MARSH

October 25, 2017

SECTION 1: TITLE PAGE	
Part IA – Technical SOQ	
RFQ Title:	Property and Casualty Brokers
RFQ:	3495
Vendor Name:	Marsh USA Inc.
Address:	2325 E Camelback Rd., Suite 600 Phoenix, AZ 85016-4542
Opening Date:	October 25, 2017
Opening Time:	2:00 PM

STATEMENT OF QUALIFICATIONS

State of Nevada

Managing Risk Intelligently and Efficiently

Technical Response to RFQ 3495 for Property and Casualty Brokers

SOLUTIONS...DEFINED, DESIGNED, AND DELIVERED.

MARSH & McLENNAN COMPANIES

Executive Summary

Daunting challenges for the State of Nevada ("the State") require a new generation of risk and insurance value.

Given the significant U.S. policy and political changes that are creating polarity, higher levels of uncertainty, and risk for public entities, the timing of your insurance brokerage review could not be more appropriate. Concerns over risks such as effective policing and cyber-attacks challenge the ability of public entities to ensure they are adequately protected as these risks increase and evolve. Unfortunately, many public entities also face a lack of cross-organization collaboration as a barrier to understanding the impacts of these risks, or insufficient data and analytics necessary to inform decisions.

Getting there requires strategy and implementation.

The challenges facing the State, and the complexities that come with your mandate, dictate the following needs for the State:

- Enhanced risk assessment and analytical expertise and tools to help identify and quantify the risks you face.
- Cost-effective solutions that maximize the return on your risk management capital through lower costs, optimal risk retentions, broader coverage terms, and stronger insurance contracts with your vendors.
- Powerful insurance company relationships and market leverage from unmatched direct relationships with all major insurers and executive decision-makers.
- Innovative and creative risk management solutions.
- An experienced, proactive service team.

Deep public entity experience drives value for the State.

We are prepared to help the State create the next generation of risk and insurance program value. We will proactively help you manage your approach to risk, creating hard dollar savings, cost avoidance, and minimized risk volatility. Helping reduce the State's cost of risk will free up the much needed funds for other services that you need to provide to the public.

Consider the following:

- Marsh is the world's leading risk management and insurance brokerage firm. The company's more than 30,000 colleagues advise clients in over 130 countries.
- The "MMC Advantage". With annual revenue over $13 billion, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment through four market-leading firms. Marsh advises clients of all sizes on insurance broking and innovative risk management solutions. Guy Carpenter develops advanced risk, reinsurance and capital strategies that help clients grow profitably and pursue emerging opportunities. Mercer delivers advice and technology-driven solutions that help organizations meet the health, wealth, and career needs of a changing workforce. Oliver Wyman serves as a critical strategic, economic, and brand advisor to private sector and governmental clients.

- In 2016, our clients entrusted over $49 billion of their risk capital for us to place into the global and U.S. insurance markets. This aggregated purchasing power results in best in class pricing, insurance coverage terms, and claims settlements on behalf of our clients.
- Our Public Entity Practice has been at the forefront of the industry in terms of thought leadership and new approaches, creating customized solutions that maximize effectiveness of your risk capital.
- Consistent with our “best in front” philosophy, your proposed team represents a passionate, proactive group of individuals dedicated to serving the State.

Marsh is the only broker with a customized service platform providing a single point of contact to streamline administrative services and allow clients like you to focus on other core responsibilities. For the State, this translates to an ability to focus on loss prevention, contract terms, training, and growth activities while we assist to remove the distractions of insurance minutiae. (We wish to note that our response is subject to negotiating a contract with mutually agreeable terms.)

We know you have worked hard to put together a solid risk management program. We look forward to building upon what you have accomplished, challenging the status quo, and injecting new thoughts and ideas into your approach to help you take your program to the next level. We have done this many times with other public entities, and look forward to earning your trust as a partner in your risk management process.

Marsh has reviewed the Contract for Services of Independent Contractor which was provided with the RFQ. As contemplated by the RFQ instructions, if Marsh is selected for this engagement, Marsh will work with the State to arrive at a mutually acceptable service agreement. Such an agreement will be based on the Contract for Services of Independent Contractor, but that form contract will require a number of revisions and additions to serve as a contract specifically covering insurance brokerage services. Marsh's performance of services for the State will be subject to the negotiation and execution of such an agreement.

We are confident that we will demonstrate our proven expertise – in conjunction with our analytical approach, industry specialization, intellectual capital, and market position – will be a winning combination for the State.

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SECTION III

▷ VENDOR INFORMATION SHEET

V1	Company Name	Marsh USA Inc.

V2	Street Address	2325 E Camelback Road, Suite 600

V3	City, State, ZIP	Phoenix, AZ 85016-4542

V4	Telephone Number		
	Area Code: 602	Number: 337 6300	Extension:

V5	Facsimile Number		
	Area Code: 602	Number: 602 337 6399	Extension:

V6	Toll Free Number		
	Area Code: N/A	Number: N/A	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: Jeff Johnson
	Title: Senior Vice President
	Address: same as above.
	Email Address: jeffrey.t.johnson@marsh.com

V8	Telephone Number for Contact Person		
	Area Code: 602	Number: 337 6226	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: 602	Number: 602 337 6399	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: Hilary Martinez	Title: Managing Director

V11	Signature ***(Individual shall be legally authorized to bind the vendor per NRS 333.337)***	
	Signature: Hilary A. Martinez	Date: 10.20.17

SECTION IV

▷ STATE DOCUMENTS

The State documents section shall include the following:

A. The signature page from all amendments signed by an individual authorized to bind the organization.

B. Attachment A – Confidentiality and Certification of Indemnification signed by an individual authorized to bind the organization.

C. Attachment B – Vendor Certifications signed by an individual authorized to bind the organization.

D. Copies of any vendor licensing agreements and/or hardware and software maintenance agreements.

E. Copies of applicable certifications and/or licenses.

property, boiler and machinery, crime (employee dishonesty), <u>cyber liability</u>, excess liability, fine arts and various agency specific liability policies."

10. The following is a change to the RFQ document.

    Under section 2.2 General Minimum Qualifications, the following requirement has been added.

    2.2.10 - For those insurance programs and insurance policies procured on behalf of the State of Nevada, broker will be responsible for document issuance and verification including the timely review and delivery of all policy documents from the insurance carriers including but not limited to binders, policies and any associated policy endorsements/amendments.

11. Attachment D, Insurance Schedule shall be replaced by the attachment below.

RFQ 3495
Attachment D Insurar

<u>ALL ELSE REMAINS THE SAME FOR RFQ 3495.</u>

Vendor shall sign and return this amendment with proposal submitted.

NAME OF VENDOR	Marsh USA Inc.		
AUTHORIZED SIGNATURE	Hilary A. Martin		
TITLE	Managing Director	**DATE**	10.20.17

RFQ 3495 Amendment 01

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal

ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION

Submitted proposals, which are marked "confidential" in their entirety, or those in which a significant portion of the submitted proposal is marked "confidential" **shall not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a "trade secret" as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors' technical and cost proposals become public information.

In accordance with the submittal instructions of this RFQ, vendors are requested to submit confidential information in separate files marked "**Part IB Confidential Technical SOQ**" and "**Part III Confidential Financial**".

The State shall not be responsible for any information contained within the proposal. If vendors do not comply with the labeling and packing requirements, proposals shall be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that shall be in an open meeting format, the proposals shall remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act shall constitute a complete waiver and all submitted information shall become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information.

Please initial the appropriate response in the boxes below and provide the justification for confidential status.

Part IB – Confidential Technical SOQ Information			
YES		NO	X
Justification for Confidential Status			

Part III – Confidential Financial Information			
YES		NO	X
Justification for Confidential Status			

Marsh USA Inc.

Company Name

Hilary A. Martinez

Signature

Hilary Martinez

Print Name

10.20.17

Date

This document must be submitted in Section IV of vendor's technical proposal

ATTACHMENT B – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.

(2) All proposed capabilities can be demonstrated by the vendor.

(3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.

(4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.

(5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals shall be made in good faith and without collusion.

(6) All conditions and provisions of this RFQ are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion shall be in writing and included in the proposal at the time of submission.

(7) Each vendor shall disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFQ. Any such relationship that might be perceived or represented as a conflict shall be disclosed. By submitting a proposal in response to this RFQ, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.

(8) All employees assigned to the project are authorized to work in this country.

(9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.

(10) The company has a written policy regarding compliance for maintaining a drug-free workplace.

(11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.

(12) Vendor shall certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

(13) The proposal shall be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

Marsh USA Inc.

Vendor Company Name

Hilary A. Martinez

Vendor Signature

Hilary Martinez — 10.20.17

Print Name — Date

This document must be submitted in Section IV of vendor's technical proposal

SECTION V

▷ SECTION 2.2 – GENERAL MINIMUM QUALIFICATIONS

2.2.1 Brokers/firms must demonstrate experience in structuring and obtaining property and liability insurance programs for at least one (1) State government, a university system, a large public or governmental entity (3,000 + employees/$2 Billion property value) or a large public entity pool with similar risks, within the past two (2) years.

