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**Texas Windstorm  
Insurance Association**

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# Bimonthly HB3 Report Card

Reporting Period: May – June 2014

**John W. Polak, CPCU**

**July 31, 2014**

July 31, 2014

To: Georgia R. Neblett, Chairman  
Richard Clifton Craig, Vice-Chairman  
Michael Gerik, Secretary/Treasurer  
Steven Lawrence Elbert  
William David Franklin, Sr.  
Lyndell Haigood  
Ron Lawson  
Michael O'Malley  
Eugene "Gene" Seaman  
Edward James Sherlock

**Re: *Bi-monthly Interim Report - Section 2210.107(b)***

Dear Board Members,

House Bill 3 became effective on September 28, 2011, and pursuant to Tex. Ins. Code, Section 2210.107(b), please find the bi-monthly interim report ("Interim Report Card") evaluating the extent to which the Texas Windstorm Insurance Association ("TWIA" or "Association") has met the objectives described by Section 2210.107(a), Texas Insurance Code for the two-month period preceding the date of the report (May and June 2014).

These interim report cards are provided every 60 days as required by statute and culminate in an Annual Report Card issued each June.

The initial report cards established the standards of performance for the Association to be reported against in subsequent report cards. Additional standards have been and will continue to be added as appropriate and as approved by the board of directors. Each interim report card serves as a snapshot in time of Association compliance with the standards with respect to each of the objectives.

The Association believes it is in full material compliance with all current standards of performance outlined in each of the following sections. This is the fourteenth interim report card to be issued by TWIA since the enactment of House Bill 3.

Should you have any questions, please feel free to contact me at (512) 899-4949.

Sincerely,



John W. Polak, CPCU  
General Manager

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## About This Report

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In 2011, the 82nd Texas Legislature, 1st Called Special Session, passed House Bill 3 (“HB3”), modifying various aspects of the operations of the Texas Windstorm Insurance Association (“TWIA” or “Association”). Amendments to Tex. Ins. Code, Section 2210.107 directed TWIA to report bi-monthly to the TWIA Board of Directors (“Board”) and report annually to the Commissioner, the Legislative Oversight Board, the Governor, the Lieutenant Governor, and the Speaker of the House of Representatives the extent to which TWIA met the objectives in Section 2210.107(a).

The primary objectives of the Board of Directors are to ensure that the Board and TWIA:

- (1) Operate in accordance with this chapter, the plan of operation, and commissioner rules;
- (2) Comply with sound insurance principles;
- (3) Meet all standards imposed under this chapter;
- (4) Establish a code of conduct and performance standards for Association employees and persons with which the Association contracts; and
- (5) Establish, and adhere to terms of, an annual evaluation of Association management necessary to achieve the statutory purpose, Board objectives, and any performance or enterprise risk management objectives established by the Board.

This Report Card satisfies these reporting requirements and illustrates the measures and improvements taken to meet the objectives. The Report Card presents this information by referencing applicable sections of the TWIA governing statute in order of appearance.

## Executive Summary

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In 2008, the combination of Hurricanes Dolly and Ike resulted in over 100,000 claims and an estimated \$3 billion in losses. Concerns over claims handling led to TWIA being placed under Administrative Oversight by the Texas Department of Insurance (TDI) and the passage of HB3 in 2011.

HB3 required numerous changes to TWIA operations. Among the improvements are new residential and commercial policy forms, more transparency via additional information on the TWIA website and live broadcasts of TWIA meetings, the funding of an ombudsman program, and the implementation of new claims handling procedures.

A new management team is now in place with a broader range of experience and a focus on accountability. In 2008, there were four members of senior management whose only insurance carrier experience was with TWIA, which was a very small company for most of their tenure. Today, not only does TWIA have significantly greater insurance carrier experience within its senior management ranks, but a greater portion of that experience is with larger carriers outside of TWIA. This bodes well for the future of the Association as it has not only greater depth of experience but a far greater breadth of experience in terms of skills and sophistication.

TWIA has undergone 12 independent audits and examinations in recent years with varying areas of concentration, including four examinations by the TDI, one of which is currently underway; two by Deloitte & Touche, LLP; and audits performed by Robert E. Nolan, KPMG, the State Auditor's Office, Alvarez & Marsal, and two recently performed by Milliman, Inc., an independent consulting firm. The Association has diligently developed and implemented corrective measures and created action plans to track and report the Association's progress in addressing the recommendations of each review.

TWIA has addressed 100% of the non-IT related recommendations outlined in the completed TDI audits, the Nolan report, the Deloitte audit, the Operations Improvement Plan, and the State Auditor's Office report. The KPMG audit of IT controls outlined 11 areas of primary concern due to faults of existing controls or potential vulnerabilities. The Association has completed 100% of the corrective actions for these areas. Currently, TDI and Milliman are concluding their respective audits of the Association and the Claims and Underwriting Departments. Preliminary reports indicate positive results. Most recently, the Association has added an Internal Audit Department reporting to the Board to provide a structured and ongoing internal process to both ensure compliance and manage its financial and operational risk exposure.

Current leadership is committed to fostering a culture of continuous improvement. TWIA has and continues to identify areas of improvement outside of audit observations to enhance

processes and procedures and ensure the Association is in compliance with applicable statutes, regulatory guidelines, and industry best-practices. The new management team has successfully implemented initiatives to address legislative changes, improve operational efficiency, create cultural transformation within the Association, and increase management controls and accountability. TWIA now has extensive controls and detailed financial and operational metrics in place to measure and evaluate the performance of every level of the Association, from the organization as a whole to individual departments and each individual employee. There are documented procedures and practices in place in all operational areas, and TWIA has greatly increased the level of transparency and communication between all levels of the Association and with outside stakeholders. The management team has begun a process of continuously refocusing the culture from task-based behavior to outcome-focused accountability.

The TWIA Claims Department has experienced the most significant improvements. The new claims management team has developed a detailed catastrophe plan; improved communications with policyholders, adjusters, and agents; and ensured faster and more accurate claims handling using more modern technology and quality control measures. These changes have resulted in a measurable improvement in customer service. TWIA Claims has implemented an ongoing customer survey program with very positive results. Additionally, Claims has implemented a number of key performance metrics to provide an objective measure of the claims handling process, including:

- average number of days from receipt of claim by TWIA to inspection of the property
- average number of days from inspection to receipt of the independent adjuster's report by TWIA, and
- average number of days from receipt of the adjuster's report to payment.

