

WASHINGTON

Arthur J. Gallagher & Co. 2825 East Lake Avenue East Suite 110 Seattle, WA 98102 Tel: 206.484.9828 Fax: 253.572.1430 www.ajg.com

Conover Insurance P.O. Box 2528 Pasco, WA 99302 Tel: 509.545.3800 Fax: 509.547.7960 www.conoverinsurance.com

Frontier Bonding Service, LLC 155 NE 100th Street, Suite 201 Seattle, WA 98125 Tel: 206.281.8411 Fax: 206.281.8456 www.frontierbonding.com

HUB International Northwest, LLC 12100 NE 195th Street, Suite 200 Bothell, WA 98011 Tel: 425.489.4500 Fax: 425.489.4501 www.hubinternational.com

Integrity Surety LLC 17544 Midvale Avenue, North Suite 300 Seattle, WA 98133 Tel: 800.592.8662 Fax: 888.315.5403 www.integritysurety.com

Kibble & Prentice, a USI Company 601 Union Street, Suite 1000 Seattle, WA 98101 Tel: 206.695.3106 Fax: 206.695.3146 www.usi.biz

1325 Fourth Avenue, Suite 2100 Seattle, WA 98101 Tel: 206.343.2323 Fax: 206.748.9514 www.mcmnw.com

Parker Smith Feek 2233 - 112th Avenue N.E. Bellevue, WA 98004 Tel: 425.709.3600 Fax: 425.709.7467 www.psfinc.com

PayneWest Insurance, Inc. 390 Bradley Boulevard Richland, WA 99352 Tel: 509.946.6161 Fax: 509.946.0715 www.paynewest.com

PayneWest Insurance, Inc. 501 North Riverpoint Boulevard Spokane, WA 99202 Tel: 509.838.3501 Fax: 509.838.3511 www.paynewest.com

Propel Insurance 1201 Pacific Avenue, Suite 1000 Tacoma, WA 98402 Tel: 253.759.2200 www.propelinsurance.com

Wells Fargo Insurance Services USA, Inc. 999 Third Avenue, Suite 4100 Seattle, WA 98104 Tel: 206.731.1200 Fax: 206.731.1209 https://wfis.wellsfargo.com

Wells Fargo Insurance Services USA, Inc.

West 601 Main Street, Suite 1400 Spokane, WA 99201 Tel: 509.358.3900 Fax: 509.358.3937 https://wfis.wellsfargo.com

Willis of Seattle, Inc. 505 Fifth Avenue South, Suite 200 Seattle, WA 98104 Tel: 206.386.7998 www.willis.com

WEST VIRGINIA

BB&T- Carson Insurance Services 601 Tennessee Avenue Charleston, WV 25302 Tel: 304.346.0806 Fax: 888.751.3012 www.bbandt.com

Friedlander Company 1566 Kanawha Boulevard East Charleston, WV 25331 Tel: 304.357.4520 Fax: 304.357.4532 www.friedlandercompany.com

1 Hillcrest Drive East Charleston, WV 25311 Tel: 304.346.0611 Fax: 304.347.0605 www.usi.biz

USI #2 22nd Street, 2nd Floor Wheeling, WV 26003-3826 Tel: 304.232.0600 Fax: 304.233.5536 www.usi.biz

WISCONSIN

Aon Risk Services, Inc. of WI 111 North Washington Street Suite 300 Green Bay, WI 54305 Tel: 920.437.7123 Fax: 800.272.0978 www.aon.com

Babcock Solutions LLC W70 N455 Cedar Point Avenue Cedarburg, WI 53012 Tel: 262.853.4622 Fax: 262.853.4241

M3 Insurance 3113 West Beltline Highway Madison, WI 53713 Tel: 608.288.2809 www.m3ins.com

R&R Insurance Services Inc. N80 W14824 Appleton Avenue Menomonee Falls, WI 53051 Tel: 262.502.3829 Fax: 262.953.1411 www.myknowledgebroker.com

Shorewest Surety Services, Inc. 2626 49th Drive Franksville, WI 53126 Tel: 262.835.9576 Fax: 262.835.9649 www.shorewestsurety.com

