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ON THE COVER

FALL 2015

Much like cars, bicycles and clocks, our industry can't move forward without a series of quality moving parts. When it comes to suretyship, those components—or gears—include standard form documents, proper risk management, effective cybersecurity measures, and, of course, NASBP's bond producer, affiliate, and associate members. That's why this issue of Surety Bond Quarterly contains in-depth coverage on these topics-plus our exclusive 2015 NASBP Resource Directory, a listing of NASBP firms that helps professionals qualify for and maintain surety credit.

Want even more? Check out www.suretybondquarterly.com for a series of Web-exclusive articles on topics including owner practices that may result in construction claims, why professionals should heed new insurance regulations, the value of electronic bond forms and highlights from the 2015 NASBP Legislative Fly-in.

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

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NASBP Upcoming Meetings & Events

REGIONS 8, 9, 10 & 11 MEETING

September 27-29, 2015 Amelia Island, FL

REGIONS 4, 5, 6 & 7 MEETING

October 1-3, 2015 Kansas City, MO

EXECUTIVE LEADERSHIP CONFERENCE

October 22, 2015 Nashville, TN

MID-YEAR BOARD MEETING

October 22-24, 2015 Nashville, TN

WINTER SURETY SCHOOL — Levels I & II

January 25-29, 2016 Houston, TX

2015–2016 Executive Committee



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From the CEO

Gearing Up With Resources:

Forms, Opinions & Risk Management Practices



Significant activity in the form of the development of standard form construction documents has taken place this year. The principal trade association purveyors of such forms, like the American Institute of Architects, ConsensusDocs, and the Design-Build Institute of America, have been active, issuing new documents that will impact the inter-

ests of countless contract parties, who use such forms as invaluable resources to provide equitable starting points for transaction. Much of these efforts has centered on documents reflecting the changing roles and new opportunities in the design and construction procurement arenas.

The last issue of the Surety Bond Quarterly spotlighted the recently released design-build agreements published by the American Institute of Architects (AIA). In this issue, Robin Banks, an attorney with the law firm of Goldberg & Banks, P.C., who serves as an outside legal consultant to AIA, looks at AIA's new teaming agreement, as teaming strategies are a growing presence in the procurement landscape as firms seek to combine their different strengths and capabilities to pursue contract awards. Bill Quatman, General Counsel to Burns & McDonnell Engineering Co. and chair of the Design-Build Institute of America's (DBIA) Documents Committee, provides a bird's-eye view of DBIA's first set of bond forms for its design-build agreements. The surety industry, through participation by NASBP and by the Surety & Fidelity Association of America, maintains regular involvement in the document development efforts of AIA, ConsensusDocs, DBIA, and other prominent trade and professional associations, and provided extensive feedback and comments to DBIA during the development of its bond forms. In another article, Brian Perlberg, Executive Director and Senior Counsel of Consensus Docs, discusses some of the unique approaches ConsensusDocs takes in its agreements to certain key matters, such as owner-directed changes, financial information, and retainage.

The growing preference by project owners for realizing projects through expanded pre-construction services or through single-point responsibility of design and construction services also is having repercussions for the

need for construction firms to obtain professional liability policies. This issue contains two articles that emphasize the importance of professional liability insurance coverage in the risk management practices of construction firms. Mike Zisa and Warren Friedman, attorneys with the law firm of Peckar & Abramson, P.C., spotlight a recent decision by a court in Massachusetts that found that a construction manager at-risk assumed extensive design liability through its construction management responsibilities pertaining to design. Frank Musica, senior risk management attorney at Victor O. Schinnerer & Co., profiles the current state of professional liability insurance policies for construction firms, stressing their importance in a proper risk management portfolio. In this issue's "Practical Insights: What You Need to Know," Mike Zisa recounts ten important points for surety professionals to impart to clients about the shifting sands of the current federal procurement environment.

This also is the first issue that includes bonus coverage of important risk management and technology matters through additional articles on the magazine's related website, www.suretybondquarterly.org. In an age of increasing incidences of computer hacking and identity theft, no business can take safeguarding sensitive client data and information against loss or misappropriation lightly. Dan Bonnet, Director at Dell SecureWorks, addresses recently issued guidance to insurers and producers on effective cybersecurity for client information. Another article relates the momentous work that is being done by volunteers of NASBP, the Surety & Fidelity Association of America, and the Association for Cooperative Operations Research and Development, better known as ACORD in insurance circles, to develop standardized electronic versions of all surety forms, thereby expediting and making more efficient data collection and exchange efforts by producers.

As it is the fall issue, this issue of *Surety Bond Quarterly* contains an at-your-fingertips directory of all NASBP member, affiliate, and associate firms domestically and internationally, a printed resource that no doubt will be of great benefit to anyone interested in or searching for surety bonding and construction accounting assistance.

Please enjoy all the information and resources that this issue of *Surety Bond Quarterly* and that **www.suretybond-quarterly.org** place at your disposal.

Warm regards,

Mark McCallum

NASBP CEO

Providing solutions for the ever changing needs of our customers and their clients.





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Practical Insights: What You Need to Know

Key Takeaways from the

NASBP Federal Construction Contracting Seminar

Presented by Peckar & Abramson, P.C.

ON JUNE 11, 2015, Adrian Bastianelli, Paul Monte, Michael Zisa, Lori Lange, and Michael Cox of the law firm of



BY MICHAEL C. ZISA

Peckar & Abramson, P.C. had the opportunity to meet with members, affiliates, associates, and guests of NASBP at NASBP's Federal Construction Contracting Seminar in Washington, DC. The group spent the day participating in an interactive discussion of recent trends and developments in the federal contracting world-including fraud, the False Claims Act (FCA) and joint

venture arrangements—and how these topics impact the surety industry. In addition, Kenneth Dodds of the U.S. Small Business Administration (SBA) spoke about SBA's proposed rule changes affecting contractors, and Jason Powers of the SBA's Inspector General's Office discussed fraud investigations.

For those of you who were unable to attend, below is a summary of some of the highlights of the event:

Fraud: The new mantra of federal contracting

The federal government's prosecution of fraud claims under the FCA continues to increase with total fraud



NASBP President Susan Hecker welcomed the Federal Construction Contracting Seminar participants, who participated in an intensive and valuable exploration of the hottest issues in federal contracting.



The seminar speakers included attorneys from the law firm of Peckar & Abramson, from left, Michael Cox (at podium), Mike Zisa, Adrian Bastianelli, Paul Monte, and Lori Ann Lange.

collections in 2014 reaching \$5.69 billion—several hundred millions of which involved federal procurement fraud. In light of this, the panel discussed what constitutes fraud under the FCA and how contractors, bond producers, and sureties can stay out of trouble.

- The FCA prohibits, among other things, a person or company from:
 - (1) Knowingly presenting a false or fraudulent claim for payment or approval;
 - (2) Knowingly making, using, or causing to be made or used a false record or statement material to a false claim:
 - (3) Conspiring to commit a violation; or
 - (4) Knowingly delivering or causing to be delivered less than all of the money or property due the government.
- Penalties for violations of the FCA include: (1) civil damages up to three times the government's actual damages, fines of \$5,500 to \$11,000 per false claim; (2) criminal penalties of up to five years in prison and fines; and (3) administrative penalties including suspension, debarment and contract termination.
- Common triggers to FCA claims against general contractors include submission of payment applications, certified payrolls, claims, and subcontractor "pass-through" claims that contain false information or certifications.
 - o Payment applications are considered a claim under the FCA and are one of the most common sources of FCA claims because they contain several

certifications. Specifically, they require the submitting party to certify that (1) the amounts requested are only for work performed in accordance with the contract; (2) all subcontractors and suppliers have been paid from previous payment received and will be paid timely from the current payment requested; (3) the current application does not include any amount that the submitting party intends to withhold from subcontractors and suppliers. Thus, the submitting party must ensure that the certifications are accurate or that any qualifications (that is, withholdings) are disclosed.

- Certified payrolls also give rise to FCA claims because the contractor is required to certify that: (1) the payroll is correct and complete; (2) prevailing wage rates are being met; and (3) employees are properly classified for work performed.
- Subcontractor pass-through claims also implicate the FCA because the contractor is required to certify that: (1) the subcontractor's claim is made in good faith; (2) the supporting data is accurate and complete; (3) the contractor believes that the government is liable for the amount or adjustment sought. To avoid FCA issues, the submitting party must take reasonable measures to obtain support and justification for the claim and make a minimal examination of the records. It is not necessary for the submitting party to believe the subcontractor's claim to be certain or a winner, but just that there are good grounds.
- The FCA can also implicate sureties and sureties' employees. As an initial matter, a surety is not responsible for a contractor's FCA violations unless the surety participated in the fraud or conspired with the contractor. However, a performing surety, as well as the individual making the certification, can be liable under the FCA when submitting requests for payment, certified payroll or claims of a defaulted principal, a completing contractor, or a subcontractor.
- In a takeover situation, performing sureties can be in a particularly vulnerable position because of the acrimonious relationship between the parties, the learning curve, competing interests, and indirect knowledge of the information supporting the claims.
- · To mitigate the risks associated with the FCA, it is essential for all of the participants in the federal contracting arena to understand the potential pitfalls of the FCA and be mindful of those pitfalls and the resultant implications in conducting business.

Billing for bond premiums and the FCA

To the surprise of bond producers in attendance, Federal Acquisition Rule 52.232-5 (g) prohibits a contractor from billing the government for bond premiums until the full premium has been paid and the contractor furnishes proof of payment to the government. Therefore, supplying an invoice marked "paid" or otherwise indicating payment



A member of the SBA Senior Executive Service and Director of Policy, Planning and Liaison Kenneth Dodds, second from left, also was a speaker. He is pictured with, from left, Adrian Bastianelli, Lori Ann Lange, and Matt Cashion.

has been made in full to the contractor before payment has actually been made in full could give rise to liability for a bond producer under the FCA.

Joint venture arrangements in construction

Joint ventures have become commonplace in the federal construction arena and present participants with exciting opportunities. However, as with most business arrangements, joint ventures also create a myriad of issues that the participants must consider at the front-end (when everyone is happy and excited) in order avoid problems down the road. In this regard, the panel discussed the key components of the joint venture agreement and issues that arise in bonding a joint venture.

- Know your partner: Again, the opportunities presented by entering into a joint venture are exciting; but it is essential to know your partner before taking the plunge. Both parties should reflect upon whether their goals, cultures, management styles, risk tolerance, etc. are aligned.
- Capitalization: Joint ventures allow the partners to pool resources. Essential to the agreement is a clear explanation of the capital contribution of the individual partners to the joint venture. This should include initial capital contributions in the form of cash but also equipment, materials, services, technology, or other resources supplied.
- Cash flow: Maintaining cash flow is critical for any joint venture agreement. Joint ventures are often formed for large projects in which one partner is unable or unwilling to carry the full risk. In many cases, an owner will not pay the joint venture for an extended period, requiring the joint venture to finance the project. To survive, the agreement must spell out clearly how the joint venture will meet its financial obligations, whether through scheduled capital contributions, cash calls, or third-party financing.

Continued on page 22



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Alternative

Alternative

Are construction managers more at risk?





BY MICHAEL C. ZISA AND WARREN E. FRIEDMAN

IN THE DAYS of design-bid-build project delivery, architects and engineers were responsible for design, and contractors were responsible for construction. These days, however, the bright lines of responsibility have been blurred by alternative project delivery methods such as "design-build" and "construction manager at-risk." As project delivery methods change, so do risks for contractors who assume these alternate and expanded roles. A Massachusetts Superior Court decision highlights the potential risks for a construction manager at-risk (CM@R). In what it determined was a matter of first impression, that Massachusetts trial court ruled that, based on its scope of work under the

contract and the contract's broad indemnification provision, a CM@R could not sue an owner for design deficiencies even though the owner provided the plans and specifications for the project. This is a decision that, if affirmed on appeal or adopted by other courts, will likely have a major impact on the business of general contractors performing CM@R work.