Marsh's commitment to the public sector is reflected by the commitment we have made by establishing a dedicated practice and developing creative solutions aimed at clients with exposure in this space, including state governments, university systems, large public and governmental entities with 3,000 + employees / $2 billion property value, and large public entity pools with similar risks.

MARSH WORKS WITH MORE THAN 500 INDIVIDUAL PUBLIC ENTITIES ACROSS THE COUNTRY INCLUDING STATES, CITIES, COUNTIES, SCHOOLS, AIRPORTS, TRANSPORTATION DISTRICTS, AND GOVERNMENTAL RISK POOLS.

OUR US PUBLIC ENTITY CLIENT BASE INCLUDES:

25% OF STATE GOVERNMENTS.

30% OF THE TOP **20** CITIES.

THE COMPOSITION OF MARSH'S GOVERNMENTAL CLIENT BASE IS:

50% GENERAL PURPOSE GOVERNMENTS.

5% PUBLIC HEALTH INSTITUTIONS.

25% PUBLIC SCHOOLS AND UNIVERSITIES.

5% SPECIAL DISTRICTS.

15% PUBLIC TRANSPORTATION AND AVIATION AUTHORITIES.

We understand that public entities are struggling with tight budgets, declining operating revenues, and growing economic pressures, in addition to a wide array of risks ranging from natural catastrophes, law enforcement, and privacy liability to regulations and litigation. With more than 500 public entity clients, Marsh's Public Entity Practice is well-versed in the risks facing the sector and how we can work with our clients to effectively help these members control their costs and risk for an extended period of time. Our key differentiator lies in our people's experience and our long track record of helping public entities manage their risks so they can focus on other important concerns. Our dedicated full-time Public Entity Practice team monitors the current trends within the industry from all perspectives – legal, finance, regulatory, and insurance – to offer public entities the best possible guidance for risk management strategy and to provide customized, cost-effective solutions designed to mitigate the risks they face.

MARSH'S ACTIVE MEMBERSHIPS INCLUDE:

- State Risk and Insurance Management Association (STRIMA).
- Public Risk Management Associations (PRIMA).
- The Public Agency Risk Managers Association (PARMA).
- California Association of Joint Powers Authorities (CAJPA).
- The Association of Governmental Risk Pools (AGRiP).

2.2.2 Brokers/firms must demonstrate experience in negotiation and managing large deductible or other alternative risk financing plans for a large public entity or private employer with the past two (2) years.

Marsh is a leader in developing alternatives to traditional insurance/risk transfer and has been at the forefront of the industry in creating innovative risk financing solutions, including group captives, risk retention groups, and other risk pooling solutions. With our vast knowledge of the insurance marketplace and our experience with clients of all sizes and in all sectors, Marsh responds rapidly to changes in insurance market conditions and regulatory environments.

2.2.3 Brokers/firm and key staff must be available to the Risk Management Division during regular business hours (8:00 a.m. – 5:00 p.m., Pacific Time, Monday-Friday, excluding State holidays) and must agree to allow the Risk Manager or her designee to communicate directly with the insurer and underwriters upon request.

Absolutely. Members of your Marsh team will be available 24/7/365, and we encourage you to meet and communicate directly with insurers and underwriters.

2.2.4 Brokers/firms or brokers assigned to work on the State's account must not have been issued a "Cease and Desist Order" from the Insurance Commissioner in the State of Nevada for any reason within the past two (2) years.

Neither Marsh nor any member of your team has been issued a "Cease and Desist Order" from the Insurance Commissioner in the State of Nevada for any reason within the past two (2) years.

2.2.5 Broker/firms must be licensed with the Insurance Division and the Secretary of State to do business in the State of Nevada.

Marsh and your primary team members are licensed with the Insurance Division and the Secretary of State to do business in the State of Nevada.

2.2.6 Broker/firms must agree to all conditions outlined in Section 1, Overview and Scope of Project.

We so agree.

2.2.7 Brokers must be able to demonstrate favorable insurance market relationships for the type of coverages/programs needed by the State.

For most major insurers, Marsh is the single largest producer of business worldwide. We have full access to the global insurance marketplace, with long-term business relationships and a leading position with all major insurers in the main centers of insurance — US, Bermuda, Asia, London, and Europe. Through our global reach, comprehensive placement, and service networks, we will ensure that the State has the most efficient and effective access to all underwriters.

Additionally, Marsh is a surplus lines broker, which provides access to admitted and non-admitted insurance markets. There is no need to use a third party surplus lines broker

Negotiating Power

Marsh has implemented a hub and spoke placement and advisory model, where we have dedicated placement professionals in a limited number of hub cities that place all of our business into the marketplace. This design produces an incredible volume of transactions, fostering an environment of exponential growth in our marketplace knowledge.

We place over $49 billion in premium annually — over $8.5 billion in property, $8 billion in casualty, and $6 billion in financial and professional coverage premiums. This premium volume, combined with our hubbing strategy and local servicing team, allows us to negotiate the best deals in the marketplace.

The hubs enhance Marsh's existing distribution infrastructure by providing a strategically focused amount of touch points for markets. They also concentrate our business acumen and expertise among a cadre of practice experts, by enabling Marsh to more effectively identify insurers who are willing and qualified to quote on potential risks. Evident in our ability to secure the most competitive premiums, create innovative risk transfer products, reduce collateral requirements, and get claims paid, Marsh has built insurer relationships at the highest level.

2.2.8 Brokers engaged in cyber assessments and cyber liability policy placement will be required to meet additional background check requirements and/or will required to provide the State letters of attestation from employer certificating that serving broker has no criminal convictions that would preclude them from marketing that particular line of coverage.

Marsh agrees to meet additional background check requirements, and will, upon request, provide the State with evidence that your team has no criminal convictions that would preclude them from marketing the State's lines of coverage.

2.2.9 Broker/firm must agree to have stewardship meeting with State at least once a year.

Marsh agrees. We know that stewardship meetings are a valuable tool to provide a formal platform for Marsh/State interaction, recap activity, and create "future state" developments.

SECTION VI

▷ SECTION 2.3 – TECHNICAL MINIMUM QUALIFICATIONS

Vendors shall place their written response(s) to Section 2.3, Technical Minimum Qualifications in bold/italics immediately following the applicable RFQ question, statement and/or section.

2.3.1 Provide a brief history and description of your firm. The description should include the number of employees who specialize in property and liability insurance and ancillary fields. Provide the same information and the physical location of offices in Nevada. Please provide copies of appropriate licenses.

Marsh is a global leader in insurance broking and risk management. For more than 145 years, we have helped clients succeed by defining, designing, and delivering innovative industry-specific solutions that help them effectively manage risk. We have approximately 30,000 colleagues working together to serve clients in more than 130 countries. Marsh is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and human capital. With over 60,000 employees worldwide and annual revenue exceeding $13 billion, Marsh & McLennan Companies is also the parent company of Guy Carpenter, a global leader in providing risk and reinsurance intermediary services; Mercer, a global leader in talent, health, retirement, and investment consulting; and Oliver Wyman, a global leader in management consulting.

Marsh's Nevada office is located at 7201 West Lake Mead Boulevard, Suite 400, Las Vegas, 89128.

2.3.2 Describe the special expertise your firm has in marketing property and liability insurance and related services to states, universities, large public entities and/or public entity pools.

As detailed in our response to question 2.2.1 above, Marsh's commitment to the public sector is reflected by the commitment we have made in establishing a dedicated Public Entity Practice. Our clients include state governments, university systems, and large public entities and risk pools.

MARSH'S PROPERTY PRACTICE

A GLOBAL NETWORK OF

750+

PROFESSIONALS.

MORE THAN

35 property claims specialists in the US, nearly **eight times** the number of our next closest competitor.

MORE THAN

20,000

placements for 2,500 clients.

PLACED MORE THAN

$12 BILLION

IN GLOBAL PROPERTY PREMIUM.

$3.2 BILLION

IN US PROPERTY PREMIUM.

46% of the Fortune 100

39% of the Fortune 250

33% of the Fortune 500

29% of the Fortune 1000

MARSH'S CASUALTY PRACTICE

A GLOBAL NETWORK OF

450+

PROFESSIONALS.

Includes the **Collateral Solutions Group**, comprised of dedicated experts who are well-versed in all types of collateral and collateral obligations.

MORE THAN

95%

of our casualty clients renew their engagements with us each year.

PLACED MORE THAN

$12.3 BILLION

IN GLOBAL CASUALTY PREMIUM.

$5.1 BILLION

IN US CASUALTY PREMIUM.

15% TO 20% savings by new casualty clients in the first 2 years of our appointment as broker by working in collaboration with our claims professionals.

57% of the Fortune 100

52% of the Fortune 250

43% of the Fortune 500

35% of the Fortune 1000

2.3.3 Describe the largest alternative risk financing program that individuals, who would be designated to work on this account, have placed within the past two (2) years.