WYOMING

USI Insurance, Inc. 1904 Warren Avenue Cheyenne, WY 82001 Tel: 307.635.4231 Fax: 307.635.4237

INTERNATIONAL

AUSTRALIA

Marsh 201 Sussex Street Sydney, NSW 2000 Tel: +61.2 88648687 Fax: +61.2 88648811 www.marsh.com

Willis Australia Limited Level 4, 555 Bourke Street Melbourne, Victoria 3000 Tel: 61 386819871 Fax: 61 386819833 www.willis.com.au

CANADA

ALBERTA

Aon Reed Stenhouse Inc. 10025 - 102A Avenue, Suite 900 Edmonton, AB T5J 0Y2 Tel: 780.423.9801 Fax: 780.423.9802 www.aon.ca

HUB International Phoenix Insurance Brokers 10320-146 Street Edmonton, AB T5N3A2 Tel: 780.453.8405 Fax: 780.482.3302 www.hubinternational.com

Rogers Insurance Ltd. 600 1000 Centre Street North Calgary, AB T2E 7W6 Tel: 403.476.4453 Fax: 403.717.4993 www.rogersinsurance.ca

BRITISH COLUMBIA

Willis Canada, Inc. 1500-1095 West Pender Street Vancouver, BC V6E 2M6 Tel: 604.683.6831 Fax: 604.683.5744 www.willis.com

Wilson M. Beck Insurance Services, Inc. 303-8678 Greenall Avenue Burnaby, BC V5J 3M6 Tel: 604.437.6200 Fax: 604.437.5347 www.wmbeck.com

ONTARIO

HKMB HUB International Ltd. 595 Bay Street, Suite 900 Toronto, ON M5G 2E3 Tel: 416.597.0008 Fax: 416.224.9684 www.hkmb.com

Masters Insurance Limited 7501 Keele Street, Suite 400 Vaughan, ON L4K 1Y2 Tel: 905.738.4164 Fax: 905.738.5143 www.mastersinsurance.com **Petrela Winter & Associates** Insurance Brokers

12-14 Bruce Park Avenue Toronto, ON M4P 2S3 Tel: 416.488.2522 Fax: 416.488.8527 www.petrela.com

Rosenberg & Parker of Canada, Inc. 4211 Yonge Street, Suite 205 Toronto, ON M2P 2A9 Tel: 416.218.1280 Fax: 647.591.2693 www.suretybond.ca

Marsh China Suite 30-022 Hang Seng **Bank Tower** No 1000 Lujiazui Ring Road Shanghai Tel: 86 21 6096 5785 Fax: 86 21 6096 57999 www.marsh.com

Willis Insurance Brokers Co., Ltd 10/F, UC Tower, 500 Fushan Road Shanghai, PR 200122 Tel: 86 21 3887 9988 www.willis.com

COLOMBIA

Correcol S.A. Calle 93A No U-36 Piso 4Y5 Bogota, DC Tel: 571.530.0053 Fax: 571.530.8495 www.correcol.com

ENGLAND

Marsh Limited Capital House 1-5 Perrymount Road Haywards Heath, West Sussex England RH16 3SY Tel: 440.1444 335325 Fax: 440.144.4335 www.marsh.com

Marsh Limited Tower Place East, 1 Lower Thames Street London, England ECBR 5BU Tel: 442.071.784368 www.marsh.com

HONG KONG

Risk Management Insurance Brokerage Ltd. Suite 1201 Towers 2 South Seas Centre, 75 Mody Road, TST East Kowloon 99999 Tel: 852.252.97866 Fax: 852.280.81039 www.riskmgtgroup.com

ITALY

Ex S.S. 10 Per Alessandria, 6/a Tortona, Italy Tel: +39 0131872511 Fax: +39 0131872507 www.pcabroker.com

MEXICO

INTERTEC, Agente de Seguros y de Fianzas, SA de CV Ocotepec 81 Col. San Jeronimo Lidice Mexico City D.F 10200 Tel: 52 55 8503 92 10 Fax: 52 55 8503w92 55 www.intertec.com.mx

Affiliates: Managing General Agencies

CALIFORNIA

Contractor Managing General Insurance Agency, Inc.

20335 Ventura Boulevard Suite 426 Woodland Hills, CA 91364 Tel: 866.363.2642 Fax: 866.234.0415 www.cmgia.com

GEORGIA

Allstar Financial Group, Inc.

