

Embracing the Future Today



Letter from the CEO



On behalf of the ASCIP Executive Committee and staff, I am pleased to present ASCIP's 2013-14 Annual Report to our members, their employees and the educational community. This year's report is titled, *The Future is Now*. Although the report presents key financial and operating results for the most recent fiscal year, much more of what ASCIP accomplished in the last year was done with a view to the future.

Maybe more than any part of our society, our members, by educating the next generations, are in the business of defining the future for their communities. But that future is harmed when accidents occur, injuries happen, and public resources are diverted to respond to those events. ASCIP's mission is to partner with our members to improve the safety of their facilities and activities and help them protect their assets when unfortunate events do occur. We do this by expanding our insurance coverages to respond to evolving risks, searching for and evaluating new risk management resources, and providing responsible support for innovative and promising "whiz-bang" projects of our members that address important risk areas.

Moreover, we know that the decisions we make today will have either benefits, or consequences, for our members and their communities for many years ahead. And with the increasing velocity of changes in technology and communication, risks, hazards and risk management resources that not too long ago seemed decades away, are here today. We have highlighted how ASCIP and our members are increasingly looking farther into the future, increasing our ability to understand that future and being prepared for those new risks and member needs.

I hope this report communicates our great pride and sense of responsibility for those things that define ASCIP: an unmatched culture of member service, financial strength that creates confidence we will meet our obligations, and our staff and business partners that are dedicated to creative problem-solving. As you read the following pages you too can be a futurist: envision how ASCIP might help your district create a safer and better equipped future. And that future is now.

Fritz J. Heirich
Chief Executive Officer



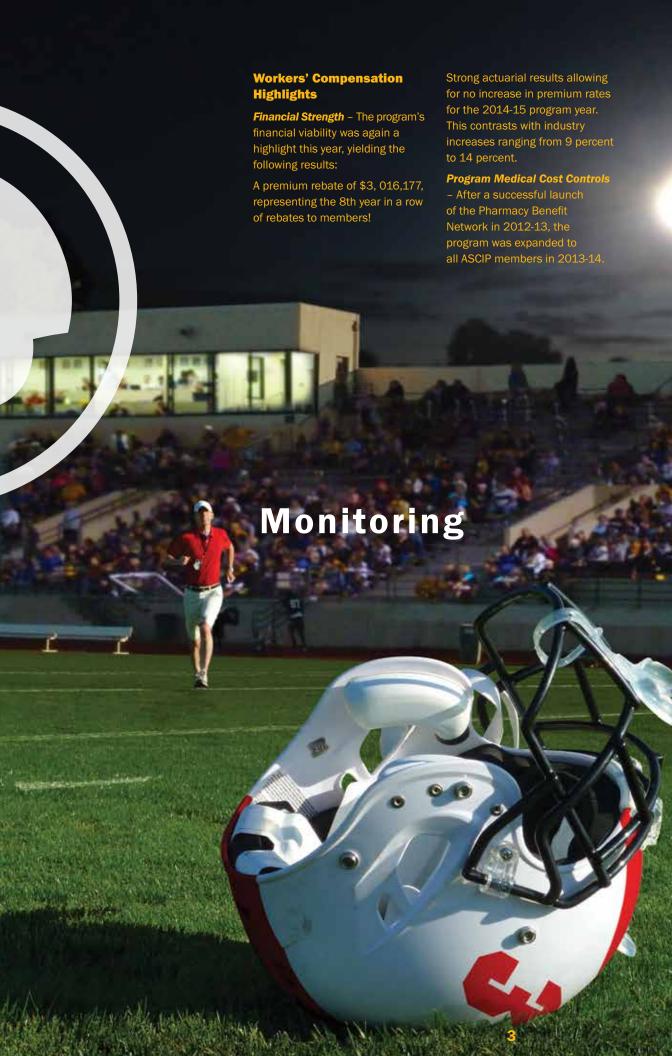
Bus Connection

ASCIP awarded a grant to the Capistrano Unified School District to install GPS systems in buses, including those that transport special needs students. According to the district's Director of Transportation, Carlos Chicas, "Reducing and eliminating risks where possible and keeping students safe is our goal." The GPS system will help with this goal by providing the district's dispatchers the ability to track speed, location, and routes of these vehicles in real time and identify students as they enter and exit the bus, thereby allowing administration to immediately know the location of buses and track where students are. Chicas notes that there is an additional bonus to these units in that they "enhance our ability to provide safe transport of students to school" along with leading towards cleaner air since these units will log and track inspection and maintenance details as well. Also, the units will help eliminate buses idling excessively throughout the day improving fuel efficiency and reducing emissions. With the knowledge to be gained by monitoring the use of these GPS units, ASCIP believes that the use of these units in member buses can lead to safer transportation of students, with the bonus of cleaner air for future generations.



