

Agent Qualifications

prepared especially for:

Webb County

Robert S. Bookhammer III, ARM-P, CSRM
Senior Vice President
National Public Entity Specialist

June 22, 2015

Together we'll go far



Proposal Outline

- Who We Are
 - Overview & Reputation
 - Property & Casualty Overview
 - Account Service Team
- Letters of Recommendations
 - Plano ISD, Katy ISD, City of Sugar Land, and City of Mesquite
- Questionnaire
- Property & Casualty Capabilities
 - Public Sector Advantages
 - Risk Management Consulting Services
 - Marketing Process
 - Placement Timeline

Proposal Outline

- Coverage Placement Process
- Our Risk Management Approach
- Credentials
- What Sets Us Apart
- Claims Consulting
- Loss Prevention Services
- Loss Forecast & Accrual Analysis
- Sample Work Product



Who We Are

Corporate Overview

Facts

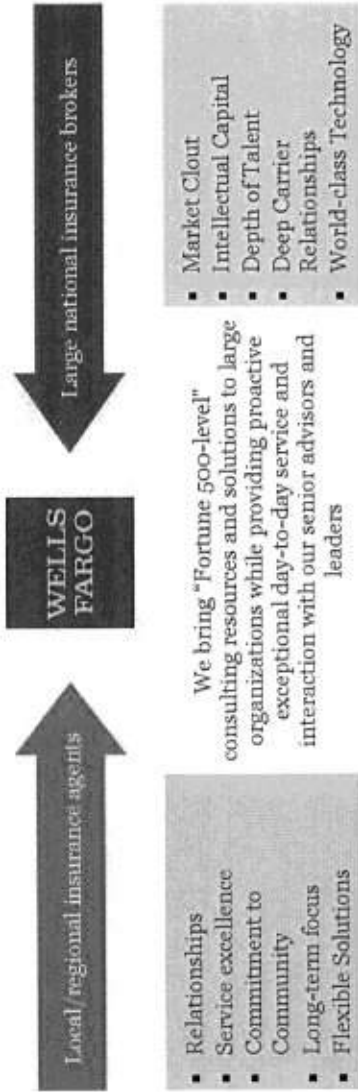
- Revenues of over \$1.35 billion
- Top 10 U.S. Insurance Brokerage
- In excess of \$13.5 billion in risk premium
- Over 5,000 employees
- More than 60 offices nationwide
- Texas offices include Dallas, Houston, and San Antonio

Corporate Overview

Product Lines

- Property / B&M
- Public Officials Liability
- Law Enforcement Liability
- Employee Benefits
- Employment Practices Liability
- Workers Compensation
- Personal Lines
- Bonds / Surety
- Energy and Mining
- Network Security & ID Theft
- Environmental Liability
- Sexual Misconduct Liability

A. Company Overview: Wells Fargo Insurance Services



Key facts

- Annual insurance revenues of more than \$1.8 Billion
- Most well-capitalized insurance broker in the world
- 4th largest insurance broker in the United States
- 5th largest broker in the world
- Largest bank owned insurance broker
- Places over \$15.5 Billion in risk premiums
- Over 9,200 insurance professionals in 200+ offices nationwide
- Our client retention rates rank amongst the highest in the industry
- Our Global Broker Network (GEN) consists of 11,000 team members in 350 offices and provides service to more than 130 territories and nearly 200 companies from the Fortune 1000

Competitive advantages

- As part of Wells Fargo, we want to provide all of the financial solutions our customers need to help them succeed financially. As a team, we differentiate ourselves not so much by product features, but by the way we deliver our services.
- We provide access to appropriate coverage and protection at reasonable cost, and advocate on behalf of clients regarding claims management or during the payment process in the event of a loss.
- Our local teams are supported by National Practices Groups consisting of experts working in a collaborative environment to support our clients with technical advisors, analytic tools, best practices, market relations, and product knowledge.
- We offer our clients CyberSure®, our award-winning, interactive, Web-based tool, to provide a highly efficient solution that organizes insurance information and reduces the time spent handling insurance issues.

Wells Fargo Insurance Services – *Our reputation*

Leading the large market in customer satisfaction

Wells Fargo Insurance Services beats other brokers for 2011 Greenwich Broker Excellence Award

Since the start of the global economic crisis, insurance brokers have been under pressure to step up their service. Large U.S. companies expect a savvy mix of domestic and international advisory services, combined with day-to-day support on coverage and claims.

Wells Fargo Insurance Services is one of the best brokers in the nation for meeting the demand. That's according to Greenwich Associates' 2011 Large Corporate Insurance Study, in which Wells Fargo Insurance Services received the top award for customer satisfaction: the 2011 Greenwich Broker Excellence Award.

The study surveyed risk managers at more than 675 U.S. companies with annual revenues of \$500 million or more, and Wells Fargo Insurance Services received customer satisfaction ratings that significantly exceeded those of other brokers.