365 Northridge Center Northridge Road Atlanta, GA 31150 Tel: 404.522.3898 Fax: 404.892.0186 www.allstarfinancialgroup.com

GUAM

Moylan's Insurance Underwriters, Inc.

424 West O'Brien Drive Julale Center - Suite 102 Hagatna, GU 96910 Tel: 671.477.7500 Fax: 671.477.1837 www.moylansinsurance.com

Takagi & Associates, Inc.

540 Pale San Victores Road Suite 200, Flame Tree Plaza Tumon, GA 96913 Tel: 671.648.5350 Fax: 671.648.5373 www.takagiinsurance.com

ILLINOIS

Navigators Management

Company, Inc. 1375 East Woodfield Road Suite 720 Schaumburg, IL 60173 Tel: 847.285.9002 Fax: 847.285.9003

Affiliates: Reinsurance Companies

CALIFORNIA

www.navg.com

JLT Re

135 Main Street, Suite 1600 San Francisco, CA 94105 Tel: 415.930.9076 Fax: 415.882.1526 www.jltre.com

CONNECTICUT

Aspen Insurance US Services, Inc.

175 Capital Boulevard Rocky Hill, CT 06067 Tel: 860.760.7735 www.aspen.com

Berkshire Hathaway

120 Long Ridge Road Stamford, CT 06902 Tel: 203.328.5000 Fax: 203.967.3009 www.gcr.com

Chubb Tempest Re USA, Inc.

Two Stamford Plaza 281 Tresser Boulevard, Suite 500 Stamford, CT 06901 Tel: 203.328.7000 Fax: 203.328.7003 www.chubb.com

Partner Reinsurance Company of the U.S.

One Greenwich Plaza Greenwich, CT 06830 Tel: 203.485.4200

Fax: 203.485.4300 www.partnerre.com

Willis Re, Inc.

One Landmark Square, Suite 310 Stamford, CT 06901 Tel: 203.967.4786 Fax: 203.967.9262 www.willisre.com

Odyssey Reinsurance Company 1200 Brickell Avenue, Suite 1550 Miami, FL 33131 Tel: 305.722.8401

www.odysseyre.com

ILLINOIS

Hannover Re

500 Park Boulevard, Suite 1360 Itasca, IL 60143 Tel: 630.250.5531 Fax: 630.250.5583 www.hannover-re.com

MINNESOTA

Burns & Wilcox Reinsurance, Inc.

1606 Utah Drive South Minneapolis, MN 55426 Tel: 952.545.2489 Fax: 952.545.2284 www.burnsandwilcox.com

NEW JERSEY

Markel Global Reinsurance

535 Springfield Avenue Summit, NJ 07901 Tel: 908.630.2700 Fax: 908.630.2701 www.markelre.com

Munich Re America

555 College Road East Princeton, NJ 08543 Tel: 609.243.4200 Fax: 609.243.4257 www.munichreamerica.com

NEW YORK

AXIS Reinsurance Company

1211 Avenue of the Americas New York, NY 10036 Tel: 212.500.7601 Fax: 212.500.7569 www.axiscapital.com

Endurance Reinsurance Corporation of America

750 Third Avenue, Floors 18 & 19 New York, NY 10017 Tel: 212.471.2800 Fax: 212.471.2813 www.endurancereusa.com

Ironshore Indemnity Inc.

One State Street Plaza New York, NY 10004 Tel: 646.826.6600 www.ironshore.com

Swiss Reinsurance America Corporation

175 King Street Armonk, NY 10504 Tel: 914.828.8000 Fax: 914.828.5925 www.swissre.com

Transatlantic Reinsurance Co.