As noted in our response to question 2.2.2, Marsh is a leader in developing alternatives to traditional insurance/risk transfer and has been at the forefront of the industry in creating innovative risk financing solutions, including group captives, risk retention groups, and other risk pooling solutions. With our vast knowledge of the insurance marketplace and our experience with clients of all sizes and in all sectors, Marsh responds rapidly to changes in insurance market conditions and regulatory environments.

2.3.4 Provide the State with the names and a summary of the experience of each individual who would be assigned to work on the State account. This should include account executives, marketing personnel, loss control and claims consulting personnel and others who would actively work on the State account. A resume for each individual must be provided. Identify the individual within your firm who would have overall responsibility for the State account and the office in which each account team member is located.

We provide you with a central point of contact, Jeff Johnson, who manages your team and ensures we provide the services you need, when you need them. Jeff is backed by a strong team dedicated to exceeding our commitments to you, and will engage the resources needed to properly manage your risks and exposures. Our culture of collaboration and unfettered access to specialist colleagues across the country allows us to provide you with:

- ***The depth and breadth of a large international broker, presented to you in a simplified, easy-to-access model.***
- ***A single point of contact with a thorough understanding of the State's needs, who is able to pull in specialized resources as needed.***
- ***Scalability of service that is responsive to your organizational objectives and growth.***
- ***Optimal market relationships (thanks to our dedicated, specialized placement colleagues).***

Our team structure ensures that you always have access to a Marsh and Mercer team member to assist you in solving the business issues you face daily, as well as new ones that may arise as the State's needs evolve. The team is dedicated to providing exceptional service, and has been selected based not only on expertise, but also on capacity.

Team Chart

Roles and Responsibilities

The table below summarizes team assignments, general qualifications, and experience. Resumes are provided in the State's format in Section VIII.

Team Member Info	Role & Responsibility	Experience
Team Leadership		
Jeff Johnson *Senior Vice President* Client Executive Phoenix, AZ	▸ Works with the State to develop short- and long-term strategic goals. ▸ Anticipates the State's needs and introduces Marsh resources as needed. ▸ Oversees quality of deliverables, and enforces critical deadlines. ▸ Seeks feedback on Marsh's execution of projects and renewals through consistent dialogue. ▸ Negotiates Marsh scope of services and compensation. ▸ Ensures that the State receives accurate and timely information, and that expectations are exceeded. ▸ Works with the State to develop training and marketing content/materials.	▸ 32 years in insurance. ▸ 14 years with Marsh. ▸ Extensive experience placing a wide variety of business segments including municipalities and other public entities. ▸ Chartered Property Casualty Underwriter (CPCU). ▸ Associate in Risk Management (ARM).

Team Member Info	Role & Responsibility	Experience
Hilary Martinez *Managing Director* Senior Relationship Officer Phoenix, AZ	▸ Participates in key meetings and strategic discussions. ▸ Develops and maintains relationships with key State personnel.	▸ 42 years in risk and insurance. ▸ Extensive experience with public entity risk management. ▸ Associate in Risk Management (ARM), Certified Insurance Counselor (CIC), Certified Risk Manager (CRM).
Brad Harmes *Managing Director* Public Entity Resource and Special Projects Houston, TX	▸ Develops alternative risk solutions as needed. ▸ Monitors governmental regulatory, legislative and compliance issues. ▸ Provides public entity sector leadership, support, and analytics to the State's team. ▸ Brings extensive contact base and visibility in industry-relevant insurance markets. ▸ Assists with program strategy, and keeps team apprised of public entity-specific risk issues and solutions. ▸ Communicates emerging trends, issues, and solutions.	▸ 39 years working with state governmental organizations. ▸ 37 years in insurance. ▸ 30 years with Marsh. ▸ Marsh National Public Entity Practice Leader. ▸ Manages risk retention, alternative risk, pooling, and residual market alternative programs. ▸ Chartered Property Casualty Underwriter (CPCU). ▸ Associate in Risk Management - Public Entity (ARM-P).
Lavonna Arms *Vice President* Client Manager Phoenix, AZ	▸ Coordinates service delivery from the State's service team. ▸ Coordinates renewal strategy discussions with Client Executive, service team, and the State. ▸ Resolves issues and assists with day-to-day service. ▸ Provides contract review services, as well as risk identification and policy reviews, to ensure the broadest available coverage. ▸ Provides the State with market information.	▸ 29 years in public entity insurance. ▸ 29 years with Marsh. ▸ Certified Insurance Counselor (CIC). ▸ Associate in Risk Management (ARM).
Jan Mitchell Client Representative Phoenix, AZ	▸ Provides day-to-day support and client service. ▸ Works with account team members on all aspects of renewal/program placement. ▸ Assists with accounting/billing issues and policy administration. ▸ Manages certificate of insurance and auto ID card issuance for all lines of coverage. ▸ Administers all policies.	▸ 36 years in insurance. ▸ Significant experience as both an account manager for large brokerage firms and underwriter for major insurance carriers.

2.3.5 Provide the names and telephone numbers of at least three (3) references (Refer to Section 3.3.1). These references must include a state government, large governmental or public entity or other large organization clients within the last three (3) years. For each reference also show coverages placed, dates of service (i.e., starting and ending) and any additional services that were provided.

State of Arizona	University of California	State of New Jersey
Ray Diciccio Risk Manager 602 542 1791 ray.diciccio@azdoa.gov	**Cheryl Lloyd** Chief Risk Officer 510 987 9289 cheryl.lloyd@ucop.edu	**Mike Smith** Risk Manager 609 292 3477 michael.smith@treas.state.nj.us
For more than two decades, Marsh has placed multiple lines of coverage and provided additional loss control and risk consulting services as requested.	*Marsh has placed multiple lines of coverage and performed various risk consulting services.*	*Marsh has placed all lines of coverage since 2007. We also provide loss control, claims advocacy (construction), and builders risk project/placement services.*

2.3.6 Describe your firm's policy in regard to direct client-insurer relations and the availability of staff.

Nobody tells your story better than you. Working with Marsh, you will be asked to communicate some information directly to the underwriters through face-to-face meetings/presentations and conference calls. The value of your participation in this process cannot be understated. Insurers appreciate the opportunity to talk with you directly and gauge your commitment to risk management. That appreciation will translate into better terms, conditions, and premium. It will also result in partnerships with insurers that are better able to withstand the inevitable challenges that will occur. Marsh will help you prepare for these meetings, participate in them with you, and follow-up on the commitments and agreements reached. Once the insurance underwriters have been given time to complete their process, Marsh will begin to solicit premium quotations and continue to negotiate with the insurers on your behalf until we believe we have received the most competitive proposals each market is willing and able to provide. At that time, a detailed summary and comparison of your options will be prepared and presented to you sufficiently in advance of the binding date. Ultimately, placement efforts will be lead and managed by your core team, working with the State and underwriters. The peer review strategy team and other placement resources will be engaged by the local team as needed for access to foreign or specialty markets or to any underwriters with whom experience and relationships can be utilized to the State's benefit. As noted above, your Marsh team will be available as needed, 24/7/365.

2.3.7 List the top five (5) insurance companies, ranked by premium volume, you place commercial all risk property insurance within Nevada and in other States and your premium volume with each of them for the past two (2) years.

Marsh does not disclose premium by market/insurer, nor do we release this information geographically below the national level. Insurer lists are shown below as a "Top 10" in alphabetical order.

FACTORY MUTUAL

AIG GROUP

ALLIANZ

CHUBB LIMITED

LIBERTY MUTUAL GROUP

SWISS RE

TOKIO MARINE GROUP

TRAVELERS COMPANIES

XL CATLIN

ZURICH

2.3.8 List the top five (5) insurance companies, ranked by premium volume; you place commercial liability insurance within Nevada and in other States and your premium volume with each of them for the past two (2) years.

CHUBB LIMITED

AIG GROUP

CNA

HARTFORD FINANCIAL SERVICES GROUP

LIBERTY MUTUAL GROUP

SOMPO GROUP

TOKIO MARINE GROUP

TRAVELERS COMPANIES

XL CATLIN

ZURICH

2.3.9 List the top five (5) insurance companies, ranked by premium volume; you place aviation insurance within Nevada and in other States and your premium volume with each of them for the past two (2) years.

AIG GROUP

ALLIANZ

AXA

CHUBB LIMITED

MS&AD INSURANCE GROUP

OLD REPUBLIC GROUP

QBE

STARR

SWISS RE

XL CATLIN

2.3.10 List the top five (5) insurance companies, ranked by premium volume; you place cyber liability insurance within Nevada and in other States and your premium volume with each of them for the past two (2) years.

AIG GROUP	***LIBERTY MUTUAL GROUP***
ALLIANZ	***QBE***
AXIS GROUP	***TOKIO MARINE GROUP***
BEAZLEY GROUP	***XL CATLIN***
CHUBB LIMITED	***ZURICH***

2.3.11 List the top five (5) insurance companies, ranked by premium volume; you place stand-alone terrorism insurance within Nevada and in other States and your premium volume with each of them for the past two (2) years.