"This award is a great testament to Wells Fargo Insurance Services' ability to understand our customers' needs and exceed their expectations through a combination of strategic risk advice and counsel, formidable transactional capabilities, and excellent services," said Managing Director Emanuel Lauria, chairman of Wells Fargo Risk Management Solutions. "We're proud to be a leader in the large corporate arena, going above and beyond to help major organizations navigate through this turbulent economic cycle, and access an array of financial solutions through Wells Fargo."

Wells Fargo Insurance Services continues to demonstrate its capabilities for large U.S. companies. The 2011 excellence award follows Wells Fargo Insurance Services' distinguished performance in last year's Large Corporate Insurance Study, which included high marks for insurance knowledge, understanding customers' business needs, and overall customer service.

Wells Fargo Insurance Services is the fifth largest insurance brokerage firm in the world. Our dedicated Risk Management Solutions Group provides sophisticated risk management services and expertise to large global corporations.

WFIS earns high marks from large companies for "Best in customer service, satisfaction and knowledge."

WFIS received the 2011 Greenwich Broker Excellence Award for achieving the top customer satisfaction score in Greenwich Associates' Large Corporate Insurance Study

The study surveyed more than 675 U.S. companies with annual revenues in excess of \$500 million

WFIS continues to demonstrate its capabilities for large companies and make strategic investments across the country, adding tremendous resources and talent

Property and Casualty Overview

Wells Fargo Insurance Services delivers the relationships, resources, and results to help ensure your insurance and risk management needs are met. We can help you develop a risk management strategy that controls your *Total Cost of Risk (TCOR)* by addressing much more than basic insurance premiums.

OUR CAPABILITIES

Our insurance and risk management teams are comprised of highly experienced individuals with diverse insurance industry backgrounds, each providing special skills and insights in the resolution of complex business issues. We offer the following core property-casualty insurance brokerage services:

- Insurance procurement and plan design
- International risk management/global solutions
- Enterprise risk management
- Claims management services
- Contract review
- Risk retention analysis
- Certificate management
- Risk identification and assessment
- Program marketing & analysis
- Property catastrophe modeling
- Risk control
- Business continuity
- Loss forecasting
- Captive feasibility and alternative risk solutions
- Acquisition and divestiture due diligence
- Corporate governance assessment survey
- Surety services property protection engineering
- Environmental consulting

Property and Casualty Overview

RESOURCES

Supporting our local teams are National Practices and industry specialists in the following disciplines:

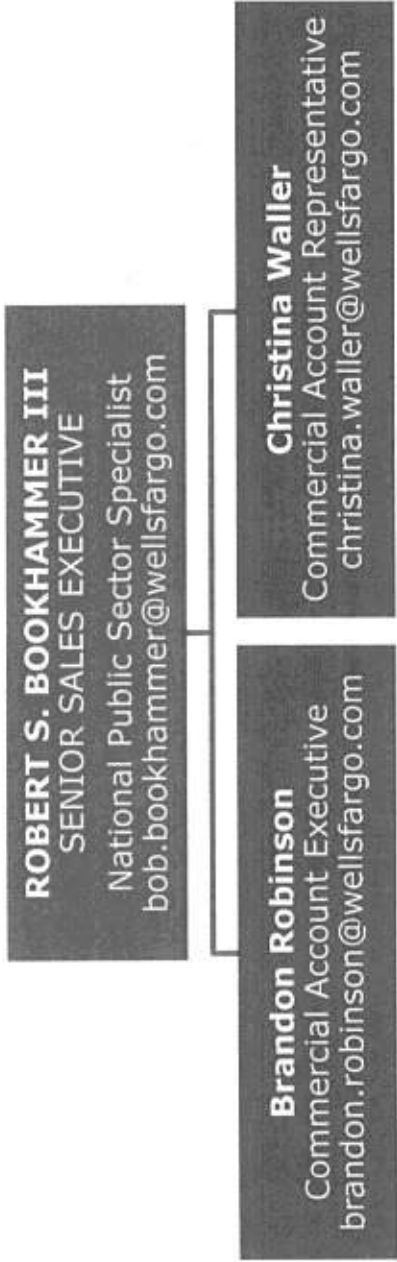
National Practice Groups

- Alternative Risk
- Casualty
- Environmental Liability
- Executive Liability
- International
- Property
- Risk Consulting
- Risk Control
- Claims
- RMIS

Industry Specialization

- Architects & Engineering Design
- Associations & Franchises
- Construction & Surety
- Biotechnology, Life Sciences and Technology
- Energy
- Healthcare
- Hospitality & Food Industry
- Law Firms & Professional Services
- **Public Sector**
- Real Estate

Account Service Team



RESOURCES

R. Scott Bellamy
SENIOR RISK CONTROL CONSULTANT
scott.bellamy@wellsfargo.com

Marc LaChey
SENIOR CLAIMS CONSULTANT
marc.lachey@wellsfargo.com

Bryan Lorenz
PROFESSIONAL RISK GROUP
bryam.lorenz@wellsfargo.com

Faith Preslar
E&O AND NETWORK SECURITY
faith.preslar@wellsfargo.com



Letters of Recommendation

Teamwork for Excellence



PLANO
Independent School District

Human Resources Division
Benefits and Risk Management
Director

April 11, 2012

To Whom It May Concern:

It is a pleasure to write a letter of recommendation for Robert Bookhammer. Bob has been the district's consultant regarding property/casualty issues for many years. His thoroughness and expertise has been invaluable in saving the district money, while placing quality products to protect public assets.