Smart Play

With ASCIP's assistance, Riverside USD is upgrading their helmets to the safest five star rated helmets, including purchasing sensors for these helmets to monitor hits to the head - frequency of impacts, the intensity and exact location being hit. The tool will alert coaches when a student has been hit too many times or with excessive force in order to monitor an athlete or consider more intensive medical assessments. But according to Kathy Everhart; Director, Risk Management for Riverside USD, "what is more important about this very new modern technology is that it will help coaches to train athletes how to keep their head out of the game". She states that "to keep students safe, we have to teach them to play differently". This new tool will alert the students in real-time not to "lead with their head", thereby reducing incidents of head injuries and concussions, changing the way athletes play football in the future.



Training

Training Highlights

More On-site Training Provided -

Presented 237 on-site trainings at member locations throughout California, serving 9,561 employees. This resulted in an increase of 8.6 percent in the number of individuals trained.

New Employee Training Increased – Promotion of ASCIP's award winning VIP's module (an e-training program especially for new hires, walk-on coaches, substitutes, and temporary staff) with 4,242 course completions. This resulted in a 4.4 percent increase from the previous year.

More Webinars and Regional Training
Offered – Regional training and webinar
offerings increased by 46 percent. Topics
included Mandated Reporters, Bullying
Awareness, Tools for Surviving an Active
Shooter, Guidelines to the Interactive
Process, and Social Media Effects in
Schools. Webinars are available on
ASCIP's website and can be accessed
at anytime.

Enhanced LMS Launched – The enhanced Learning Management System (LMS) for online training was made available to our members at no cost, offering advanced tracking, management capabilities, and over 100 training modules. The system can be accessed 24 hours a day, 7 days a week.

HR Hotline Now Available – With the rising number of employment practices claims and the high cost to defend them, ASCIP partnered with an attorney to provide confidential employment law consultation services to members at no cost.



Threat Assessment

According to Camille Boden, Executive Director of Risk Management for the Santa Ana Unified School District, "the future of training staff (especially teachers) is through online technology. Our District can't afford to pull staff in for all the required training - teachers need to focus on providing instruction. Procuring substitutes for teachers on professional development has also become a real issue, especially for larger school districts such as SAUSD." However, training staff to detect potential threats and identifying students early on who need assistance is critical. Principals, assistant principals and psychologists need to know how to identify potential, credible threats; that begins with training on how to interview students and how best to conduct a threat assessment. Therefore, Santa Ana has partnered with ASCIP and USC to develop Simulation for Threat Assessment Training (STAT). The interactive online training uses virtual technology and sits the virtual student in front of staff. allowing school personnel to practice student threat assessments in a variety of changing situations. Assessing threats and preventing violence from occurring is one of the highest priorities school administrators are now struggling with. The computer based training program will enable participants to engage in real-time conversations with a virtual student programmed to respond in a way that a real potential threat subject would respond - training staff in conversational techniques that can de-escalate situations and improve their ability to assess potential threats. Boden states that "staff do not encounter these threats on a daily basis, so they are unprepared. This new training software allows staff to practice, so they are better prepared if a situation arises in the future".



HR Hotline

Recognizing the impact that costly employment practices litigation has upon the entire membership and future premiums, ASCIP implemented the HR Hotline giving members access to an employment practices attorney at no cost to the member. Patty Rodriguez, Director of Human Resources for The Accelerated Schools believes this is a "Great Resource for members". Patty says she has used this resource for reviewing employee discipline issues, the complex FMLA and Pregnancy disability leaves, and even general policy and procedures issues. Patty states that when she calls the Hotline "Nothing is too tough or complex!" As a bonus, she has even experienced a reduction in her school's legal costs. Rodriguez states that "I always receive timely, solid information and counseling. By utilizing the HR Hotline, I can mitigate potential future liabilities for my organization."