This information is currently unavailable.

2.3.12 Describe how you will participate in the continuing development and enhancement of the State's insurance programs, including recommendations on coverage changes and program adjustments.

Our objective is to maximize the return on your risk management investment through increased efficiency, improved business-risk decisions, and lower cost.

How will we create maximum value with and for the State?

We call it "Marsh 3D": Define, Design, and Deliver.

Step 1: We Build Understanding

This first element of value creation is about aligning your risk management strategy with your business priorities. Once the exposures for each risk have been identified, they can be prioritized to determine if the exposure requires treatment, what risk mitigation strategies are required, and how the risks can be quantified. This can be achieved by looking at the likelihood of the risk occurring and the consequence if it does occur. We start by gaining an understanding of the State, your business strategy, allocated financial resources, and risk issues. Defining helps us assess whether your risk management and insurance strategies are in line with your business objectives. We identify not only traditional insurable risks, but also non-insurable risks such as operational and strategic (e.g. strikes, political, aging work force, etc.) threats to your organization. We draw upon our experience with other public entities to help identify your needs in context with what other peers are experiencing.

Step 2: We Construct an Implementation Plan

Once we have identified and prioritized your critical risk issues, we work with you to select strategies and design an implementation plan. The solutions we identify will include a variety of risk transfer and consulting approaches designed to address both insurable and non-insurable risks. We will bring suggestions of how your peers are addressing similar issues and build a customized strategy around your unique needs. We engage our proprietary analytic modeling to give you a data driven support framework to support the determined strategies.

Recognizing that risk management goes beyond the annual insurance renewal cycle, the implementation plan looks at applying solutions over an agreed time horizon. The enhanced alignment of risk and insurance strategies results in fewer surprises, better decisions, and increased confidence.

Step 3: We Deliver Results

The third component is where the analysis and planning pays off. During policy selection, our deep and powerful insurance market relationships help us to obtain favorable terms, conditions, and pricing. Our analytics allow us to deliver efficient solutions that reduce cost, risk, and volatility. Our claims network helps resolve even the most complex claims. All of these, along with other resources described herein, allow Marsh to deliver a level of service and performance that is unmatched in the industry.

The value creation cycle is continuous, beginning again when your prior-year results and current exposures are assessed in a discovery process much like the initial "Define" phase described above.

2.3.13 Describe any other factors, enhanced or unique qualifications that the State may want to consider in determining the benefits of selecting your company for this broker pool.

As noted herein, Marsh is the world's leading risk management and insurance brokerage firm, uniquely suited to partner with the State to meet your insurance brokerage needs. Our Public Entity practice is unparalleled, and, when combined with our superior analytics capabilities, provides a framework that cannot be matched by any other broker.

2.3.14 Has your firm or any of the brokers who will be assigned to work on the State's account been issued a "Cease and Desist" order from the Insurance Commissioner in the State of Nevada within the past two (2) years?

No.

2.3.15 Describe the philosophy and strategy that you would recommend to the State in its consideration of obtaining insurance coverage under current market conditions.

We would perform a complete assessment of your current insurance coverages, including:

- ***Reviewing limits and retentions.***
- ***Benchmarking against other state programs.***
- ***Interviewing key players within the State.***
- ***Reviewing external sources for potential exposures to the State.***
- ***Matching against current market conditions and markets to assess options.***
- ***Utilizing analytics where possible.***
- ***Drawing on deep expertise across all MMC companies (Marsh, Mercer, Guy Carpenter, and Oliver Wyman).***

Our renewal strategies include pre-negotiating a not-to-exceed rate with the incumbent carriers, and we can also market your program to specific insurers agreed upon with you, if the incumbent carriers do not meet the targeted renewal rates.

SECTION 2.4 – OPTIONAL SERVICES

If your firm can provide any of the following services, please elaborate briefly. Identify the current source of the service and at least one (1) client to whom you currently offer the service.

2.4.1 Market Condition Analysis.

Marsh's Market Information Group (MIG) is responsible for following and analyzing the financial condition of the insurance companies with which Marsh places business. MIG analysts are available to speak to or correspond with the State to provide additional detail, insight, explanations, and background regarding the financial condition of any insurance company.

MIG analyzes public financial information such as statutory annual and quarterly statements filed with regulatory agencies. Other important sources of information include annual reports, documents filed with securities and exchange commissions, industry publications, and rating services. MIG may also meet with or question the senior management of an insurer to gain additional insight into the insurer's operations.

Marsh has established minimum financial guidelines (A - VII) for the insurers we use to help provide a relative framework and highlight insurer solvency. While Marsh does not guarantee the solvency of any insuring entity, your service team will keep the State fully informed about changes in the insurance marketplace.

2.4.2 Risk Management Consulting/Program Development Services.

Marsh's Workforce Strategies Practice provides customized solutions for short- and long-term risk management, workers' compensation cost containment, and operational safety needs. Collaboration with our clients is the key to developing solutions that meet an organization's workforce goals and objectives. We prepare, facilitate, and train client personnel to execute solutions as flawlessly as possible. Successful change means fewer operational disruptions and increased employee engagement. Our results are measured through fewer incidents, reduced costs, streamlined processes, better tools, and the increased capability of the organization on an ongoing basis.

Marsh Risk Consulting (MRC) can conduct a gap analysis, reviewing workers' compensation and safety practices including roles and responsibilities. The purpose of this review is to identify gaps and opportunities for improvement in safety, workers' compensation and claims management, as compared to applicable best practices, in order to positively impact workers' compensation and safety outcomes. To supplement our review and verify implementation, we can conduct an on-site analysis at the State's police department headquarters. Following the assessment, MRC would provide a report comparing the State police department workers' compensation and safety practices to applicable best practices, along with prioritized recommendations.

Over the years, we have developed targeted solutions to meet our clients' objectives, which can be applied on a customized basis to organizations of any size and in any industry. These include:

- ***Safety Performance Excellence (SPX).*** ***Our SPX platform enables us to assist clients in achieving their safety performance goals. Our broad spectrum of effective pre-loss solutions for improving health and safety performance meaningfully impact the cost of risk and target opportunities for measurable improvement. Examples of such services include:***

- ***Risk Assessment.*** ***Knowing your workforce risks and hazards can be half the battle for effective safety management. We have several tools and the experience to design client-specific exposure mapping programs which can identify your risks to assist in the prioritization of solutions.***
- ***Gap Analysis.*** ***Detecting potential gaps in the health and safety management process is critical. We conduct gap analyses using client protocols, regulatory compliance guides, and customized templates for safety, ergonomics, and workers' compensation processes. We have the ability to design, perform, report, and analyze audits.***
- ***Behavioral Risk Improvement (BRI).*** ***Our BRI process is a highly-effective solution that reliably increases frequencies of safe behavior and results in sustained decreases in injury frequency and the associated costs. BRI is a front-line driven approach that precisely targets behavior-causing injuries occurring in the workplace. An organization can decrease such risk by encouraging safe behavior and creating a positive safety culture that generates lasting change in safety outcomes. We have successfully implemented BRI across a wide variety of businesses.***

- ***Safety Management System Consulting.*** ***Many industries are subject to quality standards and systems. Safety management systems go hand-in-hand with quality systems, but there are many safety management system approaches. Our consultants help clients select or create, and then measure performance against, the safety management system of their choice.***
- ***Fleet and Driver Safety.*** ***Incidents involving the delivery of goods or traveling sales and service professionals can be very costly. Our Fleet Gap Analysis compares current performance to accident benchmarks, fleet safety best practices, and applicable road safety standards such as CSA 2010. We have created solutions—many with online components—such as fleet safety programs, vehicle management guidelines, and driver screening, testing, and educational programs.***
- ***Ergonomics.*** ***Ergonomic risks impact productivity and contribute to workers' compensation costs. Musculoskeletal disorders account for more than one-third of all lost workday cases in most industries in the United States. Our Ergonomics practice can help organizations lower their workers' compensation costs while improving workplace productivity and quality. Our certified professional ergonomists and consultants have developed innovative, systematic solutions, such as an exposure mapping tool and a telephonic ergonomics call intake and resolution system, which can drive savings and claims reductions through early intervention, better incident resolution, and fewer on-site evaluations by ergonomics specialists.***