In Coghlin Electrical Contractors, Inc. v. Gilbane Building Co. and Travelers & Surety Co. of America, No. 2013-1300-D (Mass. Sup. Ct. June 24, 2014) (Davis, J.), the Massachusetts Division of Capital Asset Management on behalf of the Massachusetts Department of Mental Health (Owner) contracted with Gilbane Building Company (CM) to manage the construction for a psychiatric facility pursuant to a CM@R agreement. CM subcontracted the electrical scope of work to Coghlin Electrical Contractors, Inc. (Subcontractor). During construction, Subcontractor encountered issues resulting in additional costs as a result of CM's purported mismanagement of the project, stemming from design changes impacting Subcontractor's work. Subcontractor sued CM and its surety for the resulting damages, and CM subsequently sued Owner by way of a third-party complaint, asserting that Owner was responsible for any damages caused by the design-related changes and design errors. Owner moved to dismiss CM's claims, arguing that the CM@R agreement obligated the CM to "indemnify, defend, and hold harmless" Owner from and against "all claims, damages, losses, and expenses . . . arising out of or resulting from the performance of the Work."

Examining the CM@R agreement, the court found that the provisions imposed upon CM extensive design responsibilities:

The CM shall review, on a continuous basis, development drawings, specifications and other design documents. The design reviews shall be performed with a group

AS PROJECT DELIVERY METHODS CHANGE, SO DO RISKS FOR CONTRACTORS WHO ASSUME THESE ALTERNATE AND EXPANDED ROLES.

of architects and engineers, who are either employees or independent consultants under contract with the CM. . . . The CM shall review the design documents for clarity, consistency, constructability, maintainability/operability, and coordination among the trades

Ultimately ruling for the Owner, the court explained that this was not a typical design-bid-build project, but was rather an "alternative delivery method" authorized by Massachusetts law where, under the CM@R project delivery system, the purpose is to engage the CM during the design phase of the project so that the public entity can benefit early on from the CM's expertise. The court further explained that in the CM@R delivery method, the CM takes on additional duties and responsibilities for the project along with added risk; but, according to the court, this additional exposure should be compensated through the CM's guaranteed maximum price, absent change orders. Despite arguments by the CM that the Owner modified the scope of the CM@R agreement, the court found no contractual support for this argument.

Additionally, the court held that the contractual indemnification language running in favor of the Owner "trump[ed] the long-standing Massachusetts common law principles to the effect that 'where one party furnishes plans and specifications for a contractor to follow in a construction job . . . the party furnishing such plans impliedly warrants their sufficiency for the purpose intended." In fact, the court determined that the doctrine that requires the owner to ensure constructability of the plans and specifications (recognized across the country as the Spearin Doctrine) does not apply in the CM@R context where the CM takes on added roles and responsibilities, including

design-related roles and responsibilities. While the CM argued to the court that the indemnity obligation excluded claims involving design changes and design errors and omissions, the court disagreed because no claims had been filed against the designer.

As a result, based upon this rationale, the court ignored all of the CM's arguments and dismissed the CM's claims against the Owner in their entirety and with prejudice. Following the ruling, an appeal was filed by the CM in the Appeals Court of Massachusetts (Case No. 2014-P-1431), and in light of the significance of the decision on the construction industry, amicus curiae briefs were filed by American Council of Engineering Companies of Massachusetts and Massachusetts Chapter of the American Institute of Architects, Construction Industries Massachusetts, Columbia Construction Company, Associated General Contractors of Massachusetts, Inc., each of which expressed a different industry view of the issues. Interestingly, in its briefing and during oral argument, the Owner conceded that, if a design flaw arises out of the designer's work, the Owner would owe the CM for costs arising from such error or omission.

This decision, as it currently stands, poses a significant risk to CMs. This potential risk should be accounted for in the guaranteed maximum price, and CM@R agreements should be reviewed carefully to avoid a similar result. In fact, many CM@R agreements, while including similar design-related responsibilities, also contain language that memorializes that the CM is not the designer and will not be responsible for design errors and omissions. Likewise, where a CM@R agreement contains a broad indemnity provision, CMs should consider modifying that language or including carefully

crafted language in clarifications to limit their exposure from the risks stemming from such a provision. Another method for addressing or mitigating the risk associated with potential design liability for a CM is to purchase a professional liability policy prior to commencement of a project. These policies are intended to provide coverage to contractors for such liability, including, but not limited to, design errors or omissions or negligence of the contractor in rendering its construction and related services to a project. In fact, some owners are even requiring by contract that contractors (especially in a CM@R setting) procure these professional liability policies.

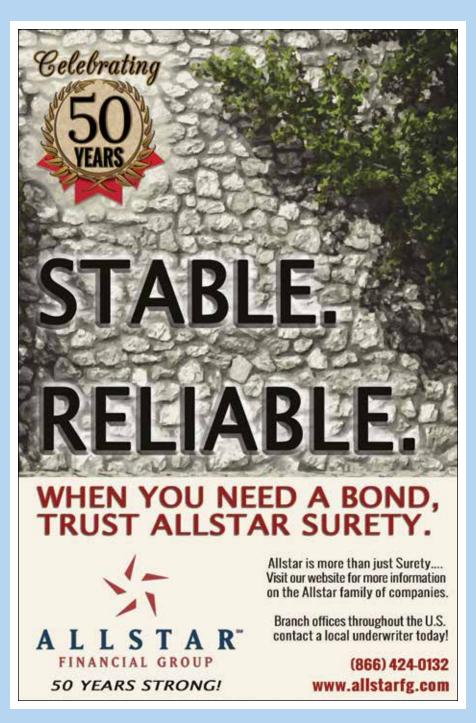
This decision also raises issues for sureties providing payment and performance bonds for CM@Rs. Specifically, sureties may lose rights to pursue a principal's claims for defective plans and specifications and may be confronted with performance bond claims arising out of a principal's failure to fulfill its designrelated or attendant indemnification obligations under the CM agreement.

If the appeals court affirms the trial court's ruling, the decision will likely have far-reaching consequences and change the way CM@R agreements are understood and operate because, traditionally, CM@R agreements do not assume responsibility for design. Furthermore, such a decision would potentially erode the Spearin Doctrine in any construction contract where a contractor participates in or assumes some contractual responsibility for even a portion of the design process. The appeal has already been pending for nine months and the appellate court recently entered an order waiving a procedural rule setting a maximum time frame for a decision, so only time will tell.

Michael C. Zisa is a partner in the Washington, DC office of Peckar & Abramson, P.C. and focuses his practice on construction, surety, and government contracts law and chairs the Firm's Surety practice group.

Zisa regularly speaks and writes on surety and construction issues and was recently recognized again by Washington, DC Super Lawyers in the areas of construction litigation, surety, and government contracts. He can be reached at mzisa@pecklaw.com or 202.293.8815.

Warren E. Friedman is a Florida Board Certified Construction lawyer in the Miami office of Peckar & Abramson, P.C. Friedman who regularly represents contractors, construction managers, and sureties on both private and public construction projects and places particular emphasis on providing strategic business counseling to his clients designed to prevent costly disputes before they arise. He can be reached at wfriedman@pecklaw.com or 305.358.2600.



Feature

Contractors in a New Age of Product Delivery

Contractors are expanding their roles, and as they do, they'll have to share design liability.



BY FRANK A. MUSICA

IF YOU THINK design liability coverage is only for those licensed by states to provide professional services in architecture, engineering, surveying, or the other recognized professions, you're a few decades behind the evolution of design and construction. Victor O. Schinnerer & Company, working with CNA, first provided professional liability insurance policies to

construction contractors in 1996. With the accelerating blurring of the "bright line" established by practice and the law between design responsibilities and construction work, that portion of the insurance industry—where construction contractors and specialty subcontractors purchase a policy to cover their direct or vicarious liability for design negligence—is the fastest growing segment of many carriers' professional liability book.

Clients want new delivery systems: Contractors respond

The evolution of the industry has led many firms, which traditionally constructed projects, into broadened roles as program managers, design-builders, and construction managers. As clients give contractors a greater role in the total project delivery system, such as through the singlepoint responsibility of design-build, the concomitant is that clients demand greater responsibility. As technology advances—such as the sharing of design information and the accumulation of design advice through building information modeling-some in the construction process embrace the risk, allocate it effectively, provide the service, and collect the fee. With technology enabling a constant flow of design information throughout the creation of capital assets, the roles of designer and constructor are becoming more fluid. That fluidity also means that design responsibility and liability are increasingly flowing to all parties in the project delivery system.

Changes in the traditional design and construction process, which include early contractor involvement, design-assist, design-build, and relationship or three-party contracting, have challenged the legal system to reevaluate sources of duty and liability. While contractual arrangements and entity formation methods can minimize exposures and allocate direct contractual risks, some exposures are extremely long-term and will not simply fall on those who are licensed design professionals. Many contractors are willing to take the risk of design responsibility as part of a strategy to provide a broad range of services to clients and to increase their control over client expectations and project outcomes.

Contractor design liability has existed for decades

Contractors routinely have been responsible for elements of design. While some of the risk of negligence for this design delegation stays with the prime design professional, much of the risk is shifted to those actually performing or furnishing the design services—the contractor, specialty subcontractors, or subcontracted design professionals. This exposure is created by distributed design responsibilities imposed by the complexity of new projects and the increasing delegation of design responsibility to contractors and specialty subcontractors; it should not be ignored by contractors, subcontractors, or prime design professionals. To turn these exposures into opportunities, contractors need to be aware of how to insure against design liability exposures. Many have already acknowledged this expanded role by recognizing their professional liability exposures and properly insuring the risks.

For design professionals and anyone else providing design solutions, risk arises from the possibility of causing harm due to their negligence in performing design services. Professional liability insurance programs for contractors cover design services performed by the contractor's in-house staff as well as vicarious liability when design work is provided by a design firm or specialty

subcontractor. When a contractor's responsibility goes beyond construction to project design or construction management, the need to carry professional liability coverage is intensified. For instance, CNA contractors' professional liability insurance program provides coverage for design services performed by the contractor's in-house staff, construction management services, joint ventures, and the vicarious liability of the contractor.

Liability exists in more than design-build projects

If a contractor takes the lead on a design-build project, it should expect the exposure that goes with that leadership. While the risk of design liability exposure is obvious in contractor/design professional joint ventures, sometimes little forethought is given to obtaining proper insurance coverage. Contractor-led design-build project delivery results in an even greater shifting of responsibility for design to contractors. This trend exposes contractors to new and serious risks. If the contractor is providing "a package" to an ultimate client, that contractor has the total exposure, including the vicarious liability for the services of any joint venturer or subcontracted professional services. A CGL policy with an endorsement will not be adequate to protect the contractor; design liability insurance is needed. A risk ignored or not addressed by management techniques and insurance coverage can be disastrous if problems arise.

In design-build project delivery, where one party tells the client that it is taking responsibility for both design and construction of the project, it is less likely that clients will accept a contractual provision that attempts to place all design responsibility on a subcontractor who, because of state licensure laws, is seen as the design professionalof-record. At times, contractors attempt to have the ultimate client "skip over" them to sue a design professional directly, with the intention of managing the design risk by contractually avoiding their legal responsibility.

Even in situations where a contractor cannot legally hold itself out as providing design services, it retains vicarious liability for the negligence of the design professional. That's why, when a contractor enters into a design-build agreement with a client, the contractor is increasingly required to carry professional liability insurance to cover this exposure. In the future, a requirement for design liability coverage is likely to be seen in clientgenerated construction agreements covering other types of project delivery.

Spearin may not provide protection

In their veneration of *United States v. Spearin*, many contractors and their attorneys have relied on case law that courts are now rethinking. While it may still be true that a contractor will not be liable to the client for loss or damage that results solely from insufficiencies or defects



in client-provided information, plans, and specifications, the broad reach of the Spearin doctrine may not be as applicable to modern design and construction. After almost one hundred years of efforts to expand the scope and reach of the original Spearin ruling, it is clear that clients (by contract) and courts (by looking at where the true responsibilities for design rest) are reconsidering the allocation of liability.

Despite this broad spectrum of design risk that reaches every stakeholder on a construction project, most contractors have relatively limited knowledge of the potential direct and vicarious liabilities they face. The types of insurance coverage needed to protect design professionals from contractor design liabilities may be strange to contractors and even to their insurance advisors. But contractors should not ignore their design liability exposures. All in all, it is crucial for contractors as well as design professionals to understand the exposures they face and learn how to obtain adequate insurance to cover those exposures.

Frank A. Musica is the senior risk management attorney for Victor O. Schinnerer & Company, Inc. Musica provides education and management assistance to Schinnerer's clients, including Schinnerer's Constructive Comments, a newsletter reaching over 2,000 design-builders, construction managers, constructors, and their insurance brokers. He can be reached at frank.d.musica@schinnerer.com and 301.951.6935.