One Liberty Plaza, 165 Broadway New York, NY 10006 Tel: 212.365.2126 Fax: 212.248.0318 www.transre.com

INTERNATIONAL

ENGLAND

BMS Group

One America Square London, England EC3N 2LS Tel: 011.44.171.480.7288 Fax: 011.44.171.488.9837 www.bmsgroup.com

GERMANY

R & V Versicherung AG

Leipziger Strasse 35 Wiesbaden, Germany 65191 Tel: +49 611/533.9477 Fax: +49 611/533-77 9477 www.ruv.de

SWITZERLAND

XL Catlin

Catlin Re Schweiz AG Feldeggstr. 4 Zurich, Switzerland 8008 Tel: +43 43 2683400 www.xlcatlin.com

Affiliates: Reinsurance **Brokers**

NEW JERSEY

Everest Reinsurance Company

Westgate Corporate Center 477 Martinsville Road Liberty Corner, NJ 07938 Tel: 908.604.3200 Fax: 908.604.3491 www.everestregroup.com

Guy Carpenter & Company, Inc.

44 Whippany Road Morristown, NJ 07692 Tel: 973.285.7900 Fax: 973.984.8260 www.guycarpenter.com

NEW YORK

Beazley USA Services, Inc. 1270 Avenue of the Americas New York, NY 10020 Tel: 646.943.5900 Fax: 646.378.4039 www.beazlev.com

PENNSYLVANIA

Aon Benfield

1650 Market Street, Suite 3400 Philadelphia, PA 19103 Tel: 215.569.5290 Fax: 215.569.5289 www.aon.com

INTERNATIONAL

BERMUDA

141 Front Street Hamilton, Bermuda HM19 Tel: 441.248.1500 Fax: 441.296.1413 www.amlin.com

BRAZIL

OCS - Odebrecht Administradora E Corretora De Seguros Ltda. Av Das Maasaues Unidas 4777

13â° Andar Sao Paulo, Brazil 52222 Tel: 55 11 8371 3017 http://odebrecht.com

Affiliates: Surety Companies

CALIFORNIA

AmTrust Surety

17771 Cowan, Suite 100 Irvine, CA 92614 Tel: 949.263.3300 Fax: 949.756.2162 www.amtrustsurety.com

HCC Surety Group 601 South Figueroa Street Suite 1600 Los Angeles, CA 90017 Tel: 310.649.0990 Fax: 310.649.0416 www.hccsurety.com

ICW Group

11455 El Camino Real San Diego, CA 92130 Tel: 858.350.2400 Fax: 858.350.2707 www.icwgroup.com

CONNECTICUT

CapSpecialty

115 Glastonbury Boulevard Glastonbury, CT 06033 Tel: 860.241.2002 Fax: 860.241.2035 www.capitolinsurance companies.com

The Hartford

690 Asylum Avenue, Tower 12B Hartford Plaza Hartford, CT 06155 Tel: 860.547.5000 www.thehartford.com

Hudson Insurance Group

8C Canal Court Avon, CT 06001 Tel: 770.485.4461 Fax: 678.718.2611 www.hudson.com

Travelers Bond & Specialty Insurance One Tower Square, 2S2B Hartford, CT 06183 Tel: 860.277.0111 www.travelersbond.com

FLORIDA

Cinium Financial Services Corporation 444 Brickell Avenue, Suite 701 Miami, FL 33131 Tel: 786.353.0301 Fax: 305.675.2434 www.cinium.com

FCCI Insurance Group 6300 University Parkway Sarasota, FL 34240 Tel: 941.907.2705 Fax: 941.907.8583 www.fcci-group.com

Main Street America Group 4601 Touchton Road East **Suite 3300** Jacksonville, FL 32245 Tel: 904.380.7439 Fax: 904.486.7906 www.msagroup.com

HAWAII

First Insurance Company of Hawaii, Ltd. 1100 Ward Avenue Honolulu, HI 96814 Tel: 808.527.7777 Fax: 808.523.6617 www.ficoh.com

Island Insurance Company Limited 1022 Bethel Street Honolulu, HI 96813 Tel: 808.531.1311 Fax: 808.545.8411 www.islandinsurance.com

ILLINOIS

CNA Surety Corporation CNA Plaza, 333 South Wabash 41st Floor Chicago, IL 60604 Tel: 312.822.5000 Fax: 312.817.1759 www.cnasurety.com

NAS Surety Group 475 North Martingale Road Suite 850 Schaumburg, IL 60173 Tel: 800.338.0753 Fax: 847.273.1250 www.nassurety.com

RLI Insurance Company 9025 North Lindbergh Drive Peoria, IL 61615 Tel: 309.692.1000 Fax: 309.689.3933 www.rlicorp.com

IOWA

Employers Mutual Casualty Company 717 Mulberry Street Des Moines, IA 50309 Tel: 515.345.2511 Fax: 515.345.2994 www.emcins.com

Merchants Bonding Company 6700 Westown Parkway Des Moines, IA 50266 Tel: 515.243.8171 Fax: 515.243.3854 www.merchantsbonding.com United Fire & Casualty Co.