2.4.3 Claims adjusting services for property claims that fall within commercial policy deductibles.

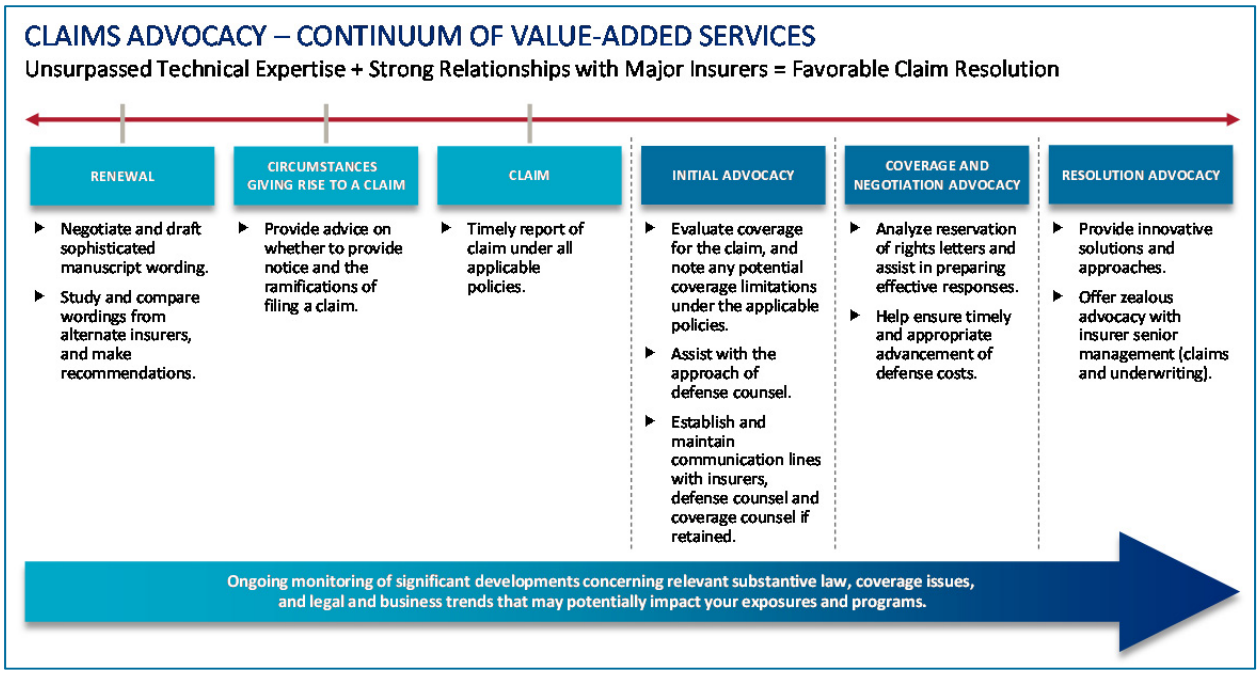
To expedite loss resolution and claim recovery, a trusted advisor is essential. Here, Marsh sets itself apart from its competitors. With more trained and dedicated claims professionals and lawyers working in the claims advocacy role than any other brokerage firm, we offer the State invaluable insight and guidance throughout the claims process. Our objective is to ensure that the insurance products we negotiate respond as intended, with a minimum of delay and disruption to you.

Like our risk consultants, our claims consultants specialize in particular coverage areas, so they have the depth of knowledge and experience to address the nuances of coverage and claims issues. This, combined with the local knowledge necessary to resolve difficult claims, means a reduction in losses and lower transaction costs for our government agency clients.

Your claim advocates will work with you throughout the claims process. They will actively participate in all pre-loss and post-loss activities, beginning with the claims protocol set-up and specialized claims handling instructions, then post-loss from the initial incident to the conclusion of the claim.

Recognizing that aggressive claims management is a critical element for our clients in managing their total cost of risk, Marsh has developed the largest brokerage claims operation in the US, supported by more than 200 claim advisors who collectively deliver:

- ***Breadth:*** ***our span of claim resources are deployed to offer (beyond your local MCP claim team) jurisdictional resources representing every venue.***
- ***Depth:*** ***workers' compensation, liability, property, and D&O, among others, so that our competency levels are at their highest.***
- ***Markets:*** ***largest trading partner, senior level MCP resources, high claim expectations.***
- ***Customization:*** ***the Claim Consulting Practice as a standalone group with value-based solutions (e.g., benchmarking, dashboards, audits, and standalone projects).***



Our efforts on your behalf are focused on resolving claims as quickly and fairly as possible with the least amount of indemnity and expense dollars. Key activities are:

- ***Selection of Defense Counsel:*** ***we help our clients secure insurer approval of their selected defense counsel.***
- ***Establishing Lines of Communication:*** ***we meet with the insurers or their attorneys early in the claims process to develop a mutually agreed-upon procedural framework.***
- ***Preliminary Coverage Analysis:*** ***we advise our clients of the coverage issues raised by a claim and the coverage position the insurer will likely adopt.***
- ***Coverage Responses and Advocacy:*** ***we negotiate coverage issues on your behalf, and, if necessary, elevate coverage disputes to the most senior levels within Marsh and the insurer. The hallmark of claims advocacy lies in our ability to maximize insurance recoveries for our clients.***
- ***Settlement Strategies:*** ***we will assist you in developing settlement strategies that recognize your organizational issues or concerns in resolving claims in a timely and cost effective manner.***

CLAIMS ADVOCACY AT WORK – AUTO PHYSICAL DAMAGE

Issue: Insurer made an offer to settle the total loss of a vehicle which appeared very low to the client. The client was especially unhappy with the offer as it was not made until almost two months after the accident.

Opportunity: Marsh compiled significant amounts of documentation to show the carrier that their offer was too low and continued intense dialogue with the carrier until they increased their offer by 27.5%.

Result: We presented the offer and alternatives to the client who agreed to take the offer and not to pursue legal remedies.

Core Claim Services

The following core claim services are available for no additional fee.

Expertise	Value
Pre-Loss Planning	Establishing detailed loss procedures between clients and their insurers helps facilitate the actual claims process, should a claim need to be filed. This includes working with both parties to identify the experts, including accounting and engineering firms, which will be used during the claims process.
Loss Management Plan	After a loss and before substantive meetings with the insurer, we help clients develop detailed loss management plans. The plans enable us to identify the scope of the damages under the relevant parts of the insurance policy.
Benchmarking (Dimensions) and data analysis	Dimensions is a statistically valid benchmarking tool that offers an exceptional ability to compare workers' compensation claims experience to relevant, external measures. With the largest number of data elements and the ability to create a virtual peer scenario, it can identify improvement opportunities, set realistic cost-reduction goals, and select valid baselines for measuring performance.
Workers' Compensation Performance Assessment (WCPA)	The WCPA includes a portfolio of key metrics designed to identify the unique cost drivers of your workers' compensation program, benchmark performance against your peers, and help you fine tune solutions to maximize your cost containment efforts and improve bottom line performance.

Additional Claims Consulting Services

The following claim consulting services would be available for an additional fee.

Expertise	Value
Claim Inventory Workout	The CIW is specifically designed to accelerate the closure of open claims and to reduce outstanding liabilities through focused project management. It is a cost-effective process with clearly defined goals and financial benchmarks to measure success.
Catastrophe Response Plan	Marsh has a detailed response methodology to mobilize our claims staff before and during a catastrophe so we can provide immediate, on-the-ground assistance to clients during the critical first days following a catastrophic loss.
Claims Operational Analysis and Gap Analysis	Assessment of an organization's policies, procedures, and practices. In addition to review of written material, interviews of key personnel are completed and the process often includes a claim audit utilizing the WCPP tool (see below). Where indicated, the operational analysis can also be expanded to include pre-loss efforts to address the complete impact of program strengths and opportunities for casualty claims.
Workers' Compensation Past Performer (WCPP)	A proprietary outcome-based tool designed to identify excessive costs in a workers' compensation program. The tool calculates "lost economic opportunity" and provides a quantified result which can lead to implementation of process improvement designed to produce improved financial results.

Expertise	Value
Workers' Compensation MPACT Estimator	Compares a client's workers' compensation claims data against our database of approximately $2.5 billion of loss data to project the financial impact of potential workers' compensation claims cost reduction strategies in terms of ultimate incurred dollar savings.
Return to Work (RTW) Custom Solutions	Our advisors provide a broad spectrum of services to companies seeking to adopt best practice-based and structured early return-to-work (RTW) programs customized to fit their organizations' unique cultures. Our advisors are specialized in disability management and RTW programs in various industries.

2.4.4 The Risk Management Division, with one (1) person adjusting all claims, desires to have property claims investigation and adjusting services, especially in the Las Vegas area, which would allow for immediate dispatch to the scene of the event.

In times of crisis, you can rely on Marsh's Forensic Accounting and Claims Services (FACS) professionals to help you mitigate your losses, focus your attention on your employees and community, and achieve a timely recovery and return to business. Our FACS team has property specialists based in Los Angeles to provide property claims investigation and adjusting services in the Las Vegas area and throughout the State.

You will receive:

- ***Prompt support following a loss event anywhere in the State.***
- ***Highly qualified accounting professionals and claims consultants with significant experience across geographies and risk sectors.***
- ***Effective management of even the most complex claims, so that you can focus on your personnel, operations, and citizens.***

Please also refer to our response to question 2.4.8.

2.4.5 Property & Contents Appraisal Services, including for historic buildings or specialty properties (fine arts and museum collections).