DBIA

Releases New Bond Forms for



sign-Build Projects



BY G. WILLIAM QUATMAN

IN 1998 THE Design-Build Institute of America (DBIA) began publishing its family of contract forms. Not having the century of history that the American Institute of Architects (AIA) had in publishing forms, DBIA recognized that there were gaps in its menu of available documents. Project owners and DBIA members were using surety bond forms produced by AIA and other organizations that

were not necessarily appropriate for design-build. This gap needed to be closed, and more than two years ago DBIA's Contract Documents Task Force began to identify forms missing from both its family of documents and the industry overall. That analysis led to the development of 14 new forms listed in the table below, all of which were published in 2015.

The new forms include eight new bond forms, covering various stages of a design-build project; and several contract arrangements; as well as six "consent of surety" forms related to partial release of retainage and final payment. Early in the drafting of these bonds, DBIA reached out to NASBP and SFAA for input. "We want these bonds to be used in the industry and knew that we needed input from those who sold and underwrote surety bonds. So we reached out to NASBP and SFAA," said Lisa Washington, Executive Director of DBIA.

Both organizations were eager to assist, lending assistance in drafting and brain-storming about the unique aspects of design-build and the concerns of sureties, owners, design-build firms, and design professionals. It was not always easy, and a few times negotiations broke down. But in the end, the drafters reached a consensus on language that serves all parties' interests and will benefit the industry. The forms have been endorsed by both NASBP and SFAA for use by their members.

Various bond tiers

Design-build is not always delivered in one structure. While the most common team formation is a contractorled team (as prime), which enters into subcontracts with

DBIA Form Name	Doc. No.
Proposal Bond	610
Warranty Bond	615
D-B Performance Bond	620
D-B Payment Bond	625
Sub-Performance Bond	630
Sub-Payment Bond	635

DBIA Form Name	Doc. No.
General Contractor Performance Bond	640
General Contractor Payment Bond	645
Consent of Surety to Partial Release of Retainage to D-B	500D6
Consent of Surety to Release of Final Payment to D-B	500D7
Consent of Surety to Partial Release of Retainage to Subcontractor	500D6S
Consent of Surety to Release of Final Payment to Subcontractor	500D7S
Consent of Surety to Partial Release of Retainage to General Contractor	500D6GC
Consent of Surety to Release of Final Payment to General Contractor	500D7GC

trade subs and design consultants, there are other variations. Those include joint ventures, designer-led teams, developer-led teams, and so-called integrated project delivery (tripartite contracts among owner, contractor, and designer). The new DBIA bonds have forms for use in any setting, whether the surety is bonding a designbuild prime, a contractor, or a subcontractor. "We wanted an off-the-rack form rather than have parties do massive red-lining of the bonds to fit a different delivery method," said DBIA's Lisa Washington.

Concise drafting

DBIA's document drafters attempted to avoid being overly wordy with the new forms. Looking at some of the competition's bonds, DBIA felt that there were often too many definitions or redundant sections. The result is a set of bonds that contains all the key elements necessary to define the obligations of sureties, principals, owners, and claimants in "plain English."

DBIA performance bond

Starting with the new DBIA Performance Bond, Document No. 620 (2015 ed.), we see there are many important differences from other existing form families. AIA does not yet publish any bond forms specifically for design-build, so we only have the AIA A312 (2010 ed.) Performance Bond for comparison. EJCDC publishes its D-610 (2002 ed.), and Consensus DOCS publishes two forms, the 470 and 471 (2007 ed., revised 2011). Here are some of the major differences:

Design liability

The difference in the two Consensus DOCS performance bonds is found in one paragraph. The 471 bond is subtitled "Where the Surety is NOT Liable for Design Services" and contains a paragraph that reads as follows: "NO LIABILITY FOR DESIGN. Pursuant to Article 2 of the Bond, the Surety shall be liable for all construction costs of the Work, up to the Bond Sum, but shall not be liable for any costs or damages arising from design services provided pursuant to the Contract." The 470 bond, on the other hand, is subtitled "Where the Surety is Liable for the

Design Costs of the Work" and includes Section 3, which states as follows: "LIMITED LIABILITY FOR DESIGN. This Bond shall cover the costs to complete the Work, but shall not cover any damages of the type specified to be covered by the Design-Builder's Liability Insurance or by the Professional Liability Insurance required pursuant to the Contract, whether or not such insurance is provided or in an amount sufficient to cover such damages." EJCDC's bond form D-610 contains a similar Section 12, stating as follows: "Surety's performance obligation includes completion of the design responsibilities of Design/Builder. However, Surety shall not be liable for damages of the type specified to be covered by design/builder's liability insurance required by the Contract Documents even if such insurance was not obtained or is not sufficient to cover the damages." AIA's A312 contains no similar language but, again, it is not intended specifically for design-build projects.

What do these statements really mean? Both ConsensusDOCS 470 and EJCDC D-610 bonds are clear that, if the bonded design-builder defaults, the surety will step in and complete the work, including any remaining design services. However, if there are bonded obligations to indemnify or pay for damages caused by design errors or omissions, these bonds exclude that coverage if they are the types of damages normally covered by professional liability insurance. Faced with this same question, DBIA took a more holistic approach to the performance bond, with no exclusion or limitation for design errors or omission. In practice, this means that the DBIA bond covers all of the bonded design-builder's obligations, whatever those are, including payment for damages caused by design errors or omissions. Of course, most contractors require their design subconsultants to carry professional liability insurance, and most owners require this as well in the prime design-build contract. There are few design firms operating in the design-build market that are uninsured. This does not mean the surety is now the insurer for the design firm, and the parties will still look to the E&O coverage of the design firm. But if that coverage is insufficient, contains exclusions, or is depleted by other claims, the surety (like the design-builder) is liable to the owner.

DBIA payment bond

Payment for design services

Comparing again the AIA, EJCDC, and Consensus DOCS payment bonds to the new DBIA form 625 (2015 ed.), we see that there is a difference in whether a design subconsultant to a design-builder can make a valid claim on the bond. With traditional design-bid-build construction projects, certain subs and suppliers have payment protection under the contractor's payment bond. On design-build projects the same is true, but not necessarily for design consultants. We see that most design-build teams are led by a contractor (design-builder) that subcontracts with architects and engineers who provide design "services." The average labor and material payment bond covers only "labor and material." In Fields Hartwick Architects v. Capital Indemnity Corp., 884 P.2d 198 (Ariz. Ct. App. 1994), an architectural firm was denied recovery of over \$14,000 in fees under the contractor's bond because the statutory payment bond covered only "labor, materials, or construction equipment." The court held that professional architectural services are not "labor or material" as defined in the statute.

But in another case, Herbert S. Newman & Partners v. CFC Construction Ltd. P'ship, 674 A.2d 1313 (Conn. 1996), just the opposite happened. The contractor and surety argued that the architect's services were not covered by the statutory bond, which protects only "persons supplying labor or materials." The court held that contracting parties who execute a payment bond can expand coverage beyond the statute and that the bond in this case expressly covered "services." In order to provide design consultants the same protection as trade contractors, DBIA's payment bonds specifically cover "services," in addition to labor and materials. AIA's payment bond, A312 (2010 ed.), only mentions "labor, materials, or equipment" and makes no reference to "services." The EJCDC D-615 (2002 ed.) covers not only labor and material, but also clearly adds "architectural and engineering services required for performance of the Work."

ConsensusDOCS publishes two forms, the 472 and 473 (2007 ed., revised 2011), one where the surety "is liable" for design costs and the other where the surety "is NOT liable" for such costs. The difference lies solely in the addition of the word "services" to the list of "labor, materials or equipment" furnished by a claimant. The new DBIA payment bond not only includes "services" within the scope of things a claimant may furnish, but also adds in Section 10.1 the following: "A Claimant may include amounts owed by the Design-Builder for design and other professional services furnished or performed by Claimant regardless of whether such services might form the basis for a mechanic's lien under applicable State law." A "claimant" is defined by DBIA as any individual or entity having a direct contract with the design-builder or having a contract with a subcontractor that has a direct contract with the design-builder, so that the payment bond covers first-tier and second-tier design consultants. This

is the clearest statement of all the leading bond forms that a design professional has standing to make a claim on a design-builder's payment bond to avoid litigation, as in the two cases cited above.

Attorney's fees

The AIA's A312 payment bond contains a Section 7.3, which permits a claimant to recover attorney's fees if the surety fails to perform its obligations under the bond. EJCDC and ConsensusDOCS are silent on this topic. AIA makes clear that these fees are in addition to the penal sum of the bond in Section 8, which states, "The Surety's total obligation shall not exceed the amount of this Bond, plus the amount of reasonable attorney's fees provided under Section 7.3." DBIA took a similar approach in Section 5 of its new Payment Bond 625, which states that, if the surety fails to discharge its obligations under the bond, the surety shall indemnify the claimant for the reasonable attorney's fees the claimant incurs thereafter "to successfully recover any sums found to be due and owing." In language not found in the AIA form, DBIA adds: "If Claimant does not recover the entire amount claimed in its notice under Section 3, then such attorney's fees shall be reduced in proportion to the amount actually recovered." The concept is that, if the bond claim is inflated, and the claimant only recovers part of its claim, then its legal fees are reduced proportionately in an equitable manner.

Warranty bonds

Neither AIA nor EJCDC publishes a warranty bond. ConsensusDOCS publishes a short, two-page bond form, Document No. 263, which contains essentially one operative paragraph covering the traditional oneyear "Correction of Work period" following substantial completion. However, many design-build projects carry long-term warranties. Highways, roads, and bridges can be required to be warranted for a decade or more by the design-builder. This created a need for a unique bond form, not currently offered by the other existing form families. DBIA's new Warranty Bond for Design-Build Projects, Document No. 615, is a four-page form that carefully addresses issues such as the owner's obligations upon a default, the surety's five options (similar to a performance bond), the types of damages covered, and, perhaps, most importantly, "Bond Liability and Duration." If the bond duration is longer than five years, certain additional terms apply, such as this sentence: "The Surety, at its sole option, may renew this Bond on an annual basis after five (5) years from the Commencement date indicated on page 1 by continuation certificate or rider setting forth new commencement and expiration dates." NASBP and SFAA were concerned that failure of the surety to renew a warranty bond might be deemed a breach, so language was included to state such action "shall not be considered a breach or default by the Surety or Design-Builder on this Bond, within the

effective period of this Bond, nor serve as a basis for a claim or demand on this Bond." Additional clarification states: "The Owner's sole recourse for warranty obligations in the event of a failure by the Surety to renew this Bond shall be against the Design-Builder and any other guarantor, or against other security provided by the Design-Builder, if any."

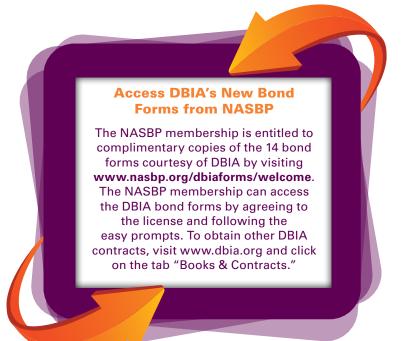
Cumulative vs. continuous

Renewing bonds, such as a long-term warranty bond, has created considerable litigation for decades. Courts find the bonds are either "cumulative" (where you add the penal sum for each renewal together) or "continuous" (where it is one penal sum for the duration). Legal commentators opine that the language of the bond is key to solving the issue in each case. A recent federal case in Ohio addressed this topic and held as follows regarding a continuous bond: "If there is a three year bond and violations during each of those years, for example, the aggregate liability under that single bond is still limited to the penal sum of the bond." The court in this case found that the bond was continuous, not cumulative. Murray v. Fidelity and Deposit Co. of Maryland, No. 1:10CV1367, 2013 WL 4431242 (N.D. Ohio Aug. 16, 2013).

Without clarification, however, each renewal may be seen as a new bond, with fresh penal limits. This suggested to DBIA, NASBP, and SFAA that we need a clarification and that silence is not enough for this long-term warranty bond. Taking a cue from an Illinois case, the new DBIA Warranty Bond contains a paragraph that states: "If this Bond is renewed by the Surety, it shall be considered one continuous bond and in no event shall the total amount of the Surety's liability exceed the penal sum set forth herein. Regardless of the number of years this bond shall continue in force and the number of premiums which shall be payable or paid, the liability of the Surety under this Bond with respect to any Claim or Claims shall not be cumulative in amounts from year to year or from period to period." See Santa Fe General Office Credit Union v. Gilberts, 299 N.E.2d 65 (III. App. Ct. 1973) (the bond was held to be a continuous bond, not cumulative.) This paragraph should give sureties more comfort in issuing long-term, renewing warranty bonds using the DBIA form.