Bob's friendly and open dialogue provides an easy working relationship. His knowledge of the industry is very respected. I would certainly recommend his counsel to any large or small organization.

Regards,

Becky Garrett

Becky Garrett, Director
Benefits and Risk Management

Socobell Center 601 Chapel Hill Blvd. Plano, Texas 75069 Phone 469.752.4755 Fax 469.752.8036 www.planoisd.net/benefits
An Equal Opportunity Employer

KATY

Katy Independent School District

Mike Robinson
Director of Risk Management

February 14, 2012

To Whom It May Concern:

Katy Independent School District has retained Wells Fargo Insurance Services, specifically Mr. Bob Bookhammer, as our property insurance broker since 2009. After many years with our prior carrier, Bob and his team were able to find capacity and premiums satisfactory to the district when our prior carrier could not or would not.

We have been very pleased with the services and support provided. The expert guidance and involvement from Bob's team and the underwriting and loss control services from the carrier have been outstanding.

We are happy to recommend their services for your consideration.


Mike Robinson



Mike Robinson
DIRECTOR OF RISK MANAGEMENT

April 11, 2012

To Whom It May Concern;

Katy Independent School District has retained Wells Fargo Insurance Services, specifically Mr. Bob Bookhammer, as our casualty insurance broker since 2003. They introduced us to the All Lines Aggregate (ALA) policy that has saved several hundred thousand dollars in premiums since then and provided all of our desired coverage in one policy.

We have been pleased with the services and support provided. The expert guidance, and flexibility offered through this program have been outstanding in meeting the needs of the District.

We are happy to recommend their services for your consideration.

A handwritten signature in cursive script that reads "Mike Robinson".

Mike Robinson



CITY OF SUGAR LAND

April 16, 2017

To Whom It May Concern:

I would like to take the opportunity to describe the work that Wells Fargo provided to the City of Sugar Land. Robert Bookhammer was senior client executive and had six additional team members.

Wells Fargo Insurance Services was hired to do a study of the City of Sugar Land Risk Management Program from December 2009 thru December of 2010. This was only a one year contract to have the study done.

The work performed was:

- Claims Review and advocacy with the City's carrier
- Analyze and advise on optimal retention levels
- Review and advise all existing coverages, limits, and deductibles for adequacy and appropriateness
- Review and advise on risk financing alternatives
- Review process of subrogation and recoveries of internal claims
- Monitor market conditions and other insurance issues
- Provided loss control and loss prevention services
- Respond to questions about insurance requirements for vendors or contractors
- Review and advise on contractual risk transfer for vendor and contractor insurance requirements (at the time of the contract the City was beginning plans for a junior league baseball stadium)
- Review and assist in the redesign of Policy Language
- Review and make recommendations to reports and analysis sent to Management
- Evaluate a Risk Management Information System (RMIS) that best met the City's needs

Each team member was very knowledgeable of their specific work. Mr. Bookhammer reviewed several complex contracts related to the insurance requirements that the City was in the midst of executing. As part of the loss prevention services they provided and implemented a safety training program called Summit Safety Training. There were numerous recommendations the team provided that the City has now implemented.

I would definitely hire Well Fargo Insurance Services again, and would recommend the team to others without hesitation. They bring a long and varied background in risk management and insurance services that definitely benefited the City of Sugar Land. Overall, Mr. Bookhammer and his team provided excellent services.

Sincerely,

Norma Martinez

Norma Martinez
Risk Manager
City of Sugar Land

MESQUITE

T E X A S

Real. Texas. Service.

To Whom It May Concern:

The City of Mesquite, Texas has enjoyed a business relationship with Robert Bookhammer and Wells Fargo Insurance Services for the purpose of accessing and selecting Risk Services and Public Entity institutional knowledge for the past several years.

Mr. Bookhammer and his Wells Fargo Insurance Services staff support team continue to be instrumental in protecting City of Mesquite assets from adverse loss, while providing for future business continuity. Bob and his team have the knowledge, experience and reputation among the risk services community to add value to any local government risk management effort.

The City of Mesquite is better protected today from adverse loss because of Robert Bookhammer's passionate delivery of risk services, combined with the support provided by Wells Fargo Insurance Services.

Regards,



Charles Gillenwater
Risk Manager



Qualifications Questionnaire

COMPANY PROFILE

Name of Agency/Company: Wells Fargo Insurance Services USA, Inc.