Similarly, the TWIA Underwriting Department has undergone significant changes to increase the efficiency and effectiveness of the underwriting process. The department segments work between residential and commercial lines with further division of the residential underwriting work by complexity. In addition, a Support Services function facilitates procedural improvements, automation support, training, quality assurance, agent audits and fraud investigations. Key performance metrics are monitored and reported in a monthly scorecard, including:

- percentage of transactions completed within 14 days of receipt
- agent and policyholder survey scores
- budget conformance and cost per transaction
- quality assurance scores

In addition, TWIA-controllable expenses were at or below budget from 2011 to 2013 and through June 30, 2014. TWIA expenses compare favorably both to the insurance industry as a whole and to other state residual market plans. TWIA is the second largest property insurance

plan in the U.S., yet it still maintains the second lowest cost per policy among the 37 property insurance plans in the U.S.

The initiatives management has implemented are indicative of a culture of continuous improvement and have better positioned TWIA to fulfill its mission of *efficiently providing essential property insurance products and services for eligible Texas policyholders when no one else will*. The State Auditor's Office final report confirms that TWIA has improved its claims processing and has implemented controls to produce accurate financial statements, ensure accountability of Association funds, and adequately support and authorize non-claims-related expenditures.

Most recently, TDI amended the terms of Administrative Oversight citing TWIA's operational improvements as a factor in TDI's decision; and though final reports have not yet been issued, preliminary reports of the two most recent TDI and Milliman audits indicate positive changes in the Association and effectiveness of its controls and processes.

The exhibit on the following page summarizes recent accomplishments of the Association across four dimensions: Financial, Operational Efficiency, Management Controls & Accountability, and Communications & Transparency.



## Financial

- Eliminated the 2012 \$183 million deficit by December 2013, 3 months earlier than projected
- Secured \$3.35 billion in available funding for the 2014 hurricane season – almost \$1 billion more than the total projected cost of Ike and the best funding scenario since 2008
- Exceeded projections for CRTF contributions by \$68M 2014 YTD
- Performed below budget on controllable expenses YTD 2014 - a repeat of budgetary achievements from 2011-2013
- Maintained the 2<sup>nd</sup> lowest cost per policy of the 37 U.S. fair plans and wind pools despite being the 2<sup>nd</sup> largest plan nationwide

## Communications & Transparency

- Implementing comprehensive multi-faceted communication plan to engage all stakeholder groups on multiple levels
- Instituted ongoing outreach program as part of the broader strategic communications plan to educate and inform coastal residents, policyholders, and business and community leaders about TWIA mission, operations and value; initiated educational presentation program to inform TDI and Legislative offices about TWIA operations, programs, mission and values
- Established the Association's first formal orientation program to educate employees about policies, procedures, and culture
- Developed clearinghouse and depopulation process based on extensive input from committee of diverse stakeholders
- Instituted employee town hall meetings to convey organizational mission and expectations and increase commitment to new policy implementation; annual employee survey to measure engagement and employee satisfaction; employee recognition program created based on feedback

## Management, Controls & Accountability

- Applied extensive metrics throughout the organization to objectively measure and manage performance
- Instituted comprehensive performance management program incorporating the development of goals and competencies, quarterly and annual reviews to ensure consistency in performance and outcome-focused accountability, and credible, objective criteria to align merit pay with performance
- Created Internal Audit function to focus on Enterprise Risk Management; completed Risk Assessment and Audit Plans for Board review
- Established policy management program to ensure each policy is reviewed annually, approved by management, and communicated properly to all employees, as well as to ensure version control necessary for auditing and incident management

## Operational Efficiency

- Strengthened the Catastrophe Plan; successfully tested the Plan on an enterprise basis; presented the Plan to TDI, legislative staff, and coastal constituents; and received positive feedback from coastal policyholders, agents and emergency management officials
- Hired new leadership for IT, Underwriting, Legal & Compliance, Claims, Human Resources & Accounting; restructured each department for optimum efficiency and customer service
- Completed successful restructuring of Policy Center project
- Developed Clearinghouse and depopulation initiatives
- Received very positive preliminary reviews of process improvements in Underwriting and Claims from independent auditors
- Reduced claims cycle time from 30+ days to fewer than 13 and complaint frequency from 1 in every 129 new claims to 1 in every 413
- Reduced costs and cycle times and increased efficiency by reengineering workflows and implementing new staffing models for policy administration, print services and mail operations

## Insurable Property

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Section 2210.004 defines insurable property for the purposes of eligibility for TWIA insurance as a structure located in the catastrophe area, built or repaired in compliance with appropriate building code specifications, and determined to be in an insurable condition. TWIA has implemented several initiatives in 2013 and 2014 to ensure properties insured by the Association meet this definition, including a segmented business model, risk visualization technology, and a quality assurance and training program

### **Business Segmentation**

Under new leadership, the Underwriting Department was reorganized in 2014 into functional areas to increase the efficiency and effectiveness of the underwriting process while improving management controls. Prior to the reorganization, all work was distributed on a first in first out basis amongst all underwriters. The department now segments work assignments between residential and commercial lines with further division of the residential underwriting work by complexity. Segmentation by type and complexity ensures greater accuracy in underwriting decisions by routing the most complicated issues to the most experienced underwriters. In addition, a Support Services function facilitates procedural improvements, automation support, training, quality assurance, agent audits and fraud investigations to improve decision-making on the back-end.

### **Risk Visualization Technology**

Underwriting implemented a new risk visualization program in mid-May 2014 for all new residential applications. TWIA contracted with EagleView Technologies to provide aerial imagery for the Association's coverage territory using fixed wing aircraft and specialized photographic image processing technology. The imagery is integrated with patented oblique measurement technology and third-party data to produce detailed and accurate property specific reports. This technology provides accurate structural diagrams and measurements, facilitates address validation and geo-coding, and integrates third-party data to improve eligibility decisions and pricing accuracy.