118 Second Avenue, S.E. Cedar Rapids, IA 52407 Tel: 800.343.9130 Fax: 319.399.5425 www.unitedfiregroup.com

LOUISIANA

The Gray Casualty & Surety Company 3625 North I-10 Service Road Metairie, LA 70002 Tel: 504.780.7440 Fax: 504.780.9211 www.graysurety.com

MAINE

Patriot Insurance Company One Tyler Drive, Suite 3 Yarmouth, ME 04096 Tel: 866.460.1776 www.patriotinsuranceco.com

MARYLAND

XL Catlin 300 East Lombard, Suite 1710 Baltimore, MD 21202 Tel: 410.385.8401 Fax: 410.385.8010 www.xlcatlin.com

Zurich Surety 600 Red Brook Boulevard Suite 600 Owings Mills, MD 21117 Tel: 410.559.8400 Fax: 410.559.8787 www.zurichna.com

MASSACHUSETTS

Boston Indemnity Group 4 High Street, Suite 206 North Andover, MA 01845 Tel: 978.984.5783 Fax: 617.830.0862 www.bigsurety.com

The Hanover Insurance Company 440 Lincoln Street Worcester, MA 01653 Tel: 508.855.1000 Fax: 508.855.3073 www.hanover.com

MICHIGAN

The Guarantee Company of North America USA One Towne Square, Suite 1470 Southfield, MI 48076 Tel: 248.281.0281 Fax: 248.750.0431 www.theguarantee.com

MINNESOTA

Western National Mutual Insurance Company 5350 West 78th Street Edina, MN 55439-3101 Tel: 952.921.5664 Fax: 952.921.9295 www.wnins.com

NEBRASKA

Universal Surety Company P.O. Box 80468 Lincoln, NE 68501 Tel: 402.435.4302 Fax: 402.435.3274 www.universalinland.com

NEW JERSEY

Berkley Surety Group 412 Mt. Kemble, Suite 310 North Morristown, NJ 07960 Tel: 973.775.5021 Fax: 973.775.5204 www.berkleysurety.com

Chubb Surety 3 Mountainview Road Warren, NJ 07059 Tel: 908.903.3451 Fax: 908.903.3656 www.chubbsurety.com

First Indemnity of America Insurance Co. 2740 Route 10 West, Suite 205 Morris Plains, NJ 07950 Tel: 973.402.1200 Fax: 973.402.0770 www.fiagroup.com

International Fidelity Insurance Co. One Newark Center, 20th Floor Newark, NJ 07102 Tel: 973.624.7200 Fax: 973.624.1641 www.ific.com

Philadelphia Insurance Companies (PHILLY) 100 Princeton South Corporate Center, Suite 400 Ewing, NJ 08628 Tel: 609.512.3140 Fax: 609.895.1649 www.phly.com

Selective Insurance Company of America 40 Wantage Avenue Branchville, NJ 07890 Tel: 973.948.3000 Fax: 973.948.2568 www.selective.com

The Service Insurance Company, Inc. 80 Main Street, Suite 330 West Orange, NJ 07052 Tel: 973.731.7650 Fax: 973.731.2598 www.serviceinsurance company.com

NEW YORK

AIG Surety 175 Water Street, 27th Floor New York, NY 10038 Tel: 212.458.1357 Fax: 212.458.1331 www.chartisinsurance.com

1133 Avenue of the Americas 30th Floor New York, NY 10036 Tel: 212.703.7160 www.chubbsurety.com

Empire Bonding & Insurance Co. 80 Main Street, 2nd Floor Hempstead, NY 11550 Tel: 516.410.1139 www.EBICSurety.com

Endurance American Insurance Company 750 Third Avenue, 2nd Floor New York, NY 10017 Tel: 212.209.6500 Fax: 212.471.1748 www.endurance.bm