Marsh provides a comprehensive range of fixed asset valuation services including:

- ***Insurance coverage – replacement Cost Valuation (RCV) and Actual Cash Value (ACV)***
- ***Cost segregation***
- ***Fixed asset management***
- ***Financial reporting, fair market value estimation, Purchase price accounting***
- ***Property tax analyses and Usable life estimations***
- ***Asset based lending***

- ***Strategic decision making***
- ***Bankruptcy and restructuring***
- ***Litigation support***

In providing these core value services, our primary goal is to assist the State in ascribing insurable value to their property: buildings, contents, land improvements, art, and other insurable assets. Marsh's fixed asset specialists have the experience and qualifications to develop flexible solutions to help establish an accurate Statement of Values (SOV). This enables organizations to meet their overall financial objectives without compromising the integrity of the SOV.

Our fixed asset team is led by seasoned professionals who maintain the highest certifications and credentials including advanced degrees, professional accreditation such as the Accredited Senior Appraiser title from the American Society of Appraisers (ASA), Member — Royal Institution of Chartered Surveyors (MRICS), and Associate of Risk Management (ARM) designation. Marsh has extensive experience valuing a wide variety of buildings, site improvements, contents, EDP, etc.

To best service our clients, Marsh offers flexible property coverage valuation solutions which are objective, independent, professional, and performed or reviewed by qualified experts. Prior to any analysis, we will help establish a valuation program that produces a supportable, high-quality, repeatable work product in a timely and cost-efficient manner.

Valuation solutions would be developed specific to the State's needs. The table below provides an outline of available services.

Comprehensive range of fixed asset valuation services including:	▶ Insurance coverage – Replacement Cost Valuation (RCV) and Actual Cash Value (ACV) ▶ Cost segregation ▶ Fixed asset management ▶ Financial reporting, fair market value estimation, purchase price accounting ▶ Property tax analyses and usable life estimations ▶ Asset based lending ▶ Strategic decision making ▶ Bankruptcy and restructuring ▶ Litigation support
We assist you in ascribing insurable value to:	▶ Property ▶ Buildings ▶ Contents ▶ Land improvements ▶ Other insurable assets
Our specialists:	▶ Have the experience and qualifications to establish an accurate Statement of Values (SOV) and enable Holualoa to meet overall financial objectives without compromising the integrity of the SOV. ▶ Are led by seasoned professionals who maintain the highest certifications and credentials. ▶ Are located around the world – extensive experience valuing a wide variety of assets across all industry classifications.
A recent Marsh study revealed:	▶ 46% of all asset insurance values were overstated ▶ 57% of those asset values were incorrect by +/- 20% ▶ 71% of those values are incorrect by +/- 10%. ▶ When premium savings are identified, payback on recent projects netted a $15 savings for every $1 spent.

Marsh Valuation Services Available to the State of Nevada

2.4.6 Actuarial Analysis/Budget Projections.

Marsh Captive Solutions is the only captive management group that offers actuarial services in-house, saving you time, money, and paperwork. We also serve third-party managed captive clients, as well as self-insured entities and commercial insurance carriers. Our actuarial team works on your specific issues and delivers results to satisfy your management, directors, auditors, insurance regulators, and carriers.

Whether you want a written document, a presentation, a working computer model, or something else, our actuarial professionals deliver the results the way you need them. And you can be sure our team will leave you with material that is:

- ***Accurate.***
- ***Professionally prepared and presented.***
- ***Transparent.***
- ***Relevant.***
- ***Customized for your needs.***

- ***Precisely and effectively communicated.***
- ***Versed in your industry and exposures.***

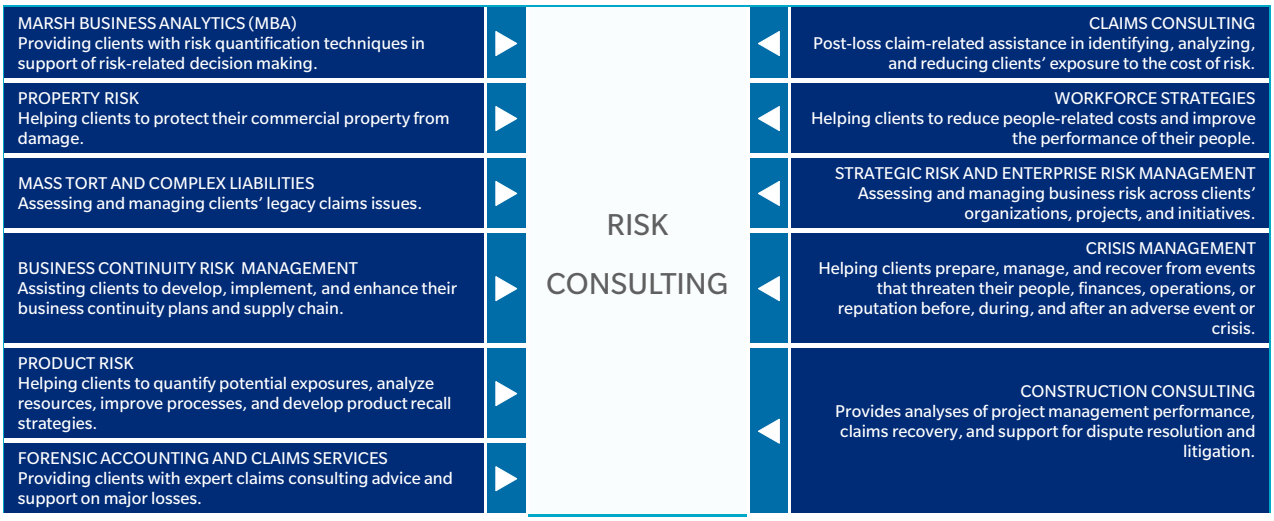
Marsh Captive Solutions Actuarial Group is comprised of actuarial consultants and supporting actuarial analysts. Several of our actuaries are members of the Casualty Actuarial Society and American Academy of Actuaries, and are qualified to certify loss reserves. Our actuaries consult with captive and self-insurance programs in numerous global domiciles. Actuarial services available to the State include:

- ***Loss reserve certification.***
- ***Loss funding and payout projection.***
- ***Ratemaking.***
- ***Captive feasibility study.***
- ***Retention optimization.***
- ***Risk transfer opinion.***
- ***Premium allocation.***
- ***Commutation valuation.***
- ***Self-retained liability analysis.***
- ***Services related to due diligence.***

2.4.7 Loss Prevention Services including on site property surveys, cyber liability assessments, training courses (in-person and online) and safety services.

Marsh Risk Consulting (MRC) provides a broad range of consulting services encompassing the entire range of risk to its clients. These include capabilities directed at such primary areas as transportation/fleet safety, employee safety and health, claims management, general and products liability, construction safety, property risk control, and crisis response management as well as such focused, specialty areas including forensic accounting, claims consulting, property valuation services, mass tort and complex liabilities, strategic risk/ERM, and supply chain risk management.

MRC's experience has allowed us to refine our role in supporting the successful implementation of safety and loss control programs. To meaningfully impact the cost of risk, an organization must commit to excellence in risk related management and technical processes. MRC is uniquely qualified to isolate program gaps and target solutions that, when implemented, will drive improvement across the entire spectrum of interrelated issues, optimizing cost reduction. We utilize diagnostic tools to sharpen clients focus on enhancement of those components of the safety management system and cost containment programs that will provide the greatest return-on-investment. Our goal is to work in concert with you to design targeted solutions. Below is a high level overview of the service offerings available to the State.



2.4.8 Loss Recovery/Restoration Services.

With a globally consistent process and standard deliverables, MRC's Property Risk Consulting (PRC) Practice, Financial Advisory Services (FAS) Practice, and Strategic Risk Consulting (SRC) Practice use their unique skills to properly quantify BI and its impact on the State.

Furthermore, the findings are used to help you build effective solutions to those problems and can help deliver increased recovery capabilities, risk-based inventory strategies, and superior risk transfer.

Our BI services include:

- ***Value Stream Mapping***
- ***Detailed Loss Scenarios***
- ***BI Valuations and "Insurable" Risk Quantification***
- ***Prioritized Objectives for Business Resiliency Plans***

2.4.9 Document issuance and verification.

Marsh is fully prepared to assist in this area.

2.4.10 Support services to follow up with designated state representative in regard to compliance with loss prevention recommendations from insurer or Risk Manager.

Our risk management consultants are available to assist with these compliance support services.

2.4.11 Claims Audits.

As described briefly in our responses to questions 2.4.2 and 2.4.3, Marsh excels is this area. Marsh's TPA performance audit is an effective way of validating whether the TPA handling your insurance claims is doing so in an efficient, proactive, and cost effective way, making the right decisions on each claim for your business and managing your money effectively.

2.4.12 Training programs for State representatives on various insurance programs, products and options.

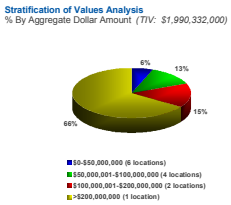
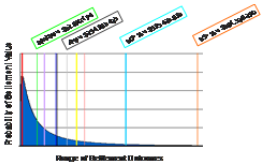
We have a wide variety of risk management safety programs, and our risk consultants can provide on-site training sessions.