The goal is to provide policyholders and their agents with reliable information on which to base their insurance purchase decisions. As of June 30, 2014 TWIA underwriters reviewed 6,242 Risk Management (RM) reports, comparing the information received from EagleView against the submitted application, the Marshall & Swift/Boeckh (MSB) replacement cost calculations, any associated physical property inspections and other data sources. The most common issue found is a difference in the square footage of the primary structure. Other common issues identified are differences in the age of the structure, unrepaired damages, missing or incorrect identification of multiple structures on a single property, and identification of structures requiring Windstorm Inspection Certificates (WPI-8's).

Using this technology during the review of all new coverage applications, underwriters identify discrepancies, discuss them with the agent and policyholder, and (when agreed upon) correct them quickly. The result, when the policyholder and agent agree to proposed changes, is more appropriate and accurate coverage for the policyholder. More accurate information ultimately reduces rework for both the agent and TWIA, while simplifying the renewal process. In addition, the use of risk visualization is intended to reduce or eliminate confusion or surprises, such as when a policyholder files a claim only to find they did not purchase appropriate coverage.

The aerial imagery and risk management reports described above constitute the first two types of inspections in a tiered inspection model that will increase visibility into the entire book of business and enable TWIA to better manage the onsite inspections, the final type of inspection in the model, thus optimizing the use of inspection dollars. The inspections are utilized successively if and when additional information is needed. Each type of inspection yields significantly more data than the prior step and is used to validate the information received in the application for coverage and determine eligibility for coverage. The first tier inspection, aerial imagery, provides underwriters with immediate access to high-resolution photos of the property. The second tier inspection, or risk management report, provides roof measurements and other property characteristics such as the building footprint, estimated living area, number of stories, as well as the year the property was constructed and subsequent building permits filed. Combined data from the first and second tier inspections allow TWIA to determine if the structure has undergone certain repairs or alterations that may require windstorm certification in order to be eligible for coverage. The final approach in the tiered inspection process is a physical field inspection of the exterior of the property, which is used when underwriting questions and issues cannot be resolved with the first and second tier inspections.

Overall, risk visualization creates a more efficient underwriting inspection process by providing TWIA underwriters with a greater volume of accurate information earlier in the underwriting process than was previously available. The program will provide the following benefits applicable to coverage and eligibility:

- (1) Improve assessments of property insurability and assist in determining adequacy of insurance and accurate premium for each risk;
- (2) Increase total number of properties inspected annually while lowering the average cost per policy;
- (3) Maximize the efficient use of budgeted inspection dollars by more specifically targeting properties requiring onsite inspection;
- (4) Identify potential building code non-compliance and unrepaired damage; and

(5) Identify other underwriting concerns related to the general condition of the structure.

This program is being implemented in conjunction with Claims and will leverage resources across the organization. Additional benefits of the program include positive impacts on downstream claims loss costs, processing time and reduced opportunities for fraud. The Claims Department also utilizes the high-resolution photos and roof measurements in the Claims process. A sample risk management report is included in [Appendix A](#).

### Quality Assurance & Training

The reorganization of Underwriting also includes developments and improvements in Quality Assurance and Training (QA&T), a function of the Shared Services segment. The purpose of the QA&T function is to ensure department processes and procedures are properly documented, to verify the correct eligibility decisions are being made by adherence to those procedures, and to identify training opportunities and areas for additional improvement. Each month, all underwriters receive a QA report evaluating their performance across six areas regarding processing and customer experience. The report includes production data (e.g. type and volume of work processed) as well as customer experience, accuracy, and thoroughness. The QA goal for 2014 is to achieve a 90% QA score for the entire department by year end. Results for May and June meet expectations with scores of 90.4% and 94.7% respectively.

### Rulemaking Authority

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Section 2210.008 provides the Commissioner of Insurance general rulemaking authority to issue any orders necessary to implement Section 2210. On June 23, 2014, TDI filed amendments to rules 5.4200 and 5.4202 which pertain to the one-year claim filing deadline for policyholders outlined in sections 2210.205 and 2210.543. The proposed amendments are designed to make the deadline extension process easier to understand. Public comments on the proposal are due September 3, 2014.

The following rules pertaining to TWIA operations were adopted during this reporting period:

Subject	Section Number	Adoption Filed	Effective Date
Subchapter E. Texas Windstorm Insurance Association. Proposed <b>Repeal</b> Regarding Loss Funding	<a href="#">5.4131 and 5.4132</a>	05/23/2014	06/12/2014

Subchapter E. Texas Windstorm Insurance Association. Proposed New and Amended Loss Funding	<a href="#">5.4101, 5.4102, 5.4121, 5.4123-5.4128, 5.4133, 5.4135, 5.4136, 5.4141-5.4147, 5.4148, 5.4149 and 5.4164</a>	05/23/2014	06/12/2014
Subchapter E. Texas Windstorm Insurance Association. Proposed <b>Repeal</b> Regarding Premium Surcharge	<a href="#">5.4183</a>	05/23/2014	06/12/2014
Subchapter E. Texas Windstorm Insurance Association. Proposed Amendments to Premium Surcharge	<a href="#">5.4171-5.4173, 5.4182, 5.4184-5.4187, 5.4189-5.4192</a>	05/23/2014	06/12/2014

## Depopulation

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Sections 2210.009 and 2210.053(b) require TDI to develop incentive programs to encourage authorized insurers to write insurance voluntarily to minimize the use of the Association as a means to obtain insurance. Pursuant to these sections and in conjunction with TDI, TWIA is developing two initiatives: a Voluntary Coastal Wind Insurance Portal and a formal Depopulation Process.

### Voluntary Coastal Wind Insurance Portal

In August 2013, TWIA staff presented to the Board a Clearinghouse Feasibility Study which examined various alternatives to encourage authorized insurers to voluntarily write business currently with TWIA. The study recommended the creation of a clearinghouse, formally named the Voluntary Coastal Wind Insurance Portal, an online facility where insurers could obtain detailed information about current TWIA policies. The clearinghouse would allow insurers to identify those policies that meet their respective underwriting standards and could be written in the voluntary market. The Board formed a sub-committee and assembled a working group of stakeholders to review and evaluate the clearinghouse concept. After several meetings of the working group and the subcommittee, the Portal was approved at the May 21, 2014 Board meeting. TWIA has updated its privacy policy to allow for the release of certain non-public information as part of the Portal and has communicated the updated policy to its policyholders, providing an opportunity for policyholders to limit the disclosure of this information if they choose to opt out of the Portal process. The Portal will be available to member insurers

following the conclusion of the opt out process.