Euler Hermes North America Insurance Company 1 Penn Plaza, Floor 33 New York, NY 10119 Tel: 212.502.0514 Fax: 410.753.0941

www.eulerhermes.us

Nationwide Management Liability and Specialty, Surety and Fidelity 7 WTC, 250 Greenwich Street 37th Floor New York, NY 10007 Tel: 212.329.6900 Fax: 212.329.6918 www.nationwide-mls.com

OneBeacon Surety Group 77 Water Street, 17th Floor New York, NY 10004 Tel: 781.332.7205 www.onebeaconsurety.com

QBE SuretyWall Street Plaza, 88 Pine Street New York, NY 10005 Tel: 212.497.9669 Fax: 347.387.7487 www.qbena.com

OHIO

The Cincinnati Insurance Company 6200 South Gilmore Road Fairfield, OH 45014 Tel: 844.880.2663 Fax: 513.881.8060 www.cinfin.com

Great American Insurance Company 301 East Fourth Street, Suite 24 Cincinnati, OH 45202 Tel: 513.369.5000 Fax: 513.723.2740 www.greatamericanbonds.com

Westfield Group One Park Circle Westfield Center, OH 44251 Tel: 330.887.0452 Fax: 330.887.7452 www.westfieldgrp.com

OKLAHOMA

Granite Re, Inc. 14001 Quailbrook Drive Oklahoma City, OK 73134 Tel: 800.440.5953 Fax: 405.749.6800 www.granitere.com

National American Insurance Company 1010 Manvel Avenue Chandler, OK 74834 Tel: 405.258.0804 Fax: 405.258.4712 www.naico.com

PENNSYLVANIA

Aegis Security Insurance Company 2407 Park Drive Harrisburg, PA 17110 Tel: 717.657.9671 Fax: 717.657.5837 www.aegisfirst.com

Allied World National Assurance Company 30 South 17th Street, Suite 1600 Philadelphia, PA 19103 Tel: 267.800.1804 Fax: 267.800.1859 www.awac.com

Arch Insurance Group

3 Parkway, 1601 Cherry Street Suite 1500 Philadelphia, PA 19102 Tel: 215.606.1600 Fax: 866.637.5861 www.archinsurance.com

Crum & Forster

1600 Market Street, Suite 1410 Philadelphia, PA 19103 Tel: 215.982.4081 Fax: 877.622.6316 www.cfins.com

Pennsylvania National Mutual Casualty Insurance Co.

P.O. Box 2361 Harrisburg, PA 17105 Tel: 717.255.6870 Fax: 717.255.6360 www.pennnationalinsurance.com

TENNESSEE

Lexon Surety Group 12890 Lebanon Road Mt. Juliet, TN 37122 Tel: 615.553.9500 Fax: 615.553.9502 www.lexonsurety.com

TEXAS

Argo Surety 13100 Wortham Center Drive Suite 290 Houston, TX 77065 Tel: 281.640.7912 Fax: 281.640.7930 www.argosurety.com

SureTec Insurance Company

1330 Post Oak Boulevard Suite 1100 Houston, TX 77056 Tel: 713.812.0800 Fax: 713.683.2323 www.suretec.com

WASHINGTON

Liberty Mutual Surety 1001 4th Avenue, Suite 4700 Seattle, WA 98154 Tel: 206.473.3799 Fax: 866.548.6837 www.libertymutual.com

WISCONSIN

Old Republic Surety Company

P.O. Box 1635 Milwaukee, WI 53201 Tel: 262.797.2640 Fax: 262.797.9495 www.orsurety.com

West Bend Mutual Insurance Co

8401 Greenway Boulevard Suite 1100 Middleton, WI 53562 Tel: 608.410.3503 Fax: 877.674.2663 www.thesilverlining.com

INTERNATIONAL

CANADA

ONTARIO

Aviva Surety 2200 Eglinton Avenue East Scarborough, ON M1L 4S8 Tel: 416.229.8517 Fax: 416.229.5429 www.avivacanada.com

The Guarantee Company of **North America**

4950 Young Street, Suite 1400 Toronto, ON M2N 6K1 Tel: 416.223.9580 Fax: 416.223.7654 www.theguarantee.com

Trisura Guarantee

Insurance Company 333 Bay Street, Suite 1610 Toronto, ON M5H 2R2 Tel: 416.214.2555 Fax: 416.214.9597 www.trisura.com