Address: 5151 Belt Line Road, Ste. 200
Dallas, Texas 75254

Telephone Number: (972) 588-6456
Fax Number: (888) 605-8264

Type of Organization: Publicly Traded Corporation

Corporate Information
Date Founded/Opened: 1989
Total Number of Employees: 65
Number of Public Entity Clients: 28

Dallas Office Statistics

Approximate Total Public Entity Client's Premium Volume (P&C) \$ 4,250,000

Approximate Total Premium Volume (All Clients): \$ 150,000,000

Approximate Average Size of All Accounts: \$ 850,000

Largest Single Account \$ 17,000,000

COMPANY PROFILE

Give brief description of the Agency/Company and its' qualifications:

Wells Fargo Insurance Services USA, Inc. is in the top 10 largest insurance brokers in the United States with annual revenues in excess of \$1.35 billion and annual premium placements exceeding \$13.5 billion. Recognized as one of the insurance brokerage leading firms, Wells Fargo Insurance Services USA, Inc. employ more than 5,000 insurance professionals in throughout the United States and the District of Columbia.

Wells Fargo Insurance Services USA, Inc. provides property-casualty insurance brokerage services, risk management consulting, risk control services, employee benefits and compensation consulting, life insurance, and executive benefits to our clients.

Our unwavering focus on integrity, professional competence, and technical specialization attracts the brightest minds in the industry. As a result, we offer innovative solutions, long-term relationships and most importantly, quantifiable results to help you achieve your goals and objectives.

The local Dallas, TX generated approximately \$15 million in revenue in 2013 and employs 65 associates. Our office was established locally in 1992 and was formerly known as McDonald & Company. McDonald & Company was acquired in 1999 by Palmer & Cay, Inc. which was acquired by Wachovia Corporation in 2005. Wells Fargo acquired Wachovia Corporation in 2008.

COMPANY PROFILE

Provide the following information for Principal/Account Executives

Account Executive Qualifications:

Robert S. Bookhammer III, ARM-P, CSRM is a Senior Vice President in the Wells Fargo Insurance Services USA, Inc. Commercial Insurance Group and focuses on the Public Entity & Higher Education sector. This group focuses on clients whose cost of risk exceeds a minimum threshold of \$300,000. These organizations tend to recognize and value the consultative approach and services provided by the Wells Fargo Insurance Services USA, Inc. Commercial Insurance Group.

Bob's specific areas of technical specialization include loss development projections, quota-shared and layered property placements, specific & aggregate reinsurance placements, alternative risk transfer program design and placement, reinsurance recovery, loss control oversight, claims management oversight, cost allocation services and client service plan development.

Number of Public Entity Clients:

28

Type of Public Entity Clients:

Schools, Cities, Counties & Higher Education

Number of Other Clients:

19

Length of Time with Agency/Company:

18 Years

Length of Career in Insurance or Risk management:

33 Years

COMPANY PROFILE

Professional Designations:

Associate in Risk Management (ARM)
Risk Management for Public Entities (RMPE)
Certified School Risk Manager (CSRM)

Number of Years Commercial Underwriting: 3 Years

Number of Years Commercial Claims: N/A

Number of Years Public Entity Experience: 33 Years

Number of Years Agency Account Servicing: 33 Years

Number of Years Marketing Function: 33 Years

Number of Years Claims Management: N/A

Number of Years Risk Management: 33 Years

COMPANY PROFILE

**Provide the following information for Primary Assistant:
Primary Assistant Qualifications:**

Brandon Robinson is your proposed Commercial Account Executive. She has been in the commercial property / casualty insurance business for 14+ years. Brandon has managed a book of business that included a number of public entity clients as well as other types of clients. Brandon currently handles a majority of Bob's public entity clients.

Number of Public Entity Clients: 14

Number of Other Clients: 20

Length of Time with Agency/Company: 8 Year

Length of Career in Insurance or Risk Management: 14+ Years

Professional/Associate Designations: Associate Commercial Service Representative

Number of Years Commercial Underwriting: N/A

Number of Years Commercial Claims: N/A

COMPANY PROFILE

Number of Years Public Entity Experience:	14 Years
Number of Years Agency Account Servicing:	14 Years
Number of Years Marketing Function:	14 Years
Number of Years Claims Management:	N/A
Number of Years Risk Management:	14 Years

COMPANY PROFILE

List Major Public Sector Markets:

Casualty: ACE, Genesis, Munich Re, Princeton Excess & Surplus, AIG/Lexington, American Alternative, Gotham, Brit Syndicate, Safety National, Travelers, Midwest Employers Casualty, Starr, States Risk Retention Group, Argo Group/Trident, OneBeacon, Ironshore, CNA, Berkley, State National, Texas Political Subdivision and Houston Casualty Corporation

Property: ACE/Westchester, Affiliated FM, AIG/Lexington, AmRisc, Arch, Axis, Chubb, CNA, Fireman's Fund, FM Global, Liberty Mutual, Lloyd's of London, Munich Re, OneBeacon, Starr Tech, Swiss Re, Travelers, XL, Zurich

Does the Agency/Company anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months that may affect the organization's ability to carry out its proposal? No

Has your company merged with any company within the last 12 months? No

COMPANY PROFILE

List amount of Errors and Omission Insurance: \$100,000,000

In the last five (5) years has an E & O claim been filed against you? No

Do you have a web site? Please provide URL: <https://wfis.wellsfargo.com>

Specialty areas of expertise—list any services that could be beneficial to Risk Management