## Depopulation Process

Late in 2013, TWIA was approached by an insurer offering to assume, or “take out,” over 40,000 TWIA policies. Since then, TWIA has been made aware of other insurers who may want to take out policies in a similar fashion. This type of transaction has been used effectively in Florida and Louisiana to minimize the use of those states’ residual markets. To provide an objective and transparent process, TWIA began developing a formal depopulation process to detail the requirements and procedures for these and similar proposals. The development of the process is ongoing and is expected to be completed in 2014.

## Standards of Conduct

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### Ethics & Conflicts of Interest Policy

TWIA developed and implemented a comprehensive Ethics & Conflict of Interest Policy (“Ethics Policy”) in February 2011. The policy was subsequently revised in September 2011 and April 2012 to incorporate changes mandated by HB3 and to further describe prohibited employment relationships. The Ethics Policy uses the statutory language of Sections 2210.012 and 2210.013 and states that a member of the TWIA Board of Directors, employee or contactor shall not:

- (1) Accept or solicit any gift, favor, or service that might reasonably tend to influence the member or employee in the discharge of duties related to the operation or business of the association or that the member or employee knows or should know is being offered with the intent to influence the member's or employee's conduct related to the operation or business of the association;
- (2) Accept other employment or engage in a business or professional activity that the member or employee might reasonably expect would require or induce the member or employee to disclose confidential information acquired by reason of the member's or employee's position with the association;
- (3) Accept other employment or compensation that could reasonably be expected to impair the member's or employee's independence of judgment in the performance of the member's or employee's duties related to the operation or business of the association;
- (4) Make personal investments that could reasonably be expected to create a substantial conflict between the member's or employee's private interest and the interest of the association; or
- (5) Intentionally or knowingly solicit, accept, or agree to accept any benefit for having

exercised the member's or employee's powers related to the operation or business of the association or having performed, in favor of another, the member's or employee's duties related to the operation or business of the association.

Section 2210.015, enacted in 2011, prohibits certain contracts and employment relationships. Specifically, the Association is prohibited from contracting with or employing individuals related to a Board member or current employee within the second degree of affinity or the third-degree of consanguinity. The revised Ethics Policy mirrors the Insurance Code provisions to ensure adherence to both the letter and spirit of the law, as well as to avoid even the appearance of improprieties.

## Ethics Training & Initiatives

TWIA leadership understands the importance of creating and maintaining a standard of conduct that is above reproach. In the fourth quarter of 2013, senior leadership completed strategic planning exercises to update the Association's mission, vision and 2014 objectives. One of these statements describes the Association's vision to "be a steward of the public trust and hold ourselves to a high standard of ethics." TWIA implemented the following initiatives to promote this vision, support a comprehensive Ethics Policy, and create a culture that stresses ethical behavior from the top down:

- (1) The Association has previously conducted annual stand-alone Ethics training for existing employees as well as training for new employees and contractors. In the last half of 2013, the TWIA Compliance and Human Resource teams developed a comprehensive orientation program for new employees called TWIA 101, including an hour-long module entitled Ethics Foundations. TWIA 101 includes relevant discussion of ethics and conflicts of interest, and the Association's policy and requirements. After completion, employees are able to:
  - a. Define ethics and conflicts of interest
  - b. Understand how to deal with conflicts of interest
  - c. Recognize the significance of the appearance of impropriety
  - d. Understand how ethics impacts the organization
  - e. Understand the TWIA/TFPA Ethics & Conflicts of Interest Policy
  - f. Know what types of relationships are prohibited and what types must be disclosed
  - g. Understand what gifts can be accepted, how to reject a gift, and how to complete the appropriate forms

The training was completed for all existing employees in March 2014, and all new employees and contractors in May 2014. Quarterly sessions are currently scheduled for August and November for new employees and contractors retained in the third and fourth quarters of 2014. The Association will continue to have annual Ethics refresher

training for all employees.

- (2) Since 2011, all Board members, employees, and contractors have been required to complete an Annual Certification acknowledging review of the Ethics Policy and agreeing to adhere to its terms.
- (3) At the onset of employment or at first discovery, certain business and personal relationships must be disclosed. Extra controls were implemented in the Claims Department in 2012 to ensure Claims Examiners did not issue payments to former employers.
- (4) All employees and contractors must file gift disclosures for the acceptance of permissible gifts as well as the rejection of prohibited gifts. Gift disclosures are tracked in a database and monitored to ensure compliance with limits outlined in the Ethics Policy.
- (5) The Ethics Policy is easily accessible to all employees and contractors via a desktop shortcut automatically installed on each PC on the network, as well as a shared central repository dedicated exclusively to housing the Association's policy and procedural documents.
- (6) The Association developed a database to record and monitor required certifications and training, such as the Annual Ethics Certification, gift disclosures, and training classes.
- (7) Ethics & Compliance training was incorporated into field adjuster training beginning in February 2012, and it continues to be a central theme.

## **Fraud Reporting**

Section 2210.012 also mandates that "a board member or employee of the association who reasonably suspects that a fraudulent insurance act has been or is about to be committed by any board member or employee of the association shall, not later than the 30th day after discovering the conduct, report the conduct and identity of the person engaging in the conduct to the department and may report the conduct and the identity of the person engaging in the conduct to another authorized governmental agency. The department shall forward a report received under this subsection to the authorized governmental agency in accordance with Chapter 701."

TWIA has implemented the following initiatives to ensure compliance with applicable Insurance Code provisions:



## Special Investigations Unit/Fraud Abatement

In August 2012, TWIA implemented a Claims Special Investigation program utilizing an experienced investigation firm, Veracity Research Company Investigations. The program includes mandatory and recommended Special Investigations Unit (“SIU”) referral guidelines based on industry standards and best practices. Implementation kicked off with 5 modules of in-depth training for Claims personnel regarding insurance fraud and fraud indicators. TWIA’s SIU program tracks referrals rates, results and reports made to the Texas Department of Insurance Fraud Intake Unit. Generally, wind and hail claims do not generate the number of SIU referrals and fraud reports as policies with coverage for perils like fire, theft, vandalism, etc. The following chart illustrates a sharp increase in fraud investigations and reports since 2010, evidencing TWIA’s increased focus and responsibility on fraud abatement and reporting.