QUEBEC

Intact Insurance Company 2020 University Street, Suite 700 Montreal, PQ H3A 2A5 Tel: 514.282.6101 Fax: 514.282.7954 www.intactassurance.com

SASKATCHEWAN

Western Surety Company

2000-1881 Scarth Street Regina, SK S4P 4K9 Tel: 416.972.5864/800-475-4454 Fax: 306.359.0929 www.westernsurety.ca

Associates: Certified Public Accounting Firms

CALIFORNIA

GALLINA, LLP 3270 Inland Empire Boulevard Suite 300 Ontario, CA 91764 Tel: 916.638.1188 Fax: 916.638.1182

www.gallina.com

Moss Adams, LLP 2040 Main Street, Suite 900 Irvine, CA 92614 Tel: 949.221.4000 Fax: 949.221.4001 www.mossadams.com

FLORIDA

DGLF CPAs & Business Advisors

6675 Westwood Boulevard Suite 450 Orlando, FL 32821 Tel: 407.351.8120 Fax: 407.351.8119 www.dglfcpa.com

E.F. Alvarez & Company, P. A.

782 N.W. 42 Avenue, Suite 545 Miami, FL 33126 Tel: 305.444.6503 Fax: 305.444.3840 www.efacpa.com

ILLINOIS

BKD, LLP

1901 South Meyers Road Suite 500 Oakbrook Terrace, IL 60181 Tel: 630.282.9500 Fax: 630.282.9495 www.bkd.com

CliftonLarsonAllen, LLP

1301 West 22nd Street, Suite 1100 Oak Brook, IL 60523 Tel: 630.369.3692 Fax: 630.573.0798 www.claconnect.com

INDIANA

BKD. LLP

201 North Illinois Street Indianapolis, IN 44998 Tel: 317.383.4000 Fax: 317.383.4200 www.bkd.com

Crowe Horwath, LLP

3815 River Crossing Parkway Suite 300 Indianapolis, IN 46240 Tel: 317.569.8989 Fax: 317.706.2660 www.crowehorwath.com

Albin, Randall & Bennett

130 Middle Street Portland, ME 04112 Tel: 207.772.1981 Fax: 207.772.1982 www.arbcpa.com

MARYLAND

Lanigan, Ryan, Malcolm & Doyle, P.C.

555 Quince Orchard Road Suite 600 Gaithersburg, MD 20878 Tel: 301.258.8900 Fax: 301.258.1020 www.lrmd-cpa.com

MINNESOTA

CliftonLarsonAllen, LLP

220 South Sixth Street, Suite 300 Minneapolis, MN 55402 Tel: 612.376.4500 Fax: 612.376.4850 www.claconnect.com

MISSISSIPPI

Horne, LLP

1020 Highland Colony Parkway Suite 400 Ridgeland, MS 39157 Tel: 601.326.1000 Fax: 601.714.2001 www.horne-llp.com

MISSOURI

BKD, LLP

1201 Walnut Street, Suite #1700 Kansas City, MO 64106 Tel: 417.831.7283 Fax: 417.831.4763 www.bkd.com

BKD, LLP

910 East St. Louis Street Suite 400 Springfield, MO 65801 Tel: 417.831.7283 Fax: 417.831.4763 www.bkd.com

NEW JERSEY

CohnReznick,LLP 23 Christopher Way Eatontown, NJ 07724 Tel: 732.578.0700 www.cohnreznick.com

NEW MEXICO

RPC CPAs & Consultants, LLP 2700 San Pedro Northeast Albuquerque, NM 87190 Tel: 505.833.2727 Fax: 505.884.6719 www.rpcllp.com

PENNSYLVANIA

Construction Financial Administration Services, LLC dba CFAS

1812 Crestlyn Road York, PA 17403 Tel: 717.309.2600

Dayhill Group, LLC 1205 West Lakes Drive, Suite 280 Berwyn, PA 19312 Tel: 484.844.5423 Fax: 484.631.0506