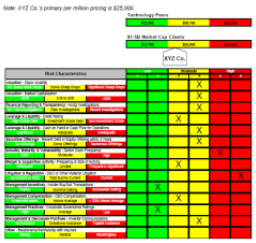
2.4.13 Any other services your firm can provide that may be important/beneficial to the State.

Superior Analytics to Validate Your Decisions

Marsh's analytical framework uses tools and a proven methodology to drive risk identification, quantification, and design of programs to mitigate and finance risks so as to create economic value for the State. We will utilize these tools to drive the design of your program structure. Below, we describe some of our analytical tools in further detail.

Tools	Value
Risk Identification and Analysis Industry practice expertise Strategy plans Discovery dialogue Risk focus	Broad-based identification of the risks your business faces so you can make informed decisions in developing strategies to address each risk according to the priority of its potential impact on your business.
Benchmarking Limits, Retentions, Cost, Coverages, Damage assessment, Ad-hoc elements 	Our continuously expanding benchmarking database currently includes information on: 1. $153 billion in premium placements. 2. $19 trillion in limits. 3. $73 trillion in insured value. **Lines:** property, including both "all-risk" and terrorism coverages; casualty, including auto liability, general liability, and workers' compensation; directors and officers liability; fidelity; fiduciary liability; and employment practices liability insurance. Our benchmarking reports compare your losses, premiums, and other program elements against your peers to better understand where you are and ensure the most cost-effective risk management program.

Tools	Value
Loss Analysis Model	Forecasts losses at various retentions and stratifies losses into specified layers. Credible loss forecasts are valuable both internally for your organization and externally for insurance negotiations. All major casualty insurers rely on their own actuaries to determine loss probabilities for program pricing which is rarely shared with brokers. Our Loss Analysis Model enables us to proactively gain insight into how insurers will view your loss experience, and build effective negotiating strategies and tactics to achieve your desired results.
Allocation Model	Assists in allocation of premium/expenses based on your historical losses and exposures.
Base Collateral Analysis	A very detailed approach to negotiating collateral for our clients. Insurers are very wary of financial risk and tend to take a very conservative approach to determining collateral. Insurers base their collateral calculations on clients' financial conditions, loss development, and expected payout patterns; and each of these areas is negotiable. By utilizing tools and resources regarding collateral, Marsh can achieve cost savings.
Workers' Compensation Performance Assessment	We have developed a new, proprietary tool we call the Workers' Compensation Performance Assessment, which is essentially a roadmap of your performance against peers and where you meet industry standards, fall below them, and/or exceed them. Once the analysis is complete, we look at the areas where you might fall below industry and devise a strategy to correct the issue.
Stratification of Values 	Based on the full schedule of values we determine where the larger value locations reside versus the smaller locations. We use Catastrophic Zone Mapping Models to identify which cat zones are most exposed to earthquake, flood, and wind, allowing you to concentrate on how best to mitigate these exposures.
Values by Location	We evaluate the Probable Maximum Loss (PML) and the Maximum Foreseeable Loss (MFL) of your program. By assessing the actual values at risk and associated PML and MFL, we can understand your largest single location, largest cluster of locations, and interdependency of various locations.
"IDEAL" Model 	**D&O** The modeling tool, IDEAL (Identify Damages, Evaluate and Assess Limits), provides predictive information to help analyze the frequency and severity of D&O settlement outcomes in securities class-action litigation — typically the largest exposure for directors and officers. **Cyber** Marsh's IDEAL model is also used to quantify the likely frequency and severity of a potential cyber breach.

Tools	Value
D&O Risk Profile Analysis 	Comprehensive and balanced assessment of selected management, service, operational, and financial/risk mitigation characteristics. Proactively and effectively present your risk to underwriters, highlighting risk mitigation controls, to favorably influence pricing and terms.

Risk Financing Optimization (including Risk Bearing Capacity)

Marsh engages in dynamic risk quantification beyond benchmarking and static loss projections, to create substantiated decision support based on big data and aggregated risk expertise.

Marsh Global Analytics Practice employs Risk Financing Optimization (RFO) to measure Economic Cost of Risk (ECOR). This is a multi-step process that will allow you to optimize risk financing consistent with your capacity to bear risk. The process includes:

1. ***Determining a risk bearing capacity – As input to the risk transfer decision, Marsh helps organizations quantify risk appetite and tolerance for risk retention. This represents a "Line in the Sand" where adverse events result in substantial financial impairment. Marsh has several frameworks that can support a Risk Bearing Capacity definition, such as using KPI thresholds, leverage and coverage ratios, or solving for market and industry volatility as viewed by the analyst community.***

2. ***Quantifying your unique risk profile – Developing an in-depth evaluation of loss propensity before insurance (a ground-up risk/loss profile). This robust view of cost to self-insure will provide you with empirical support for why you should transfer risk at all and for limits purchased.***

3. ***Identifying where optimal risk transfer inflection points exist – i.e., where it is value additive to transfer risk to an insurer rather than retaining it. This can be done at the program or at individual layer basis.***

SECTION VII

▷ SECTION 3 – COMPANY BACKGROUND AND REFERENCES

*Vendors shall place their written response(s) to **Section 3, Company Background and References** in **bold/italics** immediately following the applicable RFQ question, statement and/or section. This section shall also include the requested information in **Section 3.2, Subcontractor Information**, if applicable.*

3.1 VENDOR INFORMATION

3.1.1 Vendors shall provide a company profile in the table format below.

Question	Response
Company name:	***Marsh USA Inc.***
Ownership (sole proprietor, partnership, etc.):	***Corporation***
State of incorporation:	***Delaware***
Date of incorporation:	***4.16.23***
# of years in business:	***145***
List of top officers:	***Please see Appendix A.***
Location of company headquarters, to include City and State:	***New York, NY***
Location(s) of the office that shall provide the services described in this RFP:	***Las Vegas, NV and Phoenix, AZ***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***30***

Question	Response
Number of employees nationally with the expertise to support the requirements in this RFP:	***Approximately 6,000.***
Location(s) from which employees shall be assigned for this project:	***Las Vegas, NV and Phoenix, AZ with additional support from worldwide resources as needed.***

3.1.1 A Nevada-based business may apply for a five percent (5%) preference on its proposal. This preference may apply if a business has its principal place of business within Nevada. This preference cannot be combined with any other preference, granted for the award of a contract using federal funds, or granted for the award of a contract procured on a multi-state basis. To claim this preference a business must submit a letter with its proposal showing that it qualifies for the preference.

Marsh foregoes this preference.

3.1.2 Please be advised, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state shall register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

Marsh is so registered.

3.1.3 The selected vendor, prior to doing business in the State of Nevada, shall be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://nvsos.gov.

Question	Response
Nevada Business License Number:	705
Legal Entity Name:	Marsh USA Inc.

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes	X	No	

If "No", provide explanation.

3.1.4 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes		No	X

3.1.5 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	X

3.1.6 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFQ shall also be disclosed.

Does any of the above apply to your company?

Yes		No	X

3.1.7 Vendors shall review and provide if awarded a contract the insurance requirements as specified in Attachment D, Insurance Schedule for RFQ 3495.

Marsh agrees to this requirement.

3.1.8 Company background/history and why vendor is qualified to provide the services described in this RFQ. Limit response to no more than five (5) pages.

As described in our response to question 2.3.1, Marsh is a global leader in insurance broking and risk management, with approximately 30,000 colleagues globally. As part of Marsh & McLennan Companies, we also have access to an additional 30,000 colleagues in our sister companies who provide advice and solutions in the areas of risk, strategy, and human capital. (We call this the "MMC Advantage".)

Marsh's public entity expertise is unparalleled. As described in our response to question 2.2.1, our commitment to the public sector is reflected through a dedicated practice, the development of widely recognized world-class solutions aimed at clients with exposure in this space, and state governments, university systems, and large public and governmental entities as our clients.

3.1.9 Provide a brief description of the length of time vendor has been providing services described in this RFQ to the public and/or private sector.

Marsh has been providing these services for more than 145 years.

3.1.10 Financial information and documentation to be included in accordance with Section 8.5, Part III – Confidential Financial Information.

3.1.10.1 Dun and Bradstreet Number

3.1.10.2 Federal Tax Identification Number

3.1.10.3 The last two (2) years and current year interim:

A. Profit and Loss Statement

B. Balance Statement

Please refer to Part III, *Confidential Financial Information.*

3.2 SUBCONTRACTOR INFORMATION

Subcontractors are defined as a third party, not directly employed by the contractor, who shall provide services identified in this RFQ. This does not include third parties who provide support or incidental services to the contractor.

3.2.1 Does this proposal include the use of subcontractors?

Yes		No	X

3.3 BUSINESS REFERENCES

3.3.1 Vendors shall provide a minimum of three (3) business references from similar projects performed for private and/or public sector clients within the last five (5) years.

Please refer to our response to question 2.3.5.

3.3.2 Vendors shall submit Attachment E, Reference Questionnaire to their business references.

Marsh has provided these to our business references.