Reports Filed	12/31/10	12/31/11	12/31/12	12/31/13	6/30/14
TDI Fraud	6	32	35	15	13
TDI Enforcement	5	7	24	9	2

With the utilization of Veracity Research, reporting levels moderated in 2013, reflecting a more sophisticated assessment by the vendor of the “reasonable suspicion of fraud” standard.

To ensure TWIA stays abreast of current trends and information regarding insurance fraud, key personnel attend the Texas Department of Insurance Annual Fraud Conference. Additionally, key personnel with TWIA and TDI’s Fraud and Enforcement Units meet periodically to discuss ongoing cases, trends and issues. TWIA is currently in the process of expanding the SIU and fraud abatement program to the Association’s underwriting functions as well and has conducted several training sessions with VRC and underwriters in 2014.

## Whistleblower Policy

As part of TWIA’s comprehensive Ethics Policy and commitment to creating a culture where unethical behavior can be reported and properly addressed, TWIA created an anonymous Whistleblower Policy in February 2011. TWIA contracts with a third-party vendor to provide anonymous hotline reporting of fraud or ethics violations. Monthly reports are transmitted by the vendor to the Association’s General Counsel, Compliance Director, and General Manager. To date, we have received zero reports.

## Annual Statement

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Section 2210.054 requires TWIA to file annually with TDI and the State Auditor's Office a financial statement summarizing the transactions, conditions, operations, and affairs of the Association during the preceding year.

The statutory balance sheet shows the financial position of TWIA at the end of 2013 compared

to June 30, 2014. The statutory income statement shows a comparison between YTD actual and budgeted revenues and expenses.

<b>TEXAS WINDSTORM INSURANCE ASSOCIATION</b>		
<b>Statutory Balance Sheet (000's omitted)</b>		
	<b>June-14</b>	<b>December-13</b>
<b>Admitted Assets</b>		
Cash and short term investments	\$ 555,283	\$ 439,193
Premiums receivable & other	1,082	1,039
Amounts recoverable from reinsurers	-	-
<b>Total admitted assets</b>	<b>\$ 556,365</b>	<b>\$ 440,231</b>
<b>Liabilities, Surplus and other funds</b>		
<b>Liabilities:</b>		
Loss and Loss adjustment expenses	\$ 120,963	\$ 132,959
Underwriting expenses payable	14,305	10,366
Unearned premiums, net of ceded unearned premiums	135,511	234,739
Ceded reinsurance premiums payable	82,789	24,745
Principal & Interest Payable - Debt	-	-
Provision for reinsurance	6,533	-
Other payables	33,822	14,592
Statutory fund payable	162,442	22,830
<b>Total liabilities</b>	<b>556,365</b>	<b>440,231</b>
<b>Surplus and others funds</b>		
Unassigned surplus (deficit)	-	-
<b>Total liabilities, surplus and other funds</b>	<b>\$ 556,365</b>	<b>\$ 440,231</b>
<b>Balance in CRTF</b>	<b>\$ 212,272</b>	<b>\$ 186,183</b>

<b>TEXAS WINDSTORM INSURANCE ASSOCIATION</b>				
<b>Statutory Income Statement (000's omitted)</b>				
	<b>for the six months ended June 30,</b>			
	<b>Actuals - 2014</b>	<b>Budget - 2014</b>	<b>Variance - 2014</b>	<b>Actuals - 2013</b>
<b>Premiums Written:</b>				
Direct	\$ 239,387	\$ 248,850	\$ (9,463)	\$ 234,654
Ceded	(117,268)	(113,933)	(3,335)	(114,700)
Net	122,119	134,917	(12,798)	119,954
<b>Premiums Earned:</b>				
Direct	\$ 235,924	\$ 237,676	\$ (1,752)	\$ 221,481
Ceded	(14,577)	(18,989)	4,412	(64,285)
Net	221,347	218,687	2,660	157,195
<b>Deductions:</b>				
Direct Losses and LAE Incurred	4,855	64,192	(59,337)	84,239
Direct Losses and LAE Incurred - Ike & Dolly	0	0	0	(35,000)
Ceded Losses and LAE Incurred	0	0	0	0
Operating Expenses	13,239	14,062	(823)	11,320
Commission Expense	38,296	39,816	(1,520)	37,553
Ceding commissions / brokerage	(6,025)	(8,614)	2,589	(8,676)
Premium / Maintenance Tax	4,719	4,828	(109)	4,481
Total Deductions	55,085	114,284	(59,199)	93,917
<b>Net Underwriting Gain or (Loss)</b>	<b>166,263</b>	<b>104,403</b>	<b>61,859</b>	<b>63,278</b>
<b>Other Income or (Expense):</b>				
Gross Investment Income	523	605	(82)	589
Interest Expense on Debt	0	(2,336)	2,336	0
Debt Issuance & Other Investment Expenses	(564)	(1,545)	981	(87)
Sales Tax Refund and Other Income (Expense)	3,770	0	3,770	11
Total Other Income or (Expense)	3,728	(3,276)	7,004	512
<b>Net Income (Loss)</b>	<b>\$ 169,991</b>	<b>\$ 101,127</b>	<b>\$ 68,864</b>	<b>\$ 63,790</b>
<b>Surplus (Deficit) Account:</b>				
Beginning Surplus (Deficit)	0	0	0	(182,979)
Net Income (Loss)	169,991	101,127	68,864	63,790
Change in Provision for Reinsurance	(6,533)	(6,000)	(533)	11,018
Change in nonadmitted assets & deferred taxes	(1,016)	(1,450)	434	(977)
Other	0	0	0	0
Statutory Fund Cost	(162,442)	(93,677)	(68,765)	0
Ending Surplus (Deficit)	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (109,148)</b>
<b>Key Operating Ratios:</b>				
<b>Direct:</b>				
Loss & LAE Ratio	2.1%	27.0%	-25.0%	22.2%
<b>UW Expense Ratio:</b>				
Acquisition	18.0%	17.9%	0.0%	17.9%
Non Acquisition	5.6%	5.9%	-0.3%	5.1%
UW Expense Ratio	23.6%	23.9%	-0.3%	23.0%
Combined Ratio	25.6%	50.9%	-25.2%	45.3%
<b>Net:</b>				
Loss & LAE Ratio	2.2%	29.4%	-27.2%	31.3%
<b>UW Expense Ratio:</b>				
Acquisition	18.8%	18.8%	-0.1%	22.5%
Non Acquisition	6.0%	6.4%	-0.4%	7.2%
UW Expense Ratio	24.7%	25.3%	-0.5%	29.7%
Combined Ratio	26.9%	54.6%	-27.7%	61.0%