Proposal bond

On traditional projects, a contractor is required to obtain a "bid bond" to accompany its bid to an owner. For designbuild, however, teams are routinely selected on a "best value" approach, which combines cost, design, schedule and qualifications. Rather than submit a "bid" for the work, the design-builder submits a "proposal." DBIA has created a Proposal Bond, Document No. 610, which provides certain limited relief to an owner if the chosen design-builder refuses to enter into a contract after being selected. That bond states that: "If Design-Builder fails without cause to perform the obligations in Section 1 of this Bond, then Design-Builder shall pay to the Owner



the difference, not to exceed the amount of this Bond, between the amount specified in said Proposal and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said Proposal," with the added provision that, "Payment of the Bond Amount is the extent of the Surety's liability to Owner for default under this Bond."

Penal sum

The matter of how to, and even whether or not to, treat the penal sum in the DBIA performance and payment bonds was the subject of robust and lively discussions among DBIA, NASBP, and SFAA.

It was the concern of DBIA's drafting committee that case law varies from state to state, and a variety of circumstances can be argued to increase a surety's liability above the penal sum, from attorney's fees, to bad faith, to vexatious refusal to pay. For an industry bond form to express that the surety's "total obligation" is capped at the penal sum might deny certain damages to claimants that they otherwise might have under the law. "Let the law be the law" was the DBIA philosophy on this point, and better to be silent than to attempt to define various carve outs. It was a point of contention in the negotiation, as the proposed lack of a penal sum limitation, combined with the broad coverage of the bonds, was guite concerning to sureties, providing uncertainty as to their ultimate liability in any given situation. DBIA ultimately agreed to a penal sum limitation provision similar to that in AIA A312.

The various payment bond forms on the market handle the penal sum limitation slightly differently. See the chart for how the payment bonds address the topic.

The DBIA Performance Bond, DBIA 620 (2015 ed.), contains a similar penal sum limitation provision. Section 5 states as follows: "If the Surety elects to act under Sections 5.1, 5.3 or 5.4 [various completion options], the Surety's total liability shall not exceed the Bond

AIA A312 (2010 ed.)	ConsensusDOCS 472 (2007 ed., rev. 2011)	EJCDC D-615 (2002 ed.)	DBIA 625 (2015 ed.)
"The Surety's total obligation shall not exceed the amount of this Bond, plus the amount of reasonable attorney's fees provided under Section 7.3, and the amount of this Bond shall be credited for any payments made in good faith by the Surety."	"The Surety's obligation to Claimant(s) shall not exceed the Bond Sum."	"Surety's total obligation shall not exceed the amount of this Bond, and the amount of this Bond shall be credited for any payments made in good faith by Surety."	"The Surety's total obligation shall not exceed the Bond Amount, plus the amount of reasonable attorney's fees provided for herein."

Amount." There is no added language about attorney's fees, as found in the above payment bond form.

Bankruptcy proceedings

If a design-builder declares bankruptcy and a bond claimant is compelled to sue a surety, there can be a dilemma if the state law requires a judgment against the bonded principal before the surety can be found liable. This requires seeking leave of the automatic stay in bankruptcy to sue the bonded contractor or subcontractor solely to pursue the surety bond. DBIA proposed that the surety agree that such a procedure is not required, and NASBP and SFAA agreed. Thus, we find in the DBIA bonds a provision not found in the AIA, EJCDC, or Consensus DOCS forms, which states as follows: "In the event of bankruptcy of the Design-Builder, the Surety agrees that the Design-Builder is not a necessary or indispensable party to any legal action by any party against Surety to enforce the Surety's obligations under this Bond."

Authorization

Just above the signature lines on the DBIA bonds, you will find a statement not contained in the other organizations' bonds. It reads: "Authorization. The Surety represents that it is admitted to act as an authorized corporate surety in the state in which the Project is located. Surety and Design-Builder, intending to be legally bound hereby, subject to the terms set out above, do each cause this Payment Bond to be duly executed on its behalf by its authorized officer, agent, or representative." DBIA felt it was important to clarify the authority of the surety and the signatories.

G. William Quatman, Esq., DBIA, is vice chair of DBIA's 2015 National Board of Directors and past chair of DBIA's Documents Task Force and serves as General Counsel for Burns & McDonnell Engineering Co., Inc., headquartered in Kansas City, MO. For more information, contact DBIA at dbia@dbia.org or 202.682.0110.

Continued from page 11

- Profit and distributions: The agreement should define profits and allowable costs and detail repayment of capital contributions and timing of distributions. Additionally, the agreement should provide for access to the books and records of the joint venture.
- Management: The agreement must define who will manage the joint venture and how the joint venture will be managed.
- Default: What happens if one of the partners fails to fulfill its obligations? The agreement must define "default" and explain the consequences of such default.
- Bonding: As with any bonding arrangement, the process starts with underwriting. Key to this process is reviewing the individual partners and the joint venture agreement to understand the partners' roles in the joint venture and performance of the contract. Sureties should be leery of "angel deals" where one partner effectively lends its bonding capacity to the other partner without having any real involvement in the management or performance of the bonded contract. Additionally, sureties will typically

require that all partners to the joint venture execute an indemnity agreement under which the partners will be jointly and severally liable to the surety for all losses. In other words, regardless of which partner is to "blame" for the loss, both partners are fully responsible to the surety for the loss.

In all, the seminar was a success because of the participants' interest in the topics and interaction with the panel. We hope to see you at the next NASBP Federal Construction Contracting Seminar in Washington, DC on Thursday, June 9, 2016.

Michael C. Zisa is a partner in the Washington, D.C. office of Peckar & Abramson, P.C. and focuses his practice on construction, surety, and government contracts law and chairs his firm's Surety practice group. Zisa was recently recognized again by Washington, DC Super Lawyers in the areas of construction litigation, surety and government contracts. He can be reached at mzisa@pecklaw.com or 202.293.8815.





New Teaming Agreement: AIA Document C102[™]-2015



BY ROBIN G. BANKS



IN TODAY'S COMPETITIVE construction marketplace, opportunities abound for industry participants to pool their talents and resources to win a job. For example, a design-build contractor, structural engineer, and transportation engineer may seek to collectively respond to a railroad's RFP for a design-build reconstruction of a portion of an existing rail line and bridge. A developer, multiple specialty architects, and a design-builder may seek to cooperatively participate in a P3 development of a significant university campus expansion to support projected enrollment growth from 6,200 current students to 10,000 students by the year 2020, where mixed-use facilities will total up to 1.85 million square feet.

Often, parties enter into a letter of intent or memorandum of understanding that expresses their desire to work together to pursue the project and, if successful, to perform the project. However, courts frequently refuse to enforce these illusory agreements because they are merely agreements to agree. For example, in the case of Cyberlock Consulting, Inc. v. Information Experts, Inc., 939 F. Supp. 2d 572, 575 (E.D. Va. 2013), a federal district court in Virginia found unenforceable a teaming agreement that (1) required the "negotiation and execution of a future subcontract" following the award of the project, (2) predicated the award of the

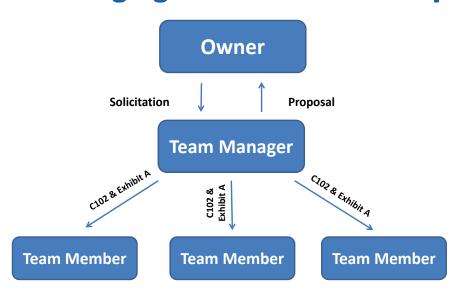
work to the subcontractor on the "success of ... future negotiations," (3) conditioned the future subcontract on the client's approval, and (4) "suggest[ed] that the framework set out for the work allocation in a future subcontract potentially could change"

In May 2015, the American Institute of Architects (AIA) added the "C102™-2015, Standard Form of Agreement Between Team Manager and Team Member for the Purpose of Responding to a Solicitation and Pursuing a Project" to its library of documents. This agreement allows multiple cross-disciplinary parties to form a team to provide services necessary to submit a proposal, in response to a solicitation, for a shared opportunity project. It is not limited to use on any one project delivery method and can be used for responses to requests for proposals, design competitions, design-build competitions or public-private partnerships. Most importantly, it seeks to avoid the traps that parties commonly fall into when entering into other types of teaming arrangements.

The team manager and the team member

Under C102, one party acts as the team manager; the other party, the team member. Teams may consist of two parties or many more. However, regardless of the number of team members, the team manager enters into separate

Teaming Agreement Relationship



Documents: AIS Document C102™ 2015-Standard Form of Agreement Between Team Manager and Team Member for the Purpose of Responding to a Solicitation and Pursuing a Project

C102 teaming agreements with each team member. Each teaming agreement details the specific services to be provided by the team member and allows the parties to negotiate certain items, like compensation, confidentially.

Uniquely, C102 recognizes that a team member may bring a unique or specialized skill to the project and that the team member may desire to participate on multiple teams in order to assure its work on the project. C102 allows the parties to classify their relationship as non-exclusive or exclusive. In a non-exclusive relationship, the team member may participate on other teams also in pursuit of the project, provided that the team member abides by the confidentiality obligations set forth in the teaming agreement. Conversely, in an exclusive relationship, the team member is prohibited from participating with another team in pursuit of the project.

Regardless of the relationship between the parties, this agreement does not create an agency, partnership, joint venture or other similar, legal relationship between the parties.

Further, for the duration of the teaming relationship, the team manager leads and manages the team and serves as the primary point of contact with the owner when responding to the solicitation and, ideally, entering into an agreement for the project. The team member contributes its valuable services and works with the team to respond to the solicitation.

Compensation

Most parties that enter into teaming arrangements do so with the hope of winning the project, but without the expectation of receiving compensation if they are unsuccessful. C102, however, recognizes that all parties incur some independent costs and expenses in connection with responding to the solicitation and, often, the team incurs third-party costs and expenses. As a default, the agreement presumes that each party pays its own costs and expenses and allows the parties to determine how best to allocate thirdparty costs and expenses between them. C102 does prompt the parties to discuss whether the team member or team manager should be reimbursed for any independent costs.

C102 also defines how the team member will be compensated if (1) the owner awards the project to the team, or (2) if the owner does not award the project to the team, but offers a stipend or honorarium.

Instruments of service

Like all AIA documents, C102 recognizes that each party retains ownership of its respective instruments of service, C102 differs somewhat from other AIA documents in its treatment of the license given by the team member to use its Instruments of Service. The team member grants the team manager a limited, irrevocable, nonexclusive license for the sole purpose of responding to the solicitation. This license terminates upon the termination of the teaming agreement. C102 also recognizes that solicitations issued by municipality owners often require design professionals to completely assign their instruments of service as part of the solicitation response and contains this assignment.

Enforceability and "Exhibit A"

Contemporaneous with their negotiation of C102, the parties fully negotiate a separate agreement for services or work to be performed on the project if the owner awards the project to the team. This separate agreement, referred to as "Exhibit A," can either be a standard form Agreement from the AIA library of documents such as an AIA Document A142™-2014 (Design-Builder/Contractor Agreement) or B143™-2014 (Design-Builder Architect Agreement) or a manuscript agreement. The purpose of Exhibit A is to avoid the "agreement to agree" trap highlighted by Cyberlock and to provide peace of mind to the team member that it will continue to work on the project if the owner awards the project to the team. Exhibit A becomes effective and controls the relationship between the parties for the project, immediately upon the owner entering into an agreement with the team manager.

Termination

Ideally, the teaming agreement terminates when the owner awards the project to the team and Exhibit A (the project agreement) takes over the relationship between the parties. However, C102 identifies a number of other circumstances that cause the teaming agreement to terminate. These circumstances include the parties' mutual agreement, the owner's cancellation of the solicitation or project, award to another team, the team manager's failure to qualify to submit a solicitation response, the owner and team manager's inability to arrive at a final agreement for the project, or the expiration of one year from the date of the agreement. Distinctively, C102 recognizes that an owner may object to the team member's participation on the project and also allows for termination of the agreement on that basis. It further allows the parties to negotiate compensation for the team member if this event occurs.

Dispute resolution

Because of the relatively short duration of the typical teaming relationship, the standard mediation/ arbitration or mediation/litigation dispute resolution procedure is impractical. Consequently, C102 eliminates mediation as a condition precedent to binding dispute resolution and requires disputes to be decided by arbitration in accordance with the Construction Industry American Arbitration Association Rules using the Fast Track Procedures, regardless of the amount in controversy.