- Accrual reserve analysis services
- Loss projections/forecasts
- Premium & Loss Cost allocations
- Certificate Management Services
- Cyber Sure – 24/7 risk management information solution
- Summit On-Line Safety Training

COMPANY PROFILE

15. Support Services Available

Service	In-House Staff	Available Through Affiliate
Claims Audit	X	
Risk Management Information System (RMIS)		X
Risk Control	X	
Business Continuity	X	
Actuarial		X
Safety Training (In-Person and On-Line)	X	
Insurance Specifications	X	
Enterprise Risk Management	X	
Business Continuity Consulting	X	
Owner Controlled Administration	X	
Indemnification Agreements (Contracts, Leases)	X	
Certificate of Insurance Management	X	
TPA Marketing and Response Evaluation	X	
Property Engineering	X	X



Property & Casualty Capabilities

Public Sector Advantages

- Experience – 33 years of public sector specialization
- Handled Webb County from 1986-1989 and 2006 - present
- Published in National PRIMA Nov/Dec 2009 Issue
- Presented @ TX PRIMA 2009, 2010, 2011 and National PRIMA 2010
- Market Access / Relationships – Top level relationships with all Public Sector carriers including OneBeacon, Texas Municipal League & Texas Political Subdivision
- Knowledge – Expertise with all types of Public Sector risk transfer programs
 - Guaranteed Cost Plans
 - Small & Large Deductible Plans
 - Self Insured Retention Plans
 - Integrated Risk Plans

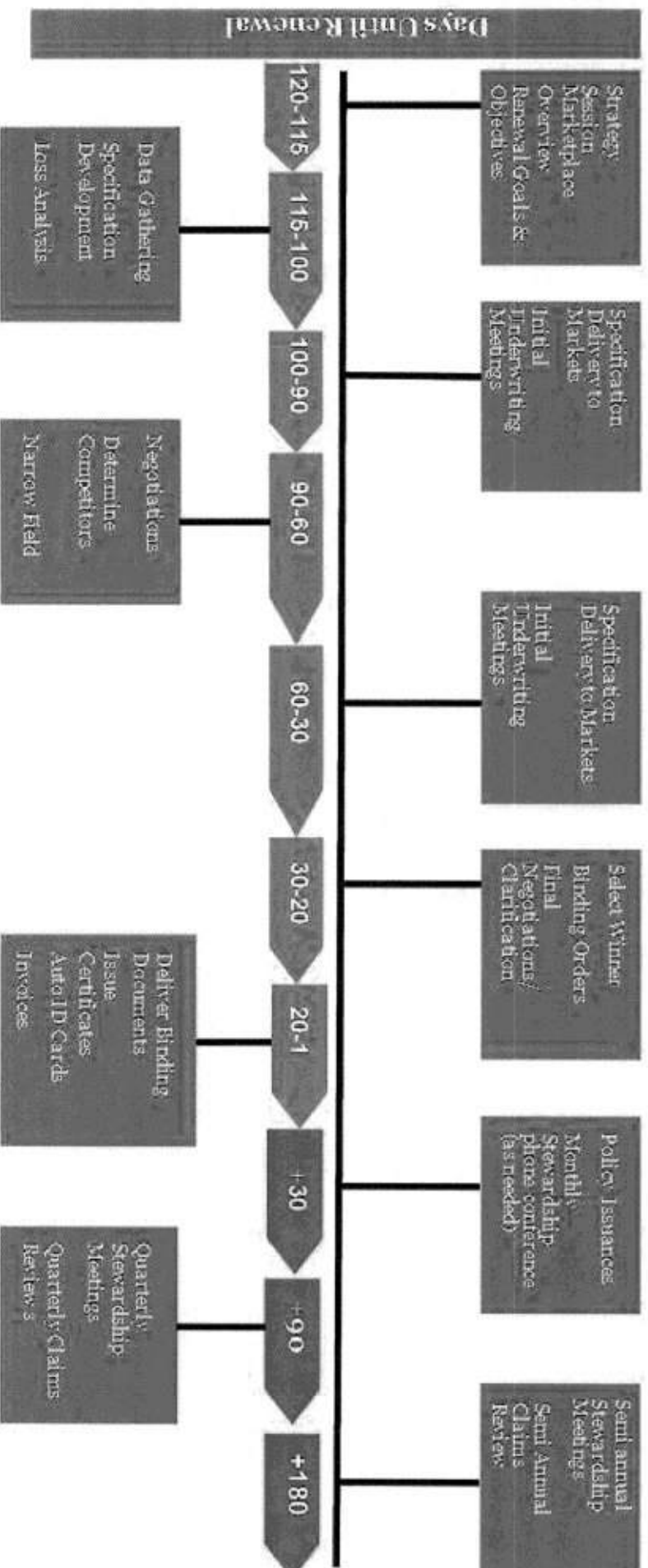
Risk Management Consulting Services

- Conduct meetings to understand Webb County's culture and strategic risk management objectives
- Complete risk identification, risk assessment, and risk management program analysis
- Confirm the County's risk retention and appetite
- Conduct an insurance program audit – review existing insurance program
- Analyze current insurance program and make recommendations for program enhancements and potential savings
- Conduct a discussion for desired / recommended coverage and marketing strategy
- Quantify existing risk control program for claims & loss control
- Confirm insurance carrier loss prevention and claims handling deliverables