3.3.3 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in Section 7, RFQ Timeline for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.

So agreed.

3.3.4 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

So agreed.

SECTION VIII

▷ ATTACHMENT F – PROPOSED STAFF RESUMES

PROPOSED STAFF RESUME FOR RFP 3495

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Marsh USA Inc.***

Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.			
Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.			
Name:	***Lavonna Arms***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title	***Client Manager (Vice President)***		
# of Years in Classification:	***30***	**# of Years with Firm:**	***30***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Extensive experience placing insurance for a wide variety of business segments and organizations, including municipalities and other public entities.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Areas of expertise include commercial general liability, workers' compensation, business auto, property, inland marine, and builder's risk coverages. Primary career emphasis has been on public entities and real estate.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

BA in business, Ottawa University, Ottawa, Kansas. January 1991

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Certified Insurance Counselor (CIC), August 1995; Associate in Risk Management (ARM), June 1997; Member of Arizona Public Risk Management Association.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name	Ray DiCiccio	Colleen Nathans	Shawnevan Dale
Title	Risk Manager	Risk Manager	Risk Management Program Supervisor
Organization	State of Arizona	City of Phoenix	Navajo Nation
Phone	602 542 1791	602 495 5432	928 871 6475
Fax	602 542 2199	602 534 2311	928 871 6087
Email	ray.diciccio@azdoa.gov	colleen.nathan@phoenix.gov	sdale@navajo-nsn.gov

PROPOSED STAFF RESUME FOR RFP 3495

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Marsh USA Inc.***

Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.			
Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.			
Name:	***Brad Harmes***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title	***Public Entity Resource and Special Projects Oversight (Managing Director)***		
# of Years in Classification:	***39***	**# of Years with Firm:**	***30***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Extensive experience placing insurance for a wide variety of business segments and organizations, including municipalities and other public entities. Currently serves as Marsh's National Public Entity Practice Leader.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Has managed self-insurance, municipal pooling, public entity insurance programs, and state workers' compensation funds. Implemented first workers' compensation self-insurance group in Virginia, and has managed municipal group insurance programs in Texas. Member of the Marsh Steering Committee for the Administration of Risk Pooling Entities, was responsible for developing Marsh's Risk Pooling Professional Standards. Special expertise in legislative and regulatory analysis, strategic business planning, business process analysis, operating procedures, underwriting policies, procedures and services, and major computer systems conversions and transitions.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

BS in Public Administration, University of Evansville; MPA, Virginia Commonwealth University; Henderson Fellow, Federal Executive Institute.

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Chartered Property and Casualty Underwriter (CPCU); Associate in Risk Management – Public Entity (ARM-P).

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name	Ray DiCiccio	Colleen Nathans	Shawnevan Dale
Title	Risk Manager	Risk Manager	Risk Management Program Supervisor
Organization	State of Arizona	City of Phoenix	Navajo Nation
Phone	602 542 1791	602 495 5432	928 871 6475
Fax	602 542 2199	602 534 2311	928 871 6087
Email	ray.diciccio@azdoa.gov	colleen.nathan@phoenix.gov	sdale@navajo-nsn.gov

PROPOSED STAFF RESUME FOR RFP 3495

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Marsh USA Inc.***

Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.			
Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.			
Name:	***Jeff Johnson***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title	***Client Executive (Senior Vice President)***		
# of Years in Classification:	***32***	**# of Years with Firm:**	***14***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Extensive experience placing insurance for a wide variety of business segments and organizations, including municipalities and other public entities.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Began his career in 1985 as claims examiner, later serving as claims manager. Experience includes general liability and workers' compensation claims for multiple states, U.S. Longshore and Harborworkers Act, and Jones Act. Worked in Red Lion corporate risk management department, where he managed insurance and safety/security programs for 28 hotels, and in Hilton corporate loss prevention department, where he supervised the safety, security, loss prevention, and claims management programs for over 50 hotels.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

BS, marketing and psychology, University of Oregon; MBA, Pepperdine University.

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Chartered Property Casualty Underwriter (CPCU); Associate in Risk Management (ARM).

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name	Ray DiCiccio	Colleen Nathans	Shawnevan Dale
Title	Risk Manager	Risk Manager	Risk Management Program Supervisor
Organization	State of Arizona	City of Phoenix	Navajo Nation
Phone	602 542 1791	602 495 5432	928 871 6475
Fax	602 542 2199	602 534 2311	928 871 6087
Email	ray.diciccio@azdoa.gov	colleen.nathan@phoenix.gov	sdale@navajo-nsn.gov

PROPOSED STAFF RESUME FOR RFP 3495

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Marsh USA Inc.***

Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.			
Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.			
Name:	***Hilary Martinez***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title	***Client Executive (Senior Vice President)***		
# of Years in Classification:	***43***	**# of Years with Firm:**	***24***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Extensive experience placing insurance for a wide variety of business segments and organizations, including municipalities and other public entities.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Experience includes working with a national insurance company and multi-national brokerage firm. Extensive background acting as risk management consultant, having direct responsibilities as a team leader to provide brokerage and consulting services, including program design, assessing coverage requirements, recommending improvements, and alternative financing. Known for delivering quality services for complex public entity clients.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Associate in Risk Management (ARM); Certified Insurance Counselor (CIC); Certified Professional Insurance Women (CPIW); Certified Risk Manager (CRM)

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name	Ray DiCiccio	Colleen Nathans	Shawnevan Dale
Title	Risk Manager	Risk Manager	Risk Management Program Supervisor
Organization	State of Arizona	City of Phoenix	Navajo Nation
Phone	602 542 1791	602 495 5432	928 871 6475
Fax	602 542 2199	602 534 2311	928 871 6087
Email	ray.diciccio@azdoa.gov	colleen.nathan@phoenix.gov	sdale@navajo-nsn.gov

PROPOSED STAFF RESUME FOR RFP 3495

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Marsh USA Inc.***

Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.			
Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.			
Name:	***Jan Mitchell***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title	***Client Representative***		
# of Years in Classification:	***37***	**# of Years with Firm:**	***9***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Extensive experience placing insurance for a wide variety of business segments and organizations, including municipalities and other public entities.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Worked for several large national brokerage houses in Phoenix prior to joining Marsh. Has worked as both an account manager for large brokerage firms and account underwriter for two major insurance carriers, responsible for major accounts that have included governmental agencies, health care, schools, and other public entities.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

Name	Ray DiCiccio	Colleen Nathans	Shawnevan Dale
Title	Risk Manager	Risk Manager	Risk Management Program Supervisor
Organization	State of Arizona	City of Phoenix	Navajo Nation
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Fax	602 542 2199	602 534 2311	928 871 6087
Email	ray.diciccio@azdoa.gov	colleen.nathan@phoenix.gov	sdale@navajo-nsn.gov

SECTION IX

▷ OTHER INFORMATIONAL MATERIAL

Vendors shall include any other applicable reference material in this section clearly cross referenced with the proposal.

Not applicable.

APPENDIX A

▷ MARSH & MCLENNAN COMPANIES EXECUTIVE OFFICERS

Marsh & McLennan Companies Executive Officers

BOARD OF DIRECTORS	
Oscar Fanjul	Compensation Committee Executive Committee Finance Committee (Chair)
Daniel Glaser	Executive Committee Finance Committee
H. Edward Hanway	Compensation Committee (Chair) Executive Committee Finance Committee
Lord Lang of Monkton	Compensation Committee Directors and Governance Committee Executive Committee (Chair) Finance Committee
Elaine La Roche	Audit Committee Finance Committee
Maria Silvia Bastos Marques	Corporate Responsibility Committee Directors and Governance Committee
Steven Mills	Compensation Committee Directors and Governance Committee
Bruce Nolop	Audit Committee Corporate Responsibility Committee Finance Committee
Marc Oken	Audit Committee (Chair) Executive Committee Finance Committee
Morton Schapiro	Compensation Committee Directors and Governance Committee (Chair) Executive Committee
Lloyd Yates	Audit Committee Corporate Responsibility Committee
R. David Yost	Compensation Committee Corporate Responsibility Committee

EXECUTIVE OFFICERS		
Peter J. Beshar	Executive Vice President and General Counsel of MMC	212 345 1071
Mark McGivney	Senior Vice President and Chief Financial Officer of MMC	212 345 2850
E. Scott Gilbert	Chief Risk and Compliance Officer of MMC	212 345 4273
Daniel S. Glaser	President and Chief Executive Officer of MMC	212 345 4874
Laurie Ledford	Chief Human Resources Officer of MMC	212 345 6285
John Doyle	Chairman of the Risk and Insurance Services Segment and President and Chief Executive Officer of Marsh	212 345 5570
Scott McDonald	Chief Executive Officer of the Oliver Wyman Group	212 345 2810
Alexander S. Moczarski	President and Chief Executive Officer of Guy Carpenter & Company, LLC; Chairman of Marsh & McLennan Companies International	917 937 3343
Julio A. Portalatin	President and Chief Executive Officer of Mercer	212 345 1180

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