While the process of teaming allows parties to pool their expertise and increase their chances of winning a job, the true success of the teaming arrangement hinges on both (1) a clearly defined teaming relationship, and (2) a fully negotiated agreement between the parties, which takes effect upon award of the project.

Robin G. Banks, Esq., is a principal in the law firm of Goldberg & Banks, P.C., in Baltimore, Maryland. She works closely with the AIA Contract Documents Committee on the development and drafting of AIA documents, including the C102™-2015 Teaming Agreement. She can be reached at rgbanks@gbpclawfirm. com or 443.940.1342.



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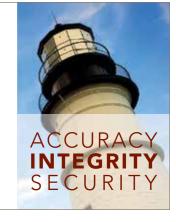


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OUR MEMBERS

Russell, Thompson, Butler & Houston, LLP Michael Thompson, CCIFP

mike.thompson@rtbh.com

Warren Averett

Charlie Eddy, CCIFP
Charlie.Eddy@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

Teresa M. Arrighi-Campbell tarrighi@gallina.com

Darren Sparks

dsparks@gallina.com

Steve Schultz sschultz@gallina.com

Glenn M. Gelman & Associates

Warren Hennagin, CCIFP

when@gmgcpa.com RBTK, LLP

Kevin M. Brown kbrown@rbtk-cpa.com

Soares, Sandall, Bernacchi & Petrovich

Rick Heldwein rickh@ssbp.com

Soren McAdam Christenson, LLP

Cindy Watts cwatts@smc-cpas.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

DGLF CPAs & Business Advisors

Whitley Forehand wforehand@dglfcpa.com

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

Emilio Alvarez

ealvarez@efacpa.com Kerkering, Barberio & Co.

Shirley Fieber

sfieber@kbgrp.com

Warren Averett Kathleen Baldwin, CCIFP

kathleen.baldwin@warrenaverett.com

GEORGIA

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

Kelly Loschen kelly@mhfa.net

Mowery & Scoenfeld, LLC

Tom Keenan

tkeenan@msllc.com

Mueller

Randy Rupp, CCIFP rrupp@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

rlenz@ksmcpa.com

Bergan I Paulsen

Brian Coller, CCIFP

bcoller@berganpaulsen.com

CBIZ & Mayer Hoffman McCann, P.C.

Pepper David, CCIFP pdavid@cbiz.com

Mountjoy Chilton Medley LLP

Wally Brown wally.brown@mcmcpa.com

LOUISIANA

Daenen Henderson & Company Jacquelyn S. Daenen, CCIFP

jdaenen@dhc-cpas.com

LaPorte, CPAs & Business Advisors

Christina Chifici. CCIFP cchifici@laporte.com

MAINE

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

lannuzzi Manetta & Co.

Chris lannuzzi

ciannuzzi@imc-cna com

The Rehmann Group John Skukalek

john.skukalek@rehmann.com

Walburg + Associates, P.C.

cwalburg@walburg.com

Yeo & Yeo PC, CPAs & Consultants Carol Patridge

carpat@yeoandyeo.com

Mike Tribble

mictri@yeoandyeo.com

Boyum & Barenscheer, PLLP

rfeld@boybarcpa.com

Horne LLP

Joel K. Bobo Joel.bobo@horne-llp.com

/IISSOURI

BDO Mark S. Carlie

mcarlie@bdo.com

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LUTZ Mark Duren

mduren@lutz.us

GALLINA, LLP

Larry Taylor Itaylor@gallina.com

Main Amundson and Associates

James D. Main, CCIFP

jmain@cpalv.com

BerryDunn

Linda Roberts, CCIFP Iroberts@berrydunn.com

SaxBST

Joe Damiano

jdamiano@saxbst.com

Atkinson & Co., Ltd.

Michael Mimovich, CCIFP mmimovich@atkinsoncpa.com

Dannible & McKee, LLP Ken Gardiner, CCIFP kgardiner@dmcpas.com

Grassi & Co., CPAs, P.C.

Carl Oliveri coliveri@grassicpas.com

Vanacore. Debenedictus, DiGovanni & Weddell

slhowell@vddw.com

Smith, Kesler & Company, P.A.

Allen Spence, CCIFF maspence@skandco.com

Barnes Dennig

Jay Rammes

jrammes@barnesdennig.com

GBO Partners LLC

Bob Biehl, CCIFP bbiehl@gbq.com

Kentner Sellers, LLP

Marvin Homan, CCIFP mhoman@kentnersellers.com

Meaden & Moore, Ltd.

Aaron T. Cook, CCIFF acook@meadenmoore.com

Weber O'Brien, Ltd.

R. David O'Brien dobrien@weberobrien.com

AKT, LLP CPAs & Business Consultants

Jim Dailey jdailey@aktcpa.com Joe Schneid, CCIFP jschneid@aktcpa.com

PENNSYI VANIA

BD0

Tom Menk

tmenk@bdo.com

CBIZ & Mayer Hoffman McCann, P.C.

Anthony R. Stagliano, CCIFF tstagliano@cbiz.com

Stambaugh Ness, P.C.

M. Scott Hursh, CCIFP

shursh@stambaughness.com

Torres CPA Group

Humberto Torres-Rodriguez htorres@torrescpa.com

LGC+DILP

Judith Ventura Enright jenright@lgcd.com

Smith, Kesler & Company, P.A.

W. Steve Hinds, CCIFF wshinds@skandco.com

Crowe Horwath LLP

Newell Lawson

newell lawson@crowehorwath.com

Henderson Hutcherson & McCullough PLLC

Trip Farmer, CCIFP tfarmer@hhmcpas.com

Stallings & Associates CPAs, PLLC

Jeff Stallings jeff.stallings@stallingscpas.com

Karlins Ramey & Tompkins, LLC

mkarlins@krtcpas.com

Lane Gorman Trubitt PLLC

Brad Gross

bgross@lgt-cpa.com

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

Denise Bendele denise.bendele@padgett-cpa.com

Phillips & Associates, CPAs

jimp@pacpas.com

GALLINA, LLP

Steve Scoggan sscoggan@gallina.com

VIRGINIA

Thompson Greenspon Nathan White IV

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.

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BY BRIAN PERLBERG

"FISHERMEN KNOW THAT the sea is dangerous and the storm is terrible, but they have never found those dangers sufficient reason for remaining ashore," stated Ferdinand Magellan, an explorer from Portugal who became the first to circumnavigate the earth. Construction contracting is also a risky adventure. According to the results from the Construction Financial Management Association (CFMA) Annual Financial Survey of 2013, net income follows a decreasing pattern, falling from 2.4 percent in 2012 to 2.1 percent in 2013, with a five-year average of 2.7 percent. One way to improve project results for both constructors and owners is to use fair construction contracts. ConsensusDocs, a coalition of 40-plus leading organizations, including NASBP, is committed to identifying

and using best practice contracts to improve our industry.

Owner-directed changes

Constructors are in the business of building projects, not financing them. One area of particular concern is the way that some contracts place 100 percent of the financial burden of changes to the work upon the constructor. Unique to construction, material changes are actually expected on almost all projects. In most business contexts, a material change is a breach of contract that gives rise to damages. Owner-directed changes are customary features of the construction landscape, and construction contracts permit such changes. If an owner directs a change but disputes that the work is out of scope, the constructor can be stuck financing the job without any incoming payment. Moreover, it is extraordinarily hard for the constructor to anticipate and to price out this kind of risk.

ConsensusDocs takes a balanced approached to this difficult issue. The constructor gets paid for all undisputed work and 50 percent of the estimate of the directed change. The owner retains its claim against disputed work. The constructor's cash flow, which is a constructor's lifeblood, is not endangered. Additionally, ConsensusDocs includes an obligation to convert directed changes into change orders upon agreement, as other change orders are processed.

Financial information

Proper risk management includes making sure that the owner has the appropriate finances or financing for the construction project. Learning that project financing is gone when a constructor is in the



Surety professionals and their contractor clients can download the free Consensus Docs Pregualification & Bond Form Package, which offers:

- Easy editing through the Consensus Docs Micosoft Wordbased technology,
- A collaborative platform helping parties reach consensus faster,
- Current versions of each ConsensusDocs bond form, and
- Convenient access with 24/7 availability.

To access the package, go to the Quick Purchase tab at www.consensusdocs.org. Follow the purchase process, and the balance due will be \$0.



midst of performance can spell ruin. ConsensusDocs contracts address this by allowing a constructor to request project financial information throughout the life of the project. The provision has teeth because the constructor may stop work if the owner doesn't respond. Moreover, there are Guidelines for Obtaining Financial Information (ConsensusDocs 290) and a Standard Questionnaire (290.1) that are available. By comparison, the American Institute of Architects (AIA) A201, General Conditions Document, requires that a constructor must ask permission and provide justifications to get access to financial information, once construction has begun.

Retainage

Holding money in the form of retainage is a protection for owners, but it shouldn't be used as a hammer hovering over a contractor's head. Excessive retainage unnecessarily impedes cash flow and adds costs for carrying an increased capital load that have to be passed on to owners. Consequently, ConsensusDocs has created a standard that improves upon what is typically seen. Once a project is 50 percent complete, no additional retainage is held. Contingent upon the owner's release

upstream, early finishing trades receive released retainage, rather than wait for final payment of their work. Fair retainage terms can attract the best constructors at their best prices.

Scope of the work

Fundamentally, a contract articulates the work scope expected of the constructor. Constructors typically have an affirmative contractual obligation to review the plans and specifications, owner-provided information, and above-ground site conditions. However, a contract should not try to turn a constructor into an uncompensated inspector, nor a mind-reader of the designer of record. ConsensusDocs takes an even-handed approach of requiring the constructor to report errors it actually knows that are reasonably inferable, but doesn't go down the fuzzy path of speculating on errors it should have discovered or intuit an architect's "intended results."

In addition, a good contract should help organize the interpretation of potentially conflicting contract documents by providing an order of precedence clause. Conflicting documents often impact project scope, and without a precedence clause, a constructor may unintentionally be following a modified golden rule the one with the gold makes the rules. ConsensusDocs' order of precedence clause gives more recently created contract documents precedence over older documents, under the theory that more recently created documents likely are in keeping with the most current intentions of the parties. Other standard contracts fail to include an order of precedence clause, which could encourage costly litigation.

Better project results

ConsensusDocs continues to frame construction agreements with industry best practices, leading to more usages growth, with 2014 showing the biggest increase in use, and 2015 growing in double digits. One owner, the Department of Administrative Services (DAS) for the State of CONSENSUSDOCS, A COALITION OF 40-PLUS LEADING ORGANIZATIONS, INCLUDING NASBP, IS COMMITTED TO IDENTIFYING AND USING BEST PRACTICE CONTRACTS TO IMPROVE OUR INDUSTRY.

Iowa, switched to ConsensusDocs contracts from contracts based on AIA A201, along with other improvements. Project results have been astoundingly better. Previously, DAS experienced formal claims on almost every single project. Since moving to Consensus Docs contracts in 2011, DAS obligated under contract over 120 projects and has not faced a formal claim. Several general contracting companies, for example WAR Construction in Alabama, use Consensus Docs agreements and purchase orders as the company's standard documents with an addendum for state and company-specific provisions. They post their documents on a password-protected site and have used ConsensusDocs successfully on over 1,000 projects.

Bond producers should continue to advise their construction firm clients to pay attention to the fairness of contract terms and to the availability of balanced standardized forms such as those produced through an industry consensus development process. Neglecting to select the right standard construction contract

and negotiate important clauses will make the risky business of construction even riskier.

The 11 Consensus Docs bond forms can be accessed for free through the ConsensusDocs software package titled, "Prequalification & Bond Forms Package" available at www.consensusdocs.org. In addition, because NASBP is a participating member of the ConsensusDocs Coalition, the NASBP membership can use the NASBP100 discount code for a 20 percent discount on the ConsensusDocs. org contract subscription packages or request a free sample of a Consensus Docs document to review from www.consensusdocs.org.

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Brian Perlberg, Esq., is Executive Director and Senior Counsel of ConsensusDocs, a coalition of 40 plus organizations, including NASBP, committed to publishing best practice construction contracts designed for better project results. Perlberg works in Arlington, Va., and can be reached at bperlberg@ConsensusDocs.org or 703.837.5318.



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NASBP Leadership Virtual Seminars to **Address Employee Training and Retention**

NASBP PRESIDENT SUSAN HECKER has ensured that NASBP will provide surety professionals resources to



BY MARK HARRIS **OF HARRIS DEVELOPMENT GROUP**

address the challenge of training and retaining talent.