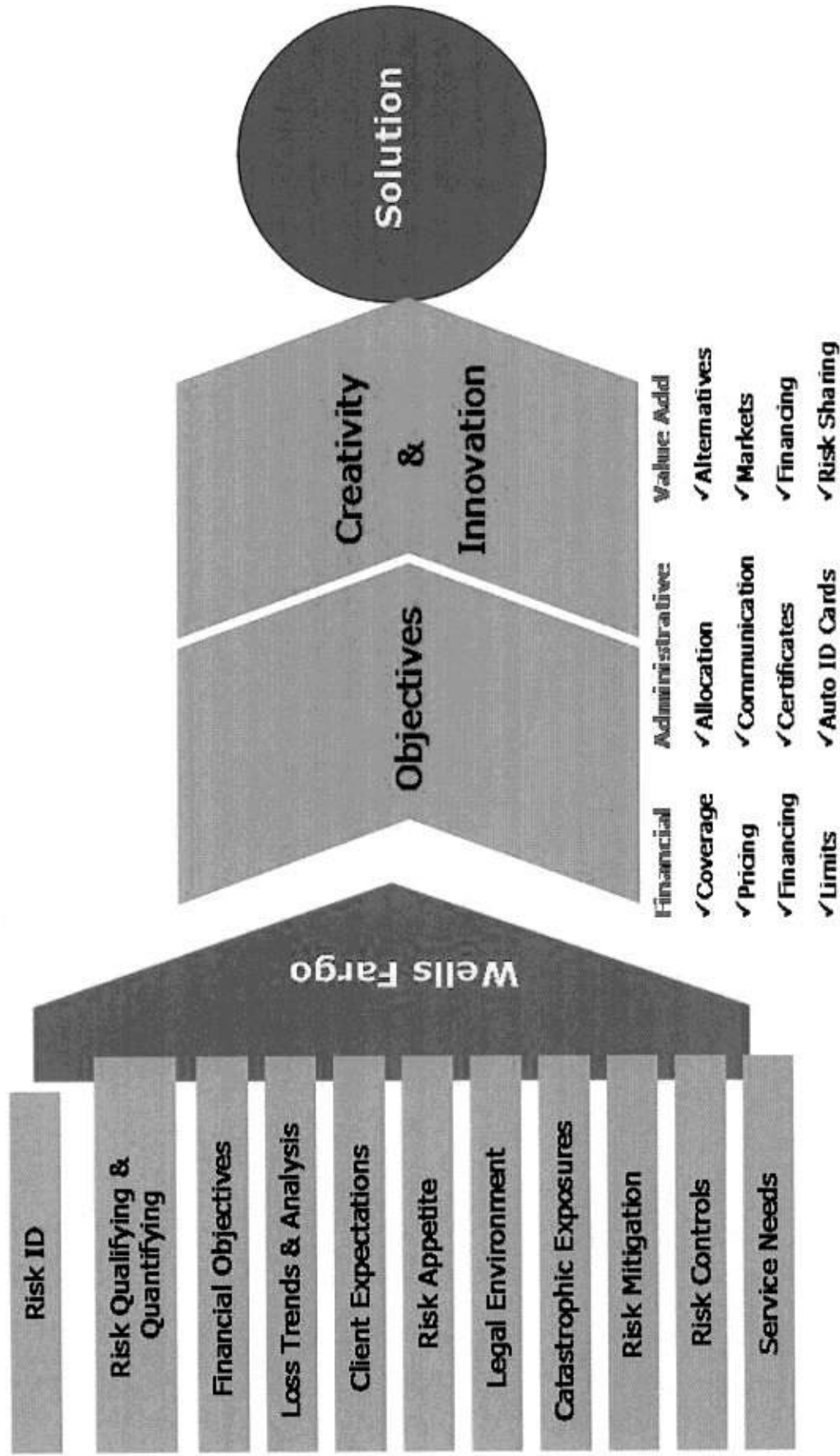
Marketing Process

- Develop insurance specifications
- Develop underwriting submission
- Market insurance program to appropriate carriers
- Negotiate and analyze program and make program recommendations
- Evaluate and select carriers
- Present proposal and recommendations for placement
- Place and implement selected program