TENNESSEE

DGLF CPAs & Business Advisors 401 Commerce Street, Suite 1250 Nashville, TN 37219 Tel: 615.661.6599

Fax: 615.661.9219 www.dglfcpa.com

www.dayhillgroup.com

TEXAS

BKD, LLP

14241 Dallas Parkway, Suite 1100 Dallas, TX 75254 Tel: 972.702.8262 Fax: 972.702.0673 www.bkd.com

BKD, LLP

2800 Post Oak Boulevard Suite 3200 Houston, TX 77056 Tel: 713.499.4600 Fax: 713.499.4699 www.bkd.com

Phillips & Associates CPA's

2709 81st Street, Suite A Lubbock, TX 79423 Tel: 806.791.3904 Fax: 806.791.5636

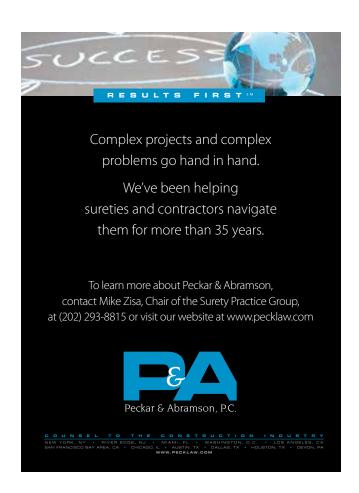
WASHINGTON

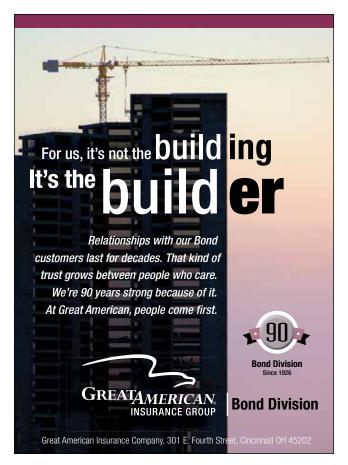
Moss Adams, LLP 999 Third Avenue, Suite 2800 Seattle, WA 98104 Tel: 206.302.6500 Fax: 206.622.9975 www.mossadams.com

Index to Advertisers

| ACCOUNTING |
|---|
| BKD, LLP |
| www.bkd.com CICPAC22-23 |
| www.cicpac.com |
| Dayhill Group |
| www.dayhillgroup.com |
| ASSOCIATIONS |
| CICPAC22-23 |
| www.cicpac.com |
| ATTORNEYS |
| Peckar & Abramson42 |
| www.pecklaw.com |
| CPA FIRMS |
| BKD, LLP16 |
| www.bkd.com |
| Soren McAdam LLP13 www.sorenmcadam.com |
| www.sorenincauani.com |
| FUNDS ADMINISTRATION |
| Great Horn Financial Services Corporation |
| www.greathornfinancial.com |
| FUNDS CONTROL |
| Dayhill Group |
| www.dayhillgroup.com |

| Great Horn Financial Services Corporationwww.greathornfinancial.com | 6 |
|--|----------------------|
| INSURANCE Allstar Financial Group | 26 Inside Back Cover |
| SOFTWARE GALLINA LLP, CPAs www.gallina.com Hammond Group, P.C www.peerzone.com | |
| SURETY COMPANIES Granite Re, Inc | 4 |
| www.merchantsbonding.com | |





EXPERTISE the skill and strength that moves your business When it comes to Surety... Our expertise will provide the solutions. Our responsiveness will provide the service. Our range of premier products will meet all needs from small market to large national firms. And our financial strength and stability will allow us to be in the forefront of the Surety market.

Financial ratings

A.M. Best A+ (Superior), FSC XV¹ U.S. Treasury listed and approved with a T-listing in excess of \$1.1 billion, one of the largest in the industry²

866-387-0457, bonddept@nationwide.com





Give your contractor clients an advantage in today's competitive world. Provide them with sophisticated financial reports that will give them insight into their fiscal future.

PeerZone® Contractor is fully integrated with PeerZone® WIP to safely send and receive XBRL formatted Financial Statements and Job Schedules. PeerZone® works with Windows 7 and above. PeerZone® is a standalone system and is not cloud based.



Give your contractors something they can really use. **PeerZone**[®] financial analysis.

Check us out at PeerZone.com