Virtual Brush-Up

Milissa Checchi, Classified Training & Development Specialist, for the Ontario-Montclair School District says that "finding the best employee to assure the future success of our students" can be a difficult process. "We are continually searching for "the right tools to help screen employee candidates and help with the decision process". With the ASCIP online Learning Management System (LMS), Milissa states they have found such a tool. Ontario-Montclair uses some of the training modules as "a testing tool to screen out final candidates to determine if they can follow direction, use good judgment, and have some basic job knowledge". Checchi also says she uses "the LMS system as a remediation/retraining tool for employees" who have made some mistakes in their employment behavior whether it is due to improper communication or behavior that has led to work related injuries. As new training modules become available, Ontario-Montclair is finding more and more ways to use this valuable tool, which saves them countless hours of classroom training time, provides more useful training documentation and, according to Milissa, "ensures the training is understood!" The LMS tool helps Ontario-Montclair SD create a better workforce for tomorrow.

Don't Skip the Record

According to Debbie Turner, Risk Management Specialist for the Los Rios Community College District, "We use ASCIP's SAMBA system to monitor our district drivers to create a safer driving pool in order to protect employees, our students and the community. We want good drivers out there!" Los Rios uses SAMBA because it is easier to use than the DMV pull-notice system and does not require specialized software. Plus it allows for unique reports and provides tech support. Los Rios recognizes that to protect its school community and prevent future liability, it needs to take safety measures today.



Preparing



Litmus Test

Organizations are required to regularly maintain all of the safety data sheets for each chemical used by an organization for an indefinite period of time. This can be a daunting task and very difficult to manage. But ASCIP provides its members with an electronic system to store, manage and update the SDS's for all its chemicals. According to Karen Saldana, Director of Safety, Health Benefits, and Risk Management for Mt. San Antonio Community College District, the technology provided by ASCIP makes the SDS's "easily accessible when needed, with easy search tools, and regular updates which allow the system to evolve with new regulations." This tool enables the college to inventory chemicals by department and communicate with the end-users electronically. Ms. Saldana also states the system "allows for easy access to respond when injuries or emergencies arise. Without this tool, our college would have to search through multiple binders to find an SDS." With a little effort to get the system organized today, the college is prepared to handle the chemical needs of future generations of college students.

2014 - 2015 Highlights

Total Members: 147

Total ADA: 1.3 Million

Total TIV: \$26.6 Billion

Total Premium (projected): \$213 Million

Total Net Assets: \$146 Million



Combining Statement Of Net Position June 30, 2014

	Property/ Liability	Workers'	Health Benefits	CIPA-OCIP	
	Fund	Fund	Fund	Fund	Total
Assets					
Cash and cash equivalents	\$ 64,721,681	\$ 59,374,334	\$ 25,868,469	\$ 1,701,174	\$ 151,665,658
Receivables	1,473,566	1,395,778	189,812	399,445	3,458,601
Investments maturing within one year,					
net of restricted assets	4,325,314	2,862,570	-	-	7,187,884
Restricted assets - investments	5,016,563	-	-	-	5,016,563
Prepaid expenses and deposits	141,131	-	1,925,000	747,871	2,814,002
Total Current Assets	75,678,255	63,632,682	27,983,281	2,848,490	170,142,708
Investments, net of amount					
maturing within one year	95,247,326	63,036,366	-	5,047,682	163,331,374
Capital assets	7,462,765	-	-	-	7,462,765
Less: Accumulated depreciation	(2,012,288)	-	-	-	(2,012,288)
Net capital assets	5,450,477	-	-	-	5,450,477
Total Non-Current Assets	100,697,803	63,036,366	-	5,047,682	168,781,851
Total Assets	176,376,058	126,669,048	27,983,281	7,896,172	338,924,559
Liabilities					
Accounts payable	949,287	494,605	3,441,086	372,028	5,257,006
Advance SIR and excess insurance payments	4,507,216	-	-	-	4,507,216
Unearned premium income	-	-	655	2,131,043	2,131,698
Current portion of unpaid claims	19,000,000	7,000,000	3,003,664	1,113,536	30,117,200
Unallocated claims adjustment expenses	4,255,336	6,765,104	222,566	304,322	11,547,328
Retrospective premium payable	-	3,016,177	-	-	3,016,177
OPEB liability	72,555	31,836	58,318	-	162,709
Licensing agreement obligation	113,875	-	-	-	113,875
Risk management deposit fund	14,237,385	5,386,757	-	-	19,624,142
Safety credit payable	362,652	203,311	-	-	565,963
SELF rate stabilization fund	198,295	-	-	-	198,295
Total Current Liabilities	43,696,601	22,897,790	6,726,289	3,920,929	77,241,609
Unpaid claims and claims adjustment					
expenses, net of current portion	81,245,050	31,849,345	-	2,192,302	115,286,697
Total Liabilities	124,941,651	54,747,135	6,726,289	6,113,231	192,528,306
Net Position					
Net investment in capital assets	5,450,477	-	-	-	5,450,477
Restricted	5,016,563	-	-	-	5,016,563
Unrestricted	40,967,367	71,921,913	21,256,992	1,782,941	135,929,213
Total Net Position	\$ 51,434,407	\$ 71,921,913			\$ 146,396,253