Placement Timeline



Coverage Placement Process



Marketing Process

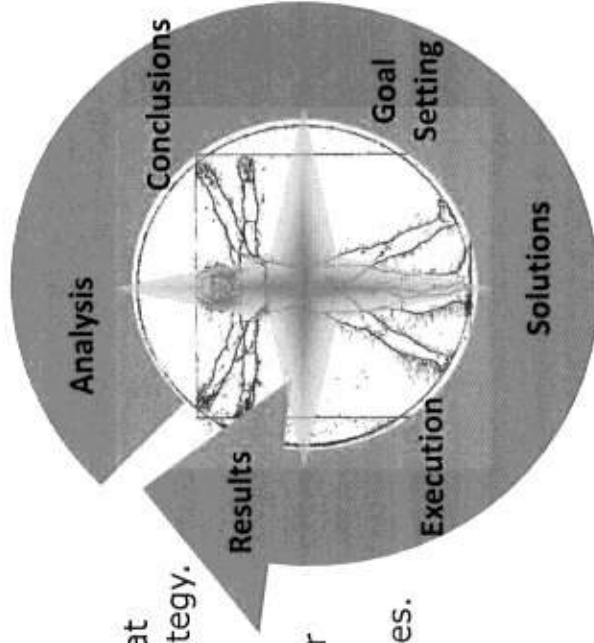
Wells Fargo Insurance Services' integrated consulting model is the foundation of our interaction with our customers. It consists of six stages:

1. Analysis
2. Conclusions
3. Goals Setting
4. Solutions
5. Execution
6. Results.

Success of any organization is not an accident. It is the result of careful planning, execution, measurement and follow-up of management initiatives. Our Risk Consulting practice measures our effectiveness in terms of reduction in the cost of risk, as well as the improvement of risk management quality.

Risk Management Process

- Analyze Risk Issues
 - Identify and synthesize key risk management threats with our customer's leadership team.
- Reach Conclusions
 - Prioritize issues with our customers' leadership team and correlate them to organizational bottom-line impacts.
- Set Meaningful Goals
 - Establish risk management goals with the leadership team that can be integrated into the overall organizational business strategy.
- Develop Specific Solutions
 - Agree on tactical interventions with key stakeholders from our customers' organization and assign timeframes, define accountabilities, establish measurements and identify resources.
- Execute the Plan
 - Communicate, train, align resources and implement tactics.
- Monitor Results
 - Joint review with our customers to set improvement goals, track progress, adjust or reset the plan as necessary.



Credentials

Wells Fargo Insurance Services' Risk Consulting Services Group merges three disciplines that work together to develop integrated solutions:

- Risk Control Consulting
- Claims Consulting
- Financial Analytics

We staff our service teams with:

- Highly qualified service professionals with an average of 20 years experience and a balanced blend of experience in the brokerage, insurance company or private industries sectors
- Senior consultants holding professional designations, advanced degrees, and professional licenses in their field of expertise
- Consultants who are integral members of our local service teams yet tied to a national practice network of over 200 professionals. The national practice cultivates sharing of innovative ideas, collaboration and quality governance.

What Sets Us Apart?

Relationships

- Our local and regional Claims and Risk Control staff are integral members of our customers' account service teams. We do not operate in silos.
- Consultants who are genuinely interested in helping customers succeed and carry a passion for their area of expertise.

Resources

- Local service teams with unrestricted access to Wells Fargo Insurance Services' national practice network of technical, industry and geographic specialists.
- High levels of experience and technical acumen to consult on all lines of coverage including workers' compensation, liability, property, employment practices liability, and environmental.

Results

- We are accountable for successful and quantifiable outcomes for our customers.
- Comprehensive yet practical solutions efficiently delivered by our culture of collaboration and teamwork.

Claims Consulting

Wells Fargo Insurance Service's Claims Consulting discipline is guided by one fundamental purpose:

- Delivery of high impact advocacy and consultative services to optimize outcomes for our customers in the event of a loss or claim.

Effective claims management starts long before a claim occurs. It is more than just being able to react quickly. We believe in a services delivery model that combines skilled resources with the flexibility to assist our customers through all phases of an effective claims management process. It starts with understanding our customers needs and then customizing our approach.

Claims Consulting & Advocacy

Our claims consulting capabilities include:

- Claims Services Installation Oversight and Program Consultation
- Establish and document communication protocols between customers, carrier/TPA, and Wells Fargo Insurance Services
- Large/Complex Claims Oversight at designated threshold
- Coverage Dispute Advocacy/Analysis
- Coordinating Lawsuit Response and Assistance with reporting complex claims
- Excess Claim Reporting and Consultation
- Contract Management and Review regarding insurance clauses
- Strategic Claim Reviews
- Claim Audit Projects
- Carrier Assessment and Selection Consultation
- Workers' Compensation Return to Work, Medical Case Management, and Legal Panel Assessments
- Trending and Claim Analysis in collaboration with Risk Control
- Claims Training and Education
- Structured Settlement Consulting

Loss Prevention Consulting

Fleet Safety

- Fleet Safety Program Evaluation
- Risk Assessment & Accident Trending
- Driver File Evaluation
- Fleet Safety Program Development
- DOT Regulation Updates
- DOT Compliance Audits

Casualty Risk Control Services

- Safety Management Services
- Cultural Change Initiatives
- Safety Program Administration
- Business Continuity Consultation
- Risk Control Program Evaluation
- General, Auto & Products Liability
- Safety Training & Orientation Programs
- Safety Leadership Workshops
- Ergonomics Consulting