## Examination of Association

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Section 2210.057 states that the Association is subject to examination by TDI pursuant to Sections 401.051, 401.052, 401.054-401.062, 401.151, 401.152, 401.155, and 401.156 and Subchapter A, Chapter 86. Accordingly, TDI commenced a financial audit of the Association in November 2013. TWIA has cooperated fully with Department auditors and there have been no material deficiencies communicated to Association management to date. Field work is expected to be completed in late July with a draft and final reports following in the third and fourth quarters, respectively.

## State Auditor's Office Examination

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Section 2210.058 states “the association is subject to audit by the state auditor and shall pay the costs incurred by the state auditor in performing an audit under this section.”

The State Auditor's Office (SAO) concluded in their August 1, 2012 final report that “the Texas Windstorm Insurance Association (Association) has improved its processing of claims. The Association also has controls to help produce accurate financial information, ensure accountability for Association funds, and adequately support and authorize non-claims-related expenditures.” The SAO Report identified 13 observations and recommendations which resulted in 15 corrective measures. Implementation of these measures is 100% complete with the exception of one IT-related item scheduled for implementation with Policy Center.

Additionally, TWIA was required to submit status reports to the State Auditor's Office. TWIA has submitted all reports requested by SAO, including the status of the IT implementation on 11/30/2012, 5/31/2013, 11/29/13, and 5/30/2014, as well as the status of the Association-wide implementation plan on 2/1/2013. The SAO has advised that no further reporting is required.

## Catastrophe Funding

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Subchapter B-1 of Chapter 2210 (Sections 2210.071 – 2210.075) describe the different sources of funding available to pay TWIA losses. Those sources are, in order:

- TWIA premiums and other revenue
- Available reserves and amounts in the Catastrophe Reserve Trust Fund (“CRTF”)
- Up to \$1 billion in Class 1 public securities, to be repaid by TWIA premiums
- Up to \$1 billion in Class 2 public securities, to be repaid by surcharges on coastal property policies and assessments of TWIA member companies
- Up to \$500 million in Class 3 public securities, to be repaid by assessments of TWIA member companies

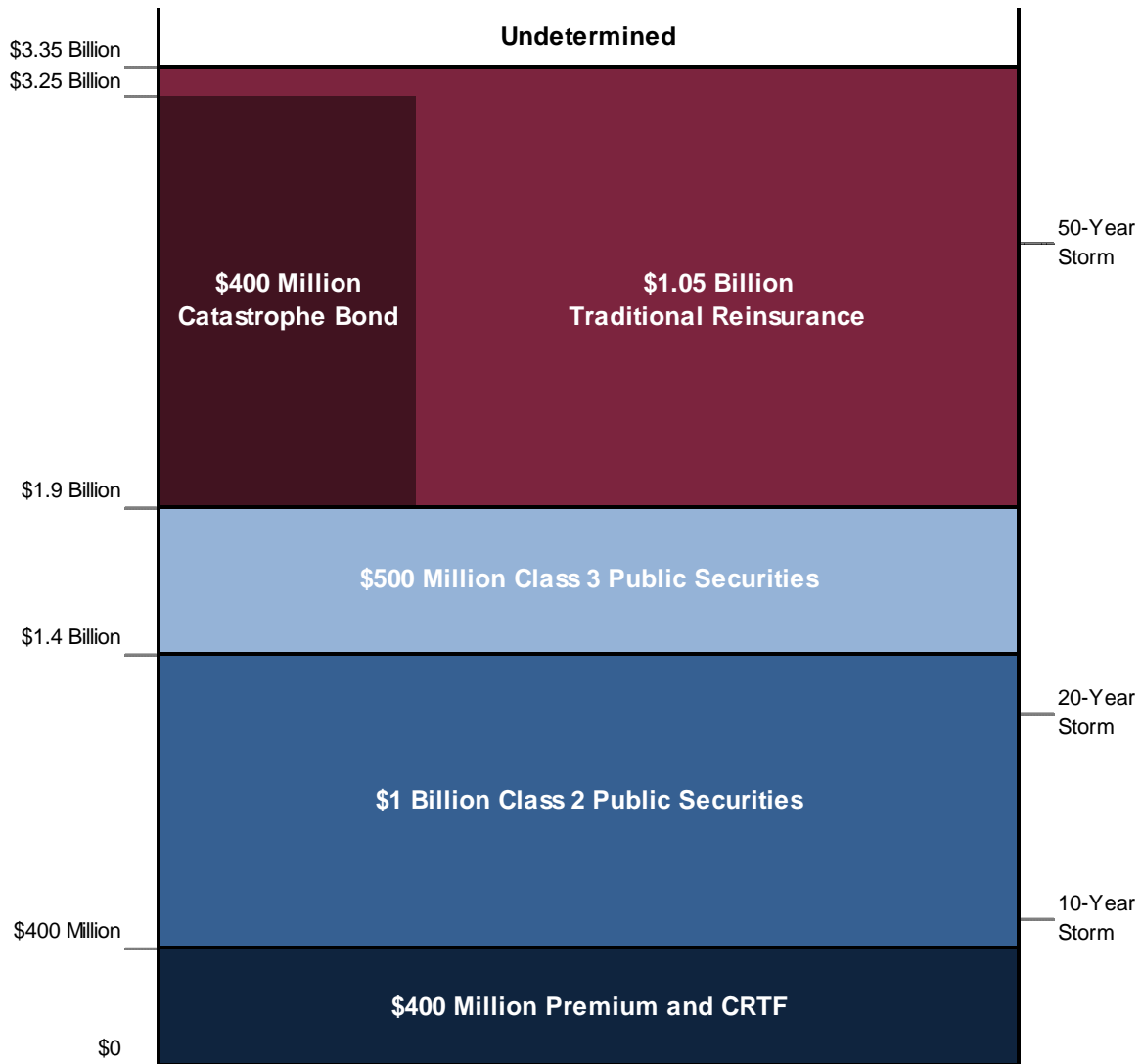
Additionally, reinsurance may be purchased in addition to or in concert with the trust fund and public securities.

TWIA staff is working with the Texas Public Finance Authority (“TPFA”) and TDI to make all necessary preparations for the issuance of public securities.

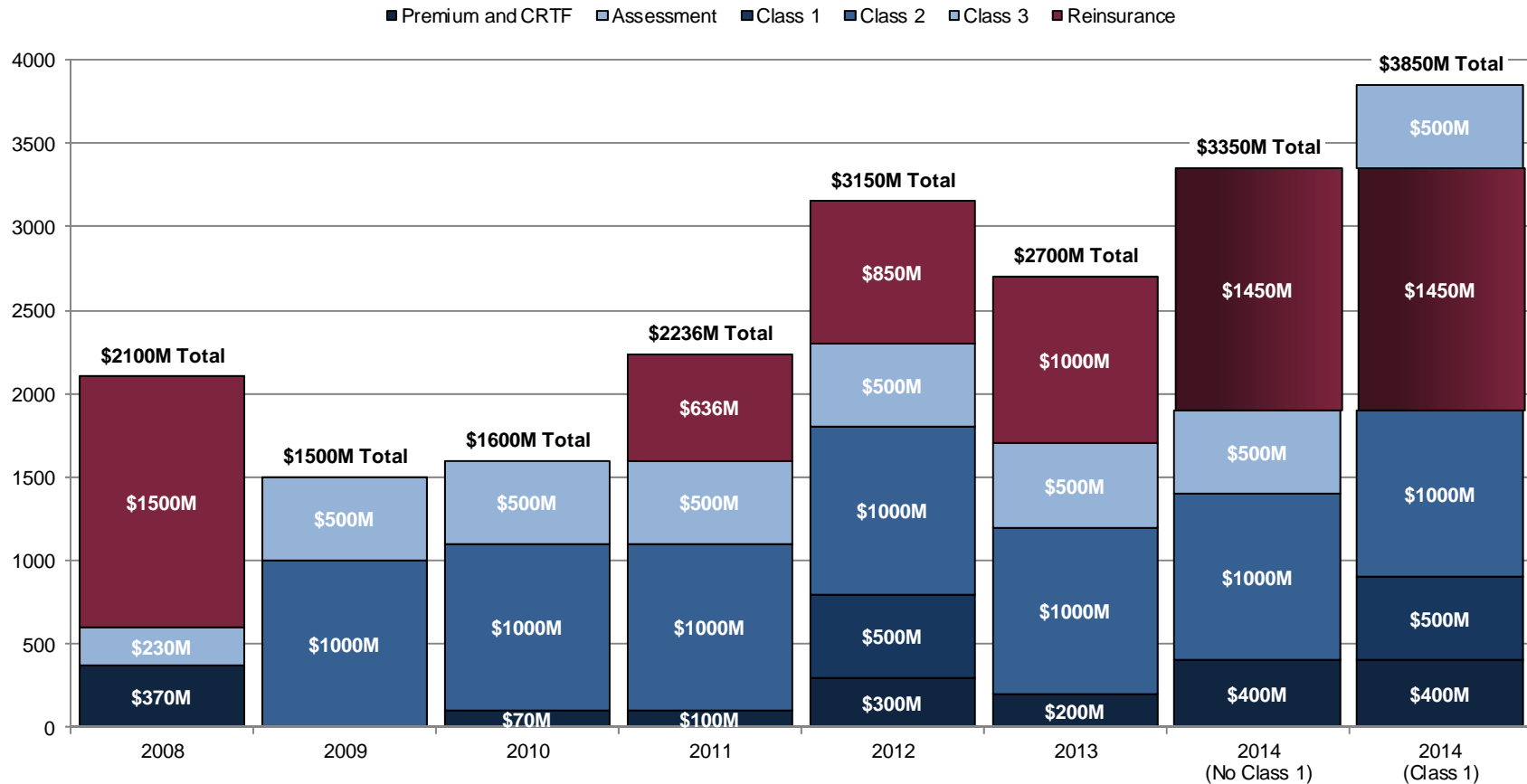
As part of these preparations, TWIA continues to work toward the issuance of \$500 million in pre-event Class 1 public securities, as approved by TDI on May 28, 2014. These pre-event securities would provide instant liquidity (claims-paying ability) and would increase total funding by \$500 million.

TWIA has also completed the renewal of the catastrophe reinsurance program. This program provides funding for TWIA losses above a negotiated attachment point, extending the total funding of the Association. TWIA obtained \$1.45 billion in reinsurance coverage for the 2014 hurricane season.

Total projected funding for the 2014 hurricane season, without the Class 1 pre-event public securities, is illustrated by the following chart:



TWIA continues to add to the CRTF and utilize all available tools to improve our funding each year. The total funding of \$3.35 billion would be sufficient to fund over 98% of all modeled catastrophe events and is greater than any previous year's funding since 2008, as shown in the exhibit below.



- Notes:
- Funding for 2008 shown as it existed for Hurricane Ike, post-Hurricane Dolly; unlimited additional funding available via reimbursable assessments.
  - Funding for 2009-2011, 2013 assumes \$0 Class 1 Public Securities issuable.
  - Funding for 2012 includes \$500 Million Class 1 Public Securities (BAN).
  - Funding for 2014 shown with and without \$500 Million in pre-event Class 1 Public Securities.

## Board Composition

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Under Section 2210.102, the Board of Directors is composed of ten members (9 voting members and 1 non-voting member) appointed by the commissioner to include four public members from tier one counties, four members who must be representatives of the insurance industry, one member from a non-seacoast county, and one licensed engineer.

Insurers who are members of the Association shall nominate, from among those members, persons to fill any vacancy in the four seats reserved for representatives of the insurance industry. The Board shall solicit nominations from the member insurers and submit the nominations to the commissioner. The nominee slate submitted to the commissioner must include at least three more names than the number of vacancies. The commissioner shall appoint insurance industry representatives from the nominee slate.

All Board positions are currently filled. The membership of the Board of Directors is:

<b>Name</b>	<b>Position</b>
Richard Clifton Craig, <i>Vice Chairman</i>	Public Member from Non-Seacoast Territory
Steven Lawrence Elbert	Public Member & Agent from Tier 1 County
William David Franklin, Sr.	Non-voting Member, Licensed Engineer
Lyndell Haigood	Member of the Insurance Industry
Michael Gerik, <i>Secretary/Treasurer</i>	Member of the Insurance Industry
Ron Lawson	Member of the Insurance Industry
Georgia R. Neblett, <i>Chairman</i>	Public Member from Tier 1 County
Michael O'Malley	Member of the Insurance Industry
Gene Seaman	Public Member from Tier 1 County
Edward James Sherlock III	Public Member & Agent from Tier 1 County

## Open Meetings Act

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Section 2210.105 requires that, except for an emergency meeting, the Association shall notify TDI not later than the 11th day before the date of a meeting of the Board of Directors or of the members of the Association, and, not later than the seventh day before the date of a meeting of the Board of Directors, post notice of the meeting on TWIA's and TDI's websites. Section 2210.105 requires, except for a closed meeting authorized by Subchapter D, Chapter 551, Government Code (Texas Open Meetings Act), a meeting of the Board of Directors or of the members of the Association to be open to the commissioner or the commissioner's designated representative and the public. Section 2210.105 requires that TWIA broadcast live on its Internet website, all meetings of the Board of Directors, other than closed meetings, and maintain on its Internet website an archive of meetings of the Board of Directors. A recording of a meeting must be maintained in the archive on the website up to the second anniversary of



the broadcast. Section 2210.108 provides, except as specifically provided by Chapter 2210 or another law, TWIA is subject to Chapter 551 Texas Government Code, the Texas Open Meetings Act.

The Association continues to meet the requirements of the Open Meetings Act by complying with posting requirements for meetings of the Board of Directors and its subcommittees, as well as live broadcasting of meetings and archival of those meetings for later viewing on our website. TWIA meetings occurring within the time of this Report Card include:

<b>Date</b>	<b>Type of Meeting</b>	<b>Location</b>	<b>In Compliance</b>
05/08/2014	Interim Board Meeting	Austin	Yes
05/21/2014	Quarterly Board Meeting	Austin	Yes

The meetings were broadcast live and are currently archived for viewing on TWIA's website ([www.twia.org](http://www.twia.org)). Although it is not a legal requirement, TWIA also began posting and archiving the materials for each meeting online during this reporting period.

The next meeting of the Board of Directors is scheduled for August 12, 2014 in Galveston.

## Public Information Act

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Section 2210.108 provides that, except as specifically provided by Chapter 2210 or another law, TWIA is subject to Chapter 552 Texas Government Code, the Texas Public Information Act ("the Act"). TWIA receives and responds to requests in accordance with the Act. The following table shows the number of requests received, withdrawn, and referred to the Office of the Attorney General (OAG) for a decision under the Act for 2011, 2012, 2013, and year to date 2014.

	As of 12/31			As of Month End						
	2011	2012	2013	1/31	2/28	3/31	4/30	5/31	6/30	YTD
<b>Total Requests Received</b>	108	182	162	12	23	13	21	12	15	96
<b>Number of Requests Withdrawn</b>	7	16	14	1	0	2	5	2	2	12
<b>Number of OAG Rulings Requested</b>	10	20	26	4	0	3	1	1	1	10
<b>% of Requests sent to OAG</b>	9.3%	11%	16%	33%	0%	23%	5%	8%	7%	10%

As illustrated in the table above, requests increased 68.5% from 2011 to 2012 and decreased 11% from 2012 to 2013. Based on the volume of requests received in the first six months of 2014, public information requests are on pace for 18.5% annual growth. Increased media attention, litigation activity, and public interest have contributed to the increase in the number of requests received over the past several years.

## Plan of Operation

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Sections 2210.151 - 2210.153 provide that, with the assistance of the Board of Directors, the Commissioner of Insurance by administrative rule will adopt a plan of operation to provide windstorm and hail insurance in the catastrophe areas. The Plan of Operation must include:

- (1) A plan for the equitable assessment of the members of the association to defray losses and expenses;
- (2) Underwriting standards;
- (3) Procedures for accepting and ceding reinsurance;
- (4) Procedures for obtaining and repaying amounts under any financial instruments authorized under this chapter;
- (5) Procedures for determining the amount of insurance to be provided to specific risks;
- (6) Time limits and procedures for processing applications for insurance; and

(7) Other provisions as considered necessary by the department to implement the purposes of this chapter.

(8) The plan of operation may provide for liability limits for an insured structure and for the corporeal movable property located in the structure.

The Plan of Operation is found in the Texas Administrative Code, Title 28, Chapter 5, Subchapter E. TWIA, with assistance from TDI, is undertaking a comprehensive review and update of the Plan of Operation. The revised Plan will be more concise and easier to use.

## Insurance Coverage

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### Coverage Requirements

Sections 2210.201-2210.203 further describe TWIA coverage and eligibility requirements and include provisions prohibiting TWIA from issuing policies for properties without flood insurance or that can otherwise be insured in the voluntary market. Section 2210.202(b)(2) further requires a statement that the agent acting on behalf of the applicant possesses proof of the inability to obtain substantially equivalent insurance coverage for the perils of windstorm and hail from the private market, as well as proof of flood insurance coverage or unavailability of that coverage.

In 2013, the Underwriting Department began developing an Agency Audit program to verify compliance with the declination and flood insurance requirements. The audit will be an ongoing process during which TWIA will review a sample of in-force policies from randomly selected agents and request the documents agents are required to retain evidencing proof of flood insurance and refusal to insure from a voluntary market insurer. Staff continues to develop the audit methodology and communication plan for implementation later in 2014.

### Issuance of Policies

Under Section 2210.203, if the Association determines that the property for which an application for initial insurance coverage is made is insurable property, the Association, on payment of the premium, shall direct the issuance of an insurance policy as provided by the plan of operation. A policy is issued for a one-year term and may be renewed annually on application for renewal as long