Combining Statement of Revenues, Expenses, and Changes in Net Position for the Year Ended June 30, 2014

		Property/ Liability	Co	Workers' ompensation		Health Benefits	CIPA-OCIP	
		Fund		Fund		Fund	Fund	Total
Revenues								
Premium deposits from members	\$	53,842,045	\$	30,742,875	\$1	L20,402,448	\$ 2,475,606	\$ 207,462,974
Less: Retrospective premium deposit								
ratings adjustment		-		(3,016,177)		-	-	(3,016,177)
	_	53,842,045		27,726,698	1	L20,402,448	2,475,606	204,446,797
Other income	_	936,791		1,089		6,529	-	944,409
Total Operating Revenues		54,778,836		27,727,787	1	120,408,977	2,475,606	205,391,206
Expenses	_							
Claims expense, net of reimbursements								
of \$5,248,308		18,409,838		6,507,861		49,974,843	1,113,535	76,006,077
Provision for IBNR and case reserves		13,910,869		6,711,945		(509,197)	(137,346)	19,976,271
Excess/reinsurance premiums		13,759,395		1,396,855		2,105,098	964,732	18,226,080
Insurance premiums		-		-		58,172,974	-	58,172,974
Contract services								
Claims administration		1,641,093		2,181,088		2,942,573	69,000	6,833,754
Provision for ULAE reserves		955,336		5,158,234		(36,225)	-	6,077,345
Broker's fees		320,250		137,250		-	369,044	826,544
General counsel services		275,256		-		-	3,885	279,141
Captive management		-		-		-	58,639	58,639
OCIP Program Marketing/Sale		-		-		-	38,516	38,516
Rating and actuarial services		89,550		41,163		200,000	9,500	340,213
Accounting and audit services		58,311		-		-	35,049	93,360
Investment advisory service		172,827		-		-	12,902	185,729
Salaries and benefits		1,676,771		772,529		1,210,144	-	3,659,444
Property appraisal		279,584		-		-	-	279,584
Other contract services		245,804		59,905		35,315	-	341,024
Loss control and risk management		2,502,297		800,652		397,770	-	3,700,719
Other operating		(28,819)		662,019		545,007	70,524	1,248,731
Interest		106,930		40,229		-	7,500	154,659
Depreciation		302,620		-		-	-	302,620
Total Operating Expenses		54,677,912		24,469,730	1	L15,038,302	2,615,480	196,801,424
Operating Income (Expense)		100,924		3,258,057		5,370,675	(139,874)	8,589,782
Non-Operating Revenues (Expense)								
Interest and dividend income	\$	973,956	\$	695,448	\$	123,071	\$ 22,753	\$ 1,815,228
Net realized gains		165,703		104,392		-	1,274	271,369
Net unrealized losses		595,579		375,210		-	4,327	975,116
Total Non-Operating Income	_	1,735,238		1,175,050		123,071	28,354	3,061,713
Change in Net Position	_	1,836,162		4,433,107		5,493,746	(111,520)	11,651,495
Net Position, Beginning of Year		49,598,245		67,488,806		15,763,246	1,894,461	134,744,758
Net Position, End of Year	\$	51,434,407	\$	71,921,913	\$	21,256,992	\$ 1,782,941	\$ 146,396,253