"Whether you are trying to figure out how to effectively deal with the younger generation or trying to get older

people to convey pertinent information to younger people, issues surrounding talent are a big problem for our industry," Hecker said. "That is why I thought (these Virtual Seminar topics) would be very relevant for the discussion that ties in to my whole overall theme for the year-creating engagement and building thriving businesses."

Hecker has tapped Mark Harris of Harris Development Group to deliver the series of seven NASBP Virtual The Virtual Seminars will address these topics: emotional intelligence, interviewing skills-to make better hiring decisions, creating engagement, coaching, resolving conflict, problem-solving, and the decisionmaking process (See sidebar.).

"These seven offerings will be more holistic with an emphasis on overall personnel issues. These are general topics, but we will talk about how each relates to what is going on in the industry," explained Harris, who is known for his skills as a content expert, coach and facilitator. "Is it specifically for surety bond insurance? No, because it is generic. Will we relate it? By all means, yes."

Harris said that he will teach participants how to better develop and retain employees following the overall theme of building thriving businesses. Each Virtual Seminar will be an hour. "We all know what IQ is-that is how smart we are," Harris said, prefacing the first topic scheduled to debut December 8 and titled, "How Smart Are You Emotionally?"

"Emotional intelligence is our ability to emotionally understand another person's perspective as well as manage our own emotions as we are in relationships," he said. "If we do a better job in relating to other people, the relationship will be more productive,

and therefore people will enjoy coming to work where we spend most of our time anyway."

Hecker said Harris' brand of training and the anticipated transfer of knowledge to both existing and new generations of talent will be beneficial to the surety industry as a whole-all in a cost-effective manner. Harris draws upon more than 25 years of experience in the field of customized human resource consulting, training and organizational development upon the receipt of a master's degree in clinical social work from the University of Wisconsin and an MBA in human resource management from Temple University, as well as a BA from Indiana University.

"We have a lot of people who take pot shots at our industry, but the best way for us to preserve and protect and defend it is to have engaged people working on industry issues," advocated Hecker. "The issue of talent development and retention is a big deal for everybody."

For more information about the NASBP Leadership Series of Virtual Seminars, visit the nasbp.org website at http://www.nasbp.org/learn/ nasbp-vs.

NASBP Leadership Virtual Seminars Schedule

For more information about these NASBP Virtual Seminars visit http://www.nasbp.org/learn/nasbp-vs.

December 8, 2015	Leadership Series No. 1	How Smart are You Emotionally
January 19, 2016	Leadership Series No. 2	Hiring the Right People
March 8, 2016	Leadership Series No. 3	Engaging our Employees
March 22, 2016	Leadership Series No. 4	What Motivates People
April 5, 2016	Leadership Series No. 5	Coaching for Performance
April 19, 2016	Leadership Series No. 6	Managing Our Daily Conflicts
May 3, 2016	Leadership Series No. 7	Solving Problems for Better Decisions

These Virtual Seminars will be held on a Tuesday at 2 p.m. Eastern Time.



Guidance in Addressing Ethical Dilemmas

NASBP offers the first CE-accredited, online ethics course designed specifically by and for surety bond producers.

NASBP RECENTLY LAUNCHED "Ethics for Surety Bond Producers," a three-hour, online course designed to address specific ethical issues that surety bond professionals face daily in their unique, tripartite relationships.

The course is the first ethics course designed specifically for surety professionals and is focused on addressing ethical behavior, which is crucial to preserving not only the trust on which transactions are based, but also the trust in the surety industry as a whole.

NASBP created this unique course because the three-party relationships in surety bonding create situations that are more complex than traditional two-party insurance relationships. To address these situations, NASBP members, affiliates, and associates supplied real-life examples of ethical dilemmas they have encountered. Overall, the course explores compliance versus ethics, ethical grounding, and the ethical decision-making process and is based on presentations and materials generously donated by Thomas Tropp, Vice President of Corporate Ethics and Sustainability, at Arthur J. Gallagher & Co.

Upon conclusion of this course, the surety professional should be able to:

- Recognize where the line of legal responsibility stops and ethics takes over;
- · Describe the psychology underlying business decisions;
- · Formulate a personal ethical philosophy; and
- Generate a process for applying an ethical philosophy to everyday situations.

All 50 states and the District of Columbia have approved the course for three or more continuing education (CE) credits. Information on the

credit awarded in each state can be found at http://www.nasbp.org/learn/ online-courses/ethics

Anyone can access the course at any time from nasbp.org http:// www.nasbp.org/learn/onlinecourses/ethics after registering for \$75. Registrants can take the course at their own pace within 12 months of purchase. Because many states require a "closed-book" exam, the student is provided with unlimited test re-takes at no additional cost.

NASBP partnered with WebCE®, a leading nationwide provider of CE for insurance professionals, to provide this course.





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WEB EXCLUSIVE FEATURES

Be sure to check out these articles at www.suretybondquarterly.org

This the first issue of Surety Bond Quarterly that includes bonus coverage of important risk management, technology matters, and much more through additional articles on the magazine's related website, www.suretybondquarterly.org.

n an age of increasing incidences of computer hacking and identity theft, no business can take safeguarding sensitive client data and information against loss or misappropriation lightly. Dan Bonnet, director at Dell SecureWorks, addresses recently issued guidance to insurers and producers on effective cybersecurity for client information.

omentous work VI is being done by volunteers of NASBP, the Surety & Fidelity Association of America, and the Association for Cooperative Operations Research and Development, better known as ACORD in insurance circles, to develop standardized electronic versions of all surety forms, thereby expediting and making more efficient data collection and exchange efforts by producers.

ndrew Avalon, president of Long International, Inc. points out some primary owner practices that may result in construction claims. Bond producers and surety professionals would be prudent to understand such practices and their potential impact on projects.

ee who met with their Members of Congress at the NASBP Legislative Fly-in held in June. Be sure to place the June 7-9, 2016, on your calendar to attend the Legislative Fly-in on June 7-8 and the Federal Construction Contracting Seminar June 9 next year!

NASBP Resource Directory

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.



2015 NASBP Resource Directory

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

McGriff, Seibels & Williams, Inc.

2211 7th Avenue South Birmingham, AL 35233 Tel: 205.252.9871 Fax: 205.581.9463 www.mcgriff.com

Starke Agency, Inc.

210 Commerce Street Montgomery, AL 36104 Tel: 334.263.5535 Fax: 334.264.3375 www.starkeagencv.com

Thames Batre' Mattei Beville

2065 Old Shell Road Mobile, AL 36607 Tel: 251.473.9000 Fax: 251.473.9010 www.tbmbi.com

Turner Insurance & Bonding Co.

2601 Bell Road Montgomery, AL 36117 Tel: 334.244.0004 Fax: 334.244.6556 www.tibcoinc.com

Willis of Alabama

2101 6th Avenue North, **Suite 1200** 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 E. Van Buren, Suite 200 Phoenix, AZ 85008 Tel: 602.273.1625 Fax: 602.273.0212 www.minardames.com

Surety Placement Services, LLC

7975 North Hayden Road, Suite C-300 Scottsdale, AZ 85258 Tel: 480.419.2456 Fax: 480.419.8532 www.suretyplace.com

USI Insurance Services

2201 E Camelback Road, Suite 220A Phoenix, AZ 85016 Tel: 602.279.5800 Fax: 855.874.0101 www.usi.biz

Viking Bond Service, Inc.

22601 N 19th Avenue, Suite 210 Phoenix, AZ 85027 Tel: 623.933.9334 Fax: 623.933.9376 www.performancesuretybonds.

Wells Fargo Insurance Services of Arizona, Inc.

100 West Washington Street, 4th Floor Phoenix, AZ 85016 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 72227 Tel: 501.664.7705 Fax: 501.664.8052 www.bxsi.com

Cashion Company, Inc.

321 Scott Street Little Rock, AR 72201 Tel: 501.376.0716 Fax: 501.376.2118 www.cashionco.com

Regions Insurance

1500 Riverfront Drive Little Rock, AR 72202 Tel: 501.661.4800 Fax: 501.666.9592 www.regionsinsurance.com

CALIFORNIA

Alliant Insurance Services, Inc.

701 B. Street, 6th Floor San Diego, CA 92101-8156 Tel: 619.238.1828 Fax: 619.699.2110 www.alliantinsurance.com

Arthur J. Gallagher Risk Management Services, Inc.

One Almaden Boulevard, 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.ajg.com

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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

2400 E. Katella Avenue, Suite 1100 Anaheim, CA 92806 Tel: 714.578.7040 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 E. 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 #242 Los Angeles, CA 90014 Tel: 213.628.2970 Fax: 213.628.2977 www.bondservices.com

Buckman-Mitchell, Inc.

500 N Santa Fe Visalia, CA 93292 Tel: 559.635.3518 Fax: 559.750.5461 www.bminc.com

Cavignac & Associates

Bank of America Building 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

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 W. 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 Angeles, 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 Second 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 93534 Tel: 661.942.1101 Fax: 661.945.7540 www.marvinins.com

Lockton Companies, LLC

725 S. 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

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

South Coast Surety Insurance Services, Inc.

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

Venbrook Insurance Services 445 Marine View Avenue.

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

Warren G. Bender Co.

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Wells Fargo Insurance Services

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Wells Fargo of California Insurance Services, Inc

11017 Cobblerock Drive, Suite 100 Rancho Cordova, CA 95670 Tel: 800.257.4860 Fax: 916.231.1478 https://wfis.wellsfargo.com

Willis Risk & Ins Services

18101 Von Karman Avenue, Suite 600 Irvine, CA 92612-1041 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

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

CoWest Insurance Associates, LLC

1720 S. Bellaire Street #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 E Orchard Road #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.moodvins.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 S. Elati Street, Suite 100 Littleton, CO 80120 Tel: 303.225.8030 Fax: 303,225,8034 www.surescapeins.com

Van Gilder Insurance Corp., a USI Company

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

Wells Fargo Insurance Services

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 S. 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

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 06103-4305 Tel: 860.524.7600 Fax: 860.240.1598 www.peoples.com

Smith Brothers Insurance, LLC 68 National Drive, Suite 2

Glastonbury, CT 06033-4314 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, NW, 4th Floor Washington, DC 20037 Tel: 202.263.7600 Fax: 202.263.7839 www.marsh.com

Wells Fargo Insurance Services

1401 H Street, NW, 7th Floor Washington, DC 20005 Tel: 202.416.2500 https://wfis.wellsfargo.com

FI ORIDA

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 32308 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

Fisher Brown Bottrell Insurance, Inc.

1701 West Garden Street Pensacola, FL 32501-0711

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.quignardcompany.com

Lykes Insurance Inc.

400 N Tampa Street, Suite 1900 Tampa, FL 33602 Tel: 813,223,3911 Fax: 813.221.1857 www.lykesinsurance.com

Marsh & McLennan Agency -Florida Region

1601 Belvedere Road Suite 300 East Tower West Palm Beach, FL 33406 Tel: 561.424.4312 Fax: 561.424.4313 www.seitlin.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

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

Wells Fargo Insurance Services USA, Inc.

2054 Parkway, Suite 400 West Palm Beach, FL 33411 Tel: 561.655.5500 Fax: 855.420.6662 https://wfis.wellsfargo.com

GEORGIA

BB&T- Huffines-Russell Insurance Services

3100 Royal Boulevard South Alpharetta, GA 30023 Tel: 770.664.6818 Fax: 888.827.9864 www.insurance.bbt.com

Marsh USA, Inc.

3475 Piedmont Road, NE, Suite 1200 Atlanta, GA 30305 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

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.kinaneel.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

Buckner Group

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

Hartwell Corporation

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

Hartwell Corporation

1 Airport Plaza, 1084 North Skyline Idaho Falls, ID 83402 Tel: 208.522.5656 Fax: 208.524.5721 www.thehartwellcorp.com

Higgins & Rutledge Insurance, Inc.

1661 Shoreline Drive, Suite 100 Boise, ID 83702 Tel: 208.343.7741 Fax: 208.343.9371 www.higginsrutledge.com

PayneWest Insurance, Inc.

University Plaza 960 Broadway Avenue, Suite 100 Boise, ID 83706 Tel: 208.424.2900 Fax: 208.424.2999 www.pfg-insurance.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: 312.704.0100 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

One Century Centre 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 N 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 60067-7416 Tel: 847.303.6800 Fax: 847.303.6963 www.dohn.com

DSP Insurance Services, Inc.