Property Risk Control Services

- Fire Protection Evaluations
- Property Conservation Policy Assistance
- Business Interruption Analysis
- Coordination of Service Provider Resources
- Human Element Program Development
- Life Safety Considerations
- Property Marketing Surveys
- Cost Benefit Analysis
- New Construction & Renovation Plan Reviews
- Sprinkler & Water Supply Design Criteria
- Probable Maximum Loss Studies
- Ensure Consistent & Uniform Carrier Service
- Hazard Mitigation
- Total Property Asset Protection
- Replacement Cost Evaluation Assistance
- Interdependency Studies

Loss Forecasts & Accrual Analysis

Analyze and calculate expected losses This enables our client to:

- Project expected losses
- Provide budget information to help set budgets
- Negotiate risk financing programs with insurers
- Select an appropriate risk financing program
- Determine appropriate remaining liabilities to accrue on financial statements (customers now more focused on internal controls due to GASB 10- this has heightened the demand for accrual studies)
- Produce accrual studies and provide interim reports

Sample work

Loss Projection

A	B	C	D	E	F	G	H	I	J	K	L	M
Policy Start Date	Policy End Date	Valuation Date	# of Claims	Incurred Losses	Limited Incurred Losses	Loss Development Factor	Limited Ultimate Losses (FxG)	Inflation Factor (2009 \$)	Limited Inflated Ultimate Losses (HxI)	Payroll (Thousands of 2009)	Ltd. Inflated Ultimate Loss Per Thousand Payroll (LxK)	# Claims Per Thousand Payroll (DxK)
1/1/2000	1/1/2001	12/31/2008	3,246	6,324,741	6,324,741	1.060	6,704,225	1.436	9,627,267	474,275	20,2989	0.0068
1/1/2001	1/1/2002	12/31/2008	3,679	5,452,925	5,452,925	1.000	5,452,925	1.367	7,454,148	540,439	13,7928	0.0068
1/1/2002	1/1/2003	12/31/2008	3,955	7,956,714	7,956,714	1.077	8,570,381	1.320	11,312,903	501,240	22,5698	0.0079
1/1/2003	1/1/2004	12/31/2008	4,161	8,686,323	8,638,999	1.092	9,432,991	1.211	11,423,352	482,850	23,6582	0.0086
1/1/2004	1/1/2005	12/31/2008	4,552	8,978,184	8,978,184	1.114	9,893,888	1.189	11,763,833	740,079	15,8954	0.0062
1/1/2005	1/1/2006	12/31/2008	4,994	9,952,448	9,952,448	1.175	11,696,908	1.240	14,504,166	829,521	17,4850	0.0060
1/1/2006	1/1/2007	12/31/2008	5,420	10,953,073	10,953,073	1.201	13,149,913	1.210	15,911,395	904,420	17,5929	0.0060
1/1/2007	1/1/2008	12/31/2008	5,224	10,038,923	10,038,923	1.308	13,134,643	1.145	15,039,166	964,912	15,5860	0.0054
1/1/2008	1/1/2009	12/31/2008	4,215	8,084,068	8,084,068	1.604	12,964,011	1.075	13,936,312	910,773	15,3016	0.0056
1/1/2009	1/1/2010						14,095,000	1.000	14,095,212	873,001	16,1457	0.0056
								Weighted Av-All Years			17,4801	0.0062
								Weighted Av-Last 5 Years			16,3586	0.0056
								Weighted Av-Last 3 Years			16,1457	0.0053
								Selected			16,1457	0.0056

Sample work

Accrual (Outstanding Liability) Analysis

A	B	C	D	E	F	G	H	I	J
Policy Year	Valuation Date	Deductible/SIR	Incurred Losses	Limited Incurred Losses	Loss Development Factor	Limited Ultimate Losses	Limited Paid Losses	Undiscounted Outstanding Liability	Outstanding Liability Discounted at 3.00%
1/31/02 - 1/31/03	12/15/2008	250,000	967,547	960,496	1.000	960,496	960,496	0	0
1/31/03 - 1/31/04	12/15/2008	250,000	1,309,701	1,309,701	1.111	1,455,078	1,282,303	172,775	163,498
1/31/04 - 1/31/05	12/15/2008	250,000	669,195	669,195	1.134	758,867	532,196	226,671	212,952
1/31/05 - 1/31/06	12/15/2008	250,000	773,694	703,883	1.170	823,543	639,374	184,169	172,416
1/31/06 - 1/31/07	12/15/2008	250,000	473,118	473,118	1.237	585,247	365,755	219,492	205,624
1/31/07 - 1/31/08	12/15/2008	250,000	471,759	471,759	1.406	663,293	416,169	247,124	232,350
1/31/08 - 1/31/09	12/15/2008	250,000	226,302	226,302		632,865	115,885	516,980	485,837
Grand Totals			4,891,316	4,814,454		5,879,389	4,312,178	1,567,211	1,472,677