Combining Statement of Cash Flows June 30, 2014

	Property/ Liability	Workers' Compensation	Health Benefits	CIPA-OCIP	
Ocah Floure from Operating Astinities	Fund	Fund	Fund	Fund	Total
Cash Flows from Operating Activities					
Cash received for premium contributions	\$ EE 017.460	¢ 26.332.000	¢ 100 257 467 ¢	2 200 050	¢ 202 015 802
	\$ 55,017,469		\$ 120,357,467 \$		\$ 203,915,803
Claims paid	(18,409,838)			(1,113,536)	(76,006,078)
Cash paid to employees	(1,676,771)	(772,529)	(1,210,143)	-	(3,659,443)
Cash paid for benefits, insurance	(4.4.000.070)	(F. 400.0FF)	(04.450.070.)	(4.040.407)	(05.474.4.40.)
and other expenses	(14,239,273)	(5,468,055)	(64,156,378)	(1,610,437)	(85,474,143)
Net Cash Provided (Used)	00 004 507	40.500.504	5.040.400	(545.445)	00 770 400
by Operating Activities	20,691,587	13,583,564	5,016,103	(515,115)	38,776,139
Cash Flows from Capital and Related					
Financing Activities					
Acquisition of capital assets	(186,746)	-	-	-	(186,746)
Cash Flows from Investing Activities					
Interest and dividend income received	973,956	695,448	123,071	22,753	1,815,228
Net realized gains from investing securities	(165,703)			(1,274)	(271,369)
Net unrealized gains from investing securities				(4,327)	(975,116)
Purchase of investments	(125,474,647)	(82,939,136)	-	-	(208,413,783)
Proceeds from sales and maturities					
of investments	113,887,600	72,813,383	-	49,012	186,749,995
Net Cash Provided (Used)					
by Investing Activities	(11,374,373)	(9,909,907)	123,071	66,164	(21,095,045)
Net Increase (Decrease) in Cash					
and Cash Equivalents	9,130,468	3,673,657	5,139,174	(448,951)	17,494,348
Cash and Cash Equivalents,					
Beginning of Year	55,591,213	55,700,677	20,729,295	2,150,125	134,171,310
Cash and Cash Equivalents, End of Year	\$ 64,721,681	\$ 59,374,334	\$ 25,868,469 \$	1,701,174	\$ 151,665,658
Reconciliation of Operating					
Income (Loss) to Net Cash Provided					
(Used) By Operating Activities					
Operating income (loss)	\$ 100,924	\$ 3,258,057	\$ 5,370,675 \$	(139,874)	\$ 8,589,782
Adjustments to reconcile operating income					
(loss) to net cash provided (used)					
by operating activities:					
Depreciation expense	302,620	-	-	-	302,620
(Increase) Decrease in accounts receivable	(255,878)	(1,395,778)	(51,338)	172,143	(1,530,851)
(Increase) Decrease in internal balances	500,000	-	-	(500,000)	-
(Increase) Decrease in prepaids and deposits	(364)	-	7,951	(434,831)	(427,244)
Increase in accounts payable					
and other liabilities	4,949,099	64,181	234,409	71,207	5,318,896
Increase (Decrease) in unearned revenue	(5,125)	-	(3,843)	495,940	486,972
Increase (Decrease) in unpaid claims					
and adjustments	14,866,205	11,870,179	(545,422)	(179,700)	26,011,262
Increase (Decrease) in risk management					
deposit fund and OPEB	234,106	(213,075)	3,671	-	24,702
Net Cash Provided (Used)					
by Operating Activities	\$ 20,691,587	\$ 13,583,564	\$ 5,016,103 \$	(515,115)	\$ 38,776,139
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Financial Highlights

- Increased ASCIP's total revenues over the past 10 years from \$58 million in 2004/05 to \$208 million in 2013/14, an increase of over 250 percent.
- Expanded total assets during the same 10-year period by 212 percent from \$109 million in 2004/05 to \$339 million in 2013/14.
- Invested \$284,000 with members in innovative risk management solutions to benefit the entire membership through the Risk Control Grant Program.
- Provided nearly \$800,000 to assist members with risk management and loss prevention through the member Safety Credit Program.
- Retained a total equity of \$146.4 million for all programs.
- Continued to receive an unqualified opinion on the financial audit with no audit adjustments ...
 14 years in a row!

Overview

Another great year of financial success! ASCIP closed the 2013/14 fiscal year with surpluses in all three major programs. The property/liability, workers' compensation and health benefits programs ended the year with strong equity balances of \$51.4 million, \$71.9 million and \$21.3 million, respectively. These financial accomplishments are the result of the astute decisions made by ASCIP's Executive Committee to prudently fund programs, actively manage our risks, and adequately maintain our reserves, all of which enable us to remain fiscally strong.

Due to ASCIP's financial strength and its determination to maintain rate stability, we were able to keep our rate flat in the workers' compensation program, while the property/liability program enjoyed a modest increase: a 2.3 percent increase on a composite basis. We also contained our health benefits programs rate increases to single digits.

As a market leader in innovation and member services, ASCIP strongly believes that spending money to reduce or eliminate risks reduces claims costs for all our members. We spend more than \$4 million

annually in risk management, loss control and training programs. During these fiscally challenging times, members have been pleased that they chose an alliance with ASCIP –they are receiving rebates and stable premiums as well as a host of no-cost loss prevention services. Since ASCIP's inception, over \$37 million has been returned to members.

As ASCIP looks forward to maintaining our status as a national leader in the risk management, pooling and insurance communities, we are continually looking for ways to improve our overall operation. With \$146 million in fund equity and total combined revenue projected to be \$213 million for all programs, we truly possess the financial strength to protect and serve our 147 loyal districts and their 1.3 million students. We are well-positioned to reinvest in member services and aggressively pursue new solutions to face tomorrow's challenges!

Membership

2014 - 2015

K-12 & High School Districts

Alhambra USD‡

Antelope Valley Joint UHSD‡

Arcadia USD‡
Baldwin Park USD‡
Bassett USD*‡

Berkeley USD Beverly Hills USD‡ Bonita USD‡

Brea Olinda USD Burbank USD‡ Capistrano USD

Center for Advanced Research &

Technology (CART)
Centinela Valley UHSD*
Chaffey Joint UHSD
Charter Oak USD
Claremont USD‡
Clovis USD*+
CODESP‡
Compton USD‡
Covina-Valley USD*‡

Discovery Charter Preparatory #2*

Downey USD+
Duarte USD‡

Culver City USD‡

East Valley Transportation

El Monte UHSD+ El Segundo USD*

Environmental Charter Schools*‡

Family First Charter School* Fullerton Joint UHSD

Gateway Public Schools*

Gilroy USD Glendale USD* Glendora USD‡

Granada Hills Charter HS‡ Guidance Charter School‡

Inglewood USD
La Canada USD‡
La Puente Valley ROP*‡
Laguna Beach USD
Las Virgenes USD

Leadership High School*

Long Beach USD

Los Angeles County Office of Education‡ Los Gatos/Saratoga Community Ed

& Recreation

Manhattan Beach USD*‡

MERGE JPA Montebello USD‡ Morgan Hill USD

New Opportunities Charter School*

Newport-Mesa USD Norwalk-La Mirada USD‡

Orange County Dept. of Education Palos Verdes Peninsula USD*+‡

Paramount USD*+‡
Pomona USD‡

Pupil Transportation Cooperative‡

Redondo Beach USD Riverside USD‡* Rowland USD‡

Saddleback Valley USD* San Antonio ROP

Santa Ana USD Santa Clara County Schools

Insurance Group

Santa Clarita Valley School FSA*‡ Santa Monica-Malibu USD‡ Silicon Valley Schools JPTA

Simi Valley USD‡

SOC JPA

South East Consortium South Pasadena USD* Southeast ROP*

Southern California ROC*‡

Tri-Cities ROP‡
Tustin USD
Vallejo City USD
Walnut Valley USD
West Covina USD ‡

West Valley Schools Transportation JPA

Whittier UHSD Wiseburn USD

K-8 School Districts

Accelerated Charter School‡

Anaheim City SD Cambrian SD Castaic Union SD‡ East Whittier City SD‡

Fenton Avenue Charter School‡

Franklin-McKinley SD

El Monte City SD+‡

Fullerton SD Garvey SD‡ Hawthorne SD*‡

Hermosa Beach City SD*‡

Latrobe SD‡
Lawndale SD*‡

Leadership Public Schools*

Lennox SD*‡
Little Lake City SD‡

Loma Prieta Joint Union SD

Los Gatos Union SD Los Nietos SD±

Lowell Joint SD*‡
Luther Burbank SD

Montague Charter Academy*

Moreland SD

Mountain View SD‡

Mt. Pleasant SD

Newhall SD*

Oak Grove SD

Ocean View SD±

Ontario-Montclair SD*

Orchard SD

Pacoima Charter School*

Pasadena Rosebud Academy Charter*

Pasadena Rosebud Academy MS*

Rosemead SD‡

San Jacinto Valley Academy*

San Jose Charter Academy

Santiago Charter Middle School*

Saratoga Union SD

South Whittier SD

Summerville SD‡

Sunnyvale SD

Union SD

Vaughn Next Century Learning Center

Vista Charter School*

Watts Learning Center*

West Sacramento Early College Prep

Charter School*

Whittier City SD‡

Community College Districts

Cerritos CCD‡

Compton CCD‡

Glendale CCD

Grossmont-Cuyamaca CCD*

Los Rios CCD

Merced CCD*

Mt. San Antonio CCD‡

North Orange County CCD

Peralta CCD*

Rancho Santiago CCD*+

Rio Hondo CCD+

San Francisco CCD

Santa Barbara CCD

Santa Monica CCD‡

Sierra Joint CCD*

State Center CCD* VIP JPA

Yosemite CCD*

- * Workers' Compensation Members
- + OCIP Members
- **‡ Health Benefits Members**

Governed by Its Members

Executive Committee



Corinne Kelsch President



John Vinke Vice President



Kris Olafsson Treasurer



Lydia Cano



John Didion



Michael Fine



Angela Jones



Michael Johnston



Janece Maez



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ASCIP's Executive Committee is composed of 13 members and 15 alternates who represent K-12, K-8, Community College Districts, Charter Schools and Subsidiary JPAs. Committee members are elected by ADA category and serve staggered terms of three-year durations. The Executive Committee provides the overall leadership for ASCIP and is responsible for developing long-range goals and supporting policies to guide the direction of the organization and its staff. This Committee is also responsible for establishing and overseeing the activities of ASCIP's standing and ad hoc committees. Committee members provide guidance for overall operations in the area of claims, risk management interventions, financial transactions and marketing/underwriting activities.



Cheryl Plotkin



Ann Sparks



Fred Williams

Alternates
Luis Camarena
Michael Clear
Teresa Dreyfuss
Kathy Everhart
Phil Hillman

Susan Hume Karen Kimmel Thuy Nguyen Nancy Nien Barbara Ott Stefanie Phillips

Andrea Reynolds Joanne Schultz Jeff Starr Irene Sumida

Expert Staff

Fritz Heirich, Chief Executive Officer Russell O'Donnell, Chief Operating Officer Lynn Truong, Chief Financial Officer Nancy Anderson, Senior Director of Member Services Stephan Birgel, Senior Director of Litigation Management Dan Sanger, Senior Director of Health Benefits Reshan Cooray, Director of Risk Control Services Martha Espinoza, Director of Administration and Member Education/Training Nidra Kumaradas, Director of Workers' Compensation Jonathan Lackey, Director of Property and Liability Martin Ronquillo, Information Technology Manager Lucila Gonzalez, Senior Risk Services Consultant Kevin Hobby, Senior Risk Services Consultant Deborah Nobles, Senior Risk Services Consultant Brian Pelham, Senior Risk Services Consultant Alfredo Reyes, Senior Accountant Julieta Frias, Accountant Howard Leung, Accountant Celine Ly-Ho, Accountant Liz Garcia, Senior Benefits Services Consultant Cheryl Jackson, Benefits Services Consultant Felicia Williams, Executive Office Administrator Veronica Campos, Executive Assistant Sue Ellen Dasilva, Risk Services Assistant Kenitra Warner, Workers' Compensation Coordinator Yvette Avila, Senior Technical Assistant Kim Kennedy, Technical Assistant

Rent-A-Risk Manager Consultants

Nancy Lopez, Technical Assistant Crista Cain, Receptionist

Jim Alcala
Gary Bradbury
Chuck Clemente
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