1900 E Golf Road, Suite 600 Schaumburg, IL 60173 Tel: 847.934.6100 Fax: 847.934.6180 www.dspins.com

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, P.O. Box 14 Forsyth, IL 62535-0014 Tel: 217.877.3344 Fax: 217.877.0795 www.jlhubbard.com

Lockton Companies, LLC

525 W. Monroe Street, Suite 600 Chicago, IL 60661 Tel: 312.669.6900 Fax: 312.681.6900 www.lockton.com

MARSH USA, Inc.

540 W. 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

Roanoke Insurance Group Inc. 1475 East Woodfield Road,

Suite 500 Schaumburg, IL 60173-4903 Tel: 800.762.6653 Fax: 847.969.8200 www.roanoketrade.com

Rockwood Company

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

Schwartz Brothers Insurance Agency, Inc.

500 West Madison Street, #2700 Chicago, IL 60661 Tel: 312.630.0800 Fax: 312.630.0833 www.schwartzbrothers.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 46260 Tel: 317.844.7759 Fax: 317.815.6036 www.tobias.com

Gibson Insurance Agency, Inc. 130 S. Main Street, Suite 400 South Bend, IN 46601-1817 Tel: 574.245.3500

Fax: 574.236.6399 www.gibsonins.com

M-J Insurance, Inc. 9225 Priority Way West Drive, Suite 100 Indianapolis, IN 46240 Tel: 317.805.7500 Fax: 317.805.7515

www.mjinsurance.com

M.J. Schuetz Insurance Services, Inc.

55 Monument Circle, Suite 500 Indianapolis, IN 46204-5911 Tel: 317.639.5679 Fax: 317.639.6910 www.mjsis.com

Seitz Agency, Inc. 25 West High Street

Lawrenceburg, IN 47025-1993 Tel: 812.537.0264 Fax: 812.537.1934

IOWA

Arthur J. Gallagher

604 Locust Street, Suite 800 Des Moines, IA 50309-3713 Tel: 515.309.6200 Fax: 515.309.6225 www.ajg.com

Holmes Murphy & Associates, Inc.

3001 Westown Parkway West Des Moines, IA 50266-1321 Tel: 515.223.6800 Fax: 515.223.7068 www.holmesmurphy.com

LaMair-Mulock-Condon Co.

4200 University Avenue, Suite 200 West Des Moines, IA 50266-5945 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

Cornerstone

4400 College Boulevard Overland Park, KS 66211 Tel: 913.378.1050 www.cornerstoneinsurance group.com

Cretcher Heartland LLC

4551 West 107th Street, Third Floor Overland Park, KS 66207 Tel: 913.341.8998 Fax: 913.341.2923 www.cretcherheartland.com

Haas & Wilkerson Insurance

4300 Shawnee Mission Parkway Shawnee Mission, KS 66205

Tel: 913.432.4400 Fax: 913.432.6159 www.hwins.com

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

8200 E 32nd Street North Wichita, KS 67226-2622 Tel: 316.267.9221 Fax: 316.266.6328 www.imacorp.com

Miller Group

6363 College Blvd., Suite 400 Overland Park, KS 66211 Tel: 816.308.4565 Fax: 816.822.1634 www.millercares.com

Schifman, Remley & Associates 5201 Johnson Drive, Suite 500 Mission, KS 66205 Tel: 913.831.1777 Fax: 913.831.4730

www.srains.com

Surety Support Services Inc.

7255 West 98th Terrace, Suite 170 Overland Park, KS 66212 Tel: 913.385.7760 Fax: 913.385.7699 http://suretyss.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 W. 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 40299-6338 Tel: 502.415.7000 Fax: 502.415.7001 www.garrett-stotz.com

LA Surety Solutions, LLC 121 S. 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

220 Lexington Green Circle Lexington, KY 40503-3311 Tel: 859.317.6950 Fax: 855.209.1246 www.usi.biz

USI Insurance Services, LLC 950 Breckenridge Lane, Suite 50 Louisville, KY 40207-4675

Tel: 502.815.5200 www.usi.biz

LOUISIANA

Arthur J. Gallagher Risk Management Services, Inc.

229 Heymann Boulevard Lafayette, LA 70503 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 N. Causeway

Boulevard, #1360 Metairie, LA 70002 Tel: 504.834.5080 Fax: 504.835.7726 www.ctl-inc.com

Ellsworth Corporation 3636 S. 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 71291 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

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 71101 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 70809 Tel: 225.336.3200 Fax: 225.336.4536 www.wright-percy.com

MAINE

Cross Surety, Inc.

217 Main Street Suite B-1 Lewiston, ME 04240 Tel: 207.786.6750 Fax: 207.786.6714 www.crossagency.com

Skillings Shaw & Associates, Inc. P.O. Box 481, 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

Allegiance Surety Assoc., Inc.

7901 Sandy Spring Road, Suite 515 Laurel, MD 20707 Tel: 301.369.9155 Fax: 301.369.9453 www.allegiancesurety.com

Alliant Insurance Services, Inc. Franey MuhaCommercial Group

9901 Business Parkway Lanham, MD 20706 Tel: 301.459.0055 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 Fax: 301.725.2430 www.centennialsurety.com

Construction Risk Solutions

1447 York Road, Suite 508 Lutherville, MD 21093 Tel: 443.798.7488 Fax: 443.798.7290 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: 410.337.9755 Fax: 410.337.0551 www.hmsia.com

Insurance Associates, Inc. 21 Church Street, Suite 100

Rockville, MD 20850-4124 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 of Maryland, Inc. Metro DC Office

12505 Park Potomac Avenue, Suite 300 Potomac, MD 20854 Tel: 301.692.3033 Fax: 301.897.8506

MASSACHUSETTS

www.willis.com

A.A. Dority Company, Inc.

262 Washington Street, Suite 99 Boston, MA 02108 Tel: 617.523.2935 Fax: 617.523.1707 www.aadority.com

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

T.P. Daley Insurance Agency, Inc.

1381 Westfield Street West Springfield, MA 01089 Tel: 413.788.0971 Fax: 413.739.2645 http://tpdaleyinsurance.com

TDA, Inc. dba The Driscoll Agency

93 Longwater Circle Norwell, MA 02061 Tel: 781.681.6656 Fax: 781.681.6686 www.driscollagency.com

Twinbrook Insurance Brokerage

400 A 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

Guy Hurley Blaser & Heuer, LLC 1080 Kirts Boulevard, Suite 500

Troy, MI 48084 Tel: 248.519.1400 Fax: 248.519.1401 http://ghbh.com

HUB International

625 Kenmoor Avenue SE, Suite 200 Grand Rapids, MI 49546 Tel: 616.233.4111 Fax: 616.233.4110 www.hubinternational.com

Mapes Insurance Agency, Inc.

2032 Lake Michigan Drive, NW Grand Rapids, MI 49504 Tel: 616.453.8600 Fax: 616.453.8391 www.mapesinsurance.com

Marsh USA

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

Oakland Companies

888 West Big Beaver Road, Suite 1200 Troy, MI 48084 Tel: 248.647.2500 Fax: 248.647.4689 www.oaklandcompanies.net

VAST

300 South Front Street Marguette, 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: 952.941.9452 Fax: 952.947.9793 www.ria.com

American Agency, Inc.

5851 Cedar Lake Road St Louis Park, MN 554161230 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 N. Douglas Drive, Suite 110 Golden Valley, MN 55422 Tel: 763.543.6993 Fax: 763.512.0430 www.ccisuretv.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 Fax: 320.269.3154 www.goldleafsurety.com

Klein Agency, Inc.

3570 N. Lexington Avenue, Suite 206 Shoreview, MN 55126-8058 Tel: 651.484.6461 Fax: 651.484.6861 www.kleinagency.com

Kraus-Anderson Insurance

420 Gateway Boulevard Burnsville, MN 55337-2790 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: 651.705.7960 Fax: 651,222,9151 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

Rudnik Surety, Inc. 7191 Knollwood Drive Mounds View, MN 55112 Tel: 763.786.9666 Fax: 763.786.9444 http://rudniksurety.com

Wells Fargo Insurance Services of Minnesota, 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

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 Building 200, Suite 175 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 dba AHM Insurance Group

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

J.D. Kutter Insurance

Associates, Inc. 800 Market, 18th Floor St. Louis, MO 63101-2506 Tel: 314.657.2959 Fax: 314.657.2970 www.jdkutter.com

J.W. Terrill, Inc. 825 Maryville Centre Drive,

Suite 200 Chesterfield, MO 63017 Tel: 314.594.2700 Fax: 636.728.0883 www.jwterrill.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 W. 47th Street, Suite 900 Kansas City, MO 64112-1906 Tel: 816.960.9000

Fax: 816.960.9145 www.lockton.com

Thomas McGee, LC 920 Main, Suite 1700 Kansas City, MO 64105 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

Winter-Dent & Company

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

www.usi.biz

Cogswell Insurance Agency LLC

800 9th Street, South Great Falls, MT 59401 Tel: 406.761.5000 Fax: 406.453.3946 www.cogswellinsurance.com

First West, Inc. 1905 Stadium Drive Bozeman, MT 59715 Tel: 406.587.5111

Fax: 406.586.0271 www.1stwestinsurance.com

Hub International Limited

100 Park Drive South Great Falls, MT 59401 Tel: 406.453.1464 Fax: 406.453.0073 www.hubinternational.com

PayneWest Insurance, Inc. 2323 2nd Avenue North Billings, MT 59107-0638 Tel: 406.238.1900 Fax: 406.245.9887 www.pfgworld.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.

1200 N. Montana Avenue Helena, MT 59604 Tel: 406.442.5360 Fax: 406.442.1678 www.paynewest.com

PayneWest Insurance, Inc.

2925 Palmer Street Missoula, MT 59808 Tel: 406.721.1000 Fax: 406.532.5817 www.pfgworld.com

NEBRASKA

Gene Lilly Surety Bonds, Inc.

3440 O Street Lincoln, NE 68510 Tel: 402.475.7700 Fax: 402.475.5043 www.glsbinc.com

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 S 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 Bedford, NH 03110 Tel: 603.669.0704 Fax: 603.669.6831 www.crossagencv.com

Rowley Agency, Inc.

139 Loudon Road Concord, NH 03302-0511 Tel: 603.224.2562 Fax: 603.224.6422 www.rowleyagency.com

NEW JERSEY

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 www.burke-insurance.com

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

Minick & Company

541 Paisano NE Albuquerque, NM 87123 Tel: 505.262.2236 Fax: 505.262.2288 www.minickandcompany.com

Woods Insurance Services

4801 N. 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 W. 180 Lake Success, NY 11042-1035 Tel: 516.358.3500 Fax: 516.358.3540 www.cuagency.com

Alliant Insurance Services

333 Earle Ovington Boulevard, Suite 700 Uniondale, NY 11553 Tel: 516.414.8900 Fax: 877.308.1070 www.alliant.com

Amsure a Division of ATCFSI 12 Computer Drive West Albany, NY 12205

Tel: 518.458.1800 Fax: 518.458.8390 www.amsure.net

Arthur J. Gallagher & Co. 677 Broadway Albany, NY 12207 Tel: 518.463.3181 Fax: 518.463.5825

www.ajg.com

Arthur J. Gallagher Risk Management Services, Inc. 377 Oak Street

Garden City, NY 11530-0601 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 Fax: 914.219.1034 www.blaisebonds.com

Brown & Brown of New York, Inc.

45 East Avenue Rochester, NY 14604 Tel: 585.697.1452 Fax: 585.697.3365 www.bbnewyork.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 10006-2503 Tel: 212.968.9100 Fax: 212.248.0380 www.bonds-surety-fidelityny.

Harding Brooks Associates, LLC

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

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

Jasper Surety Agency LLC

310 Old Country Road, Suite 202 Garden City, NY 11530 Tel: 516.742.8815 Fax: 516.742.8819 www.jaspersurety.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.mth.com

Marsh, Inc.

1166 Avenue of the Americas New York, NY 10036-2774 Tel: 212.345.6000 Fax: 212.345.4947 www.marsh.com

Marshall & Sterling, Inc.

110 Main Street Poughkeepsie, NY 12601-3080 Tel: 845.454.0800 Fax: 845.454.0880 www.marshallsterling.com

Olympic Coverage LLC

33 W 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.

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.esuretybond.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,

330 Madison Avenue, 7th Floor New York, NY 10017-5001 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.wwbagencv.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

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, NC 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: 916.719.9585 Fax: 916.719.9571 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

USI

300 N. Greene Street, 6th Floor Greensboro, NC 27401 Tel: 336.378.4225 Fax: 704.366.0671 www.usi.biz

Wells Fargo Insurance Services USA, Inc

DSR NC6366, Wachovia Bank NA Winston-Salem, NC 27199-2218 Tel: 704.366.8834 Fax: 704.366.0671

https://wfis.wellsfargo.com

NORTH DAKOTA

Dawson Insurance Agency, Inc.

721 1st Avenue North Fargo, ND 58102 Tel: 701.237.3311 Fax: 701.232.4442 www.dawsonins.com

USI Insurance, LLC

1030 36th Street, South, Suite C Fargo, ND 58103 Tel: 701.280.8860 Fax: 701.280.8832 www.usi.biz

OHIO

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 Agency, Inc.

1120 Madison Avenue Toledo, OH 43604 Tel: 419.243.1191 Fax: 419.255.5928 www.brooksinsurance.com

Chas. E. Slusser Agency, Inc. 2650 W. Market Street, 2nd Floor Akron, OH 44333-4201 Tel: 330.867.0770 Fax: 330.867.5385

www.slusseragency.com **Dawson Insurance**

1340 Depot Street, Suite 300 Cleveland, OH 44116-1741 Tel: 440.333.9000 Fax: 440.356.3732 www.dawsoncompanies.com

Dawson Insurance

596 Newark - Granville Road Granville, OH 43023 Tel: 740.321.1360 Fax: 740.321.1369 www.dawsoncompanies.com

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 44406-0159 Tel: 330.533.1195 Fax: 330.533.7583 www.lcalvinjones.com

Leonard Insurance Services, Inc. 4244 Mt. 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 E. Monument Avenue,

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

Neace Lukens Insurance Agency

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

700 Talbott Tower, 131 N. Ludlow Dayton, OH 45402-1132 Tel: 937.223.8891 Fax: 877.873.6268

www.usi.biz

8561 Market Street

Youngstown, OH 44512-6727 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 of Ohio LLC

580 North 4th Street, Suite 400 Columbus, OH 43215-2153 Tel: 614.228.5565 Fax: 614.228.6985 https://wfis.wellsfargo.com

Wells Fargo Insurance Services of Ohio-Cincinnati

720 East Pete Rose Way, Suite 400 Cincinnati, OH 45202 Tel: 513.333.2075 Fax: 513.564.2375 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.

Insurance Agency of Mid-America, Inc.

10009 S. Pennsylvania, Buildina E Oklahoma City, OK 73159 Tel: 405.691.0016 Fax: 405.691.0415 www.midamericainc.com

Rich & Cartmill, Inc.

2738 E. 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 www.wywlt.com

OREGON

Anchor Insurance & Surety, Inc.

500 Century Tower 1201 Southwest 12th Avenue Portland, OR 97205 Tel: 503.224.2500 Fax: 503.224.9830 www.anchorias.com

Brown & Brown Northwest 2701 NW Vaughn Street,

Suite 340 Portland, OR 97296-9018 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

Ward Insurance Agency, Inc.

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

PENNSYLVANIA

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

Garis Agency, LLC 681 Harleysville Pike Lederach, PA 19450 Tel: 215.256.6282 Fax: 215.256.6264

www.garisagency.com

Graham Company

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

Gunn Mowery LLC

650 N. 12th Street Lemoyne, PA 7043 Tel: 717.761.4600 Fax: 717.761.6159 www.gunnmowerv.com

Hartman Agency

420 William Street Williamsport, PA 17701 Tel: 570.326.7241 Fax: 570.326.6996 www.hartmangroup1.com

HDH Group, Inc

1007 Munna Road, Suite 200 Wormleysburg, PA 17043 Tel: 717.761.4010 Fax: 717.761.4320 www.hdhgroup.com

K.R. MacDonald Incorporated 4900 Derry Street

Harrisburg, PA 17111-0500 Tel: 717.564.4221 Fax: 717.564.6904 www.krmacdonald.com

Keystone Bonding & Surety Agency, LLC

3806 Market Street, Suite 2 Row Camp Hill, PA 17011 Tel: 570.473.2714 www.keystoneinsgrp.com

Liberty Insurance Agency

2857 Oxford Boulevard, Suite 211 Allison Park, PA 15101 Tel: 412.571.5700 Fax: 724.742.2002 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

Three Logan Square 1717 Arch Street Philadelphia, PA 19103-2797 Tel: 215.246.1000 www.marsh.com

Murray Risk Management and Insurance

39 North Duke Street Lancaster, PA 17602 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.suretvbond.com

Saul & Associates

179 South Wyoming Avenue, Suite 1 Kingston, PA 18704-0617 Tel: 570.288.5434 Fax: 570.288.7837

Seubert & Associates, Inc.

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

Shepherd Agency, LLC

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

Simkiss Agency, Inc. 2 Paoli Office Park Paoli, PA 19301-0826 Tel: 610.727.5300

Fax: 610.727.5414 www.simkiss.com 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

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 Ave, 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 901 Tel: 800.373.2804 Fax: 919.834.7039 www.suretyone.org

Aon Risk Services Inc. of PR

304 Avenue Ponce de Leon San Juan, PR 00918-2032 Tel: 787.754.8787 Fax: 787.753.7990

www.aon-condominium.com

Carrion, Laffitte & Casellas, Inc./ **Hub International CLC**

MCS Building 718 Ponce De Leon 255 Hato Rey, PR 00917-0877 Tel: 787.641.2738 Fax: 787.641.0877 www.clcinsurancepr.com

Fulcro Insurance, Inc.

Los Muchachos Building 204 San Francisco Street Old San Juan, PR 901 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

Rio Piedras, PR 00926-2741 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 Guaynabo, PR 00968 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 Columbus, SC 29212 Tel: 803.732.0060 Fax: 803.732.3989 www.davisgarvin.com

McCartha, Cobb & Associates, Inc. 1407 Calhoun Street Columbia, SC 29201

Tel: 803.799.3474 Fax: 803.799.3711 www.mccartha-cobb.com

SOUTH DAKOTA

Gusso Surety Bonds, Inc. 2307 W. 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 57117-5113 Tel: 605.339.3874 Fax: 605.339.3620 www.howaltmcdowell.com

Western Dakota Insurors, Inc.

816 5th Street Rapid City, SD 57701-3708 Tel: 605.342.3130 Fax: 605.342.2162 www.westerndakotainsurors.

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 37919 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

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.

International Plaza III, 14241 Dallas Parkway, Suite 300 Dallas, TX 75254 Tel: 214.691.5522 Fax: 214.691.1537 www.ajg.com

Arthur J. Gallagher Risk Management Services, Inc.

2727 81st Street Lubbock, TX 79423 Tel: 806.785.1988 Fax: 806.785.2155 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 8140 North Mopac Building 1,

Suite 100 Austin, TX 78759 Tel: 512.454.9500 Fax: 512.454.9502

www.ballewinsurance.com

Boley-Featherston Insurance

701 Lamar Street Wichita Falls, TX 76301 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 77008 Tel: 713.880.7100 Fax: 713.880.7166 www.bmbinc.com

Catto & Catto LLP

217 E. Houston Street San Antonio, TX 78205 Tel: 210.222.2161 Fax: 210.222.1618 www.catto.com

Cowan-Hill Bond Agency, Inc. 9810 Indiana Avenue, Suite 160

Lubbock, TX 79423 Tel: 806.722.2663 Fax: 806.722.2662

Equify Risk Services, LLC

12770 Coit Road, Suite 750 Dallas, TX 75251 Tel: 469.310.8608 Fax: 469.916.3366 www.pentrarisk.com

F.W. Offenhauser & Co.

518 Pine Street Texarkana, TX 77501 Tel: 903.255.6221 Fax: 903.255.6121

www.offenhauserinsurance.com

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Frank Siddons Insurance Agency Ft. Worth, Inc.

2900 Marquita Drive Fort Worth, TX 76116-4016 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 W. Alabama, Suite 845 Houston, TX 77098 Tel: 713.624.6117 Fax: 713.624.6118 www.gemins.com

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Hub International Insurance Services

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Hub International Limited

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

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www.worthaminsurance.com

K & S Insurance Agency

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RiskPro Partners

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Ronnie JL Ward & Son Insurance & Bonds

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

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1800 Washington, Suite 400 Amarillo, TX 79102 Tel: 806.376.4761 Fax: 806.376.5136 www.willis.com

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131 Interpark Boulevard San Antonio, TX 78216 Tel: 210.223.9171 Fax: 210.223.2806 www.worthamsa.com

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Buckner Group

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

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Integrated Insurance Solutions, Inc.

3191 S. Valley Street, Suite 206 Salt Lake City, UT 94109 Tel: 801.487.3000 Fax: 801.412.0893 www.integratedslc.com

Moreton & Company

709 East South Temple Salt Lake City, UT 84102 Tel: 801.531.1234 Fax: 801.531.6117 www.famoreton.com

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

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

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1 South Jefferson Street Roanoke, VA 24011 Tel: 540.982.3511 Fax: 540.982.2635 www.MMA-MidAtlantic.com

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Seattle, WA 98102 Tel: 206.484.9828 Fax: 253.572.1430 www.ajg.com

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601 Union Street, Suite 1000 Seattle, WA 98101 Tel: 206.695.3106 Fax: 206.695.3146 www.usi.biz

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Aon Risk Services, Inc. of WI

111 North Washington Street, Suite 300 Green Bay, WI 54301 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 http://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

INTERNATIONAL

AUSTRALIA

Marsh

Darling Park Tower 3 201 Sussex Street Sydney, NSW Australia 2000 Tel: +61.2 88648687 Fax: +61.2 88648811 www.marsh.com

Willis Australia Ltd

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

CANADA

ALBERTA

Aon Reed Stenhouse Inc.

Suite 900, 10025 - 102A Avenue Edmonton, AB T5J 0Y2 Tel: 780.423.9473 Fax: 780.423.9876 www.aon.ca

HUB International Phoenix Insurance Brokers

10320-146 Street Edmonton, AB T5N 3A2 Tel: 780.453.8405 Fax: 780.482.3302 www.hubinternational.com

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

BRITISH COLUMBIA

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Masters Insurance Limited

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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

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Marsh China

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

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

ENGLAND

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Risk Management Insurance Brokerage Ltd.

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ITALY

PCA Spa

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MEXICO

INTERTEC, Agente de Seguros y de Fianzas, SA de CV Ocotepec 81, Col. San Jeronimo

Lidice Mexico City D.F Mexico 10200 Tel: 52 55 8503 92 10 Fax: 52 55 8503 92 55 www.intertec.com.mx

Affiliates: Managing General Agencies

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Contractor Managing General Insurance Agency, Inc.

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One World Financial Center 200 Liberty Street, 22nd Floor New York, NY 10281 Tel: 212.915.6857 http://suremerica.com

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Aspen Insurance US

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

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AXIS Reinsurance Company

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Sirius International, Belgian Branch

Mont Saint Martin 62 Liege, Belgium 4000 Tel: 32.4.220.86.07 www.siriusgroup.com

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Ballantyne, McKean & Sullivan, Ltd.

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**

PHILADELPHIA

Aon Benfield

1650 Market Street, Suite 3400 Philadelphia, PA 19103-2052 Tel: 215.569.5290 Fax: 215.569.5289 www.aon.com

NEW JERSEY

Everest Reinsurance Company

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Amlin

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

Affiliates: Surety Companies

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HCC Surety Group

601 S. 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 92130-2045 Tel: 858.350.2400 Fax: 858.350.2909 www.icwgroup.com

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CapSpecialty

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Travelers Bond & Specialty Insurance

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Cinium Financial Services Corporation

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Fax: 305.675.2434 www.cinium.com

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6300 University Parkway Sarasota, FL 34240 Tel: 941.907.2705 Fax: 941.907.8583 www.fcci-aroup.com

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

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Hudson Insurance Group

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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 N. 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

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

LOUISIANA

Gray Casualty & Surety Company

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CorePointe

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MARYLAND

XL Catlin

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MASSACHUSETTS

Boston Indemnity Group

21 High Street, Suite 208 B North Andover, MA 01845 Tel: 978.984.5783 Fax: 617.830.0862 www.bigsurety.com

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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

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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 68501-0468 Tel: 402.435.4302 Fax: 402.435.3274 www.universalinland.com

NEW JERSEY

Axis Insurance Company

300 Connell Drive, Suite 8000 Berkeley Heights, NJ 07922 Tel: 908.508.4300 Fax: 908.508.4301 www.axiscapital.com

Berkley Surety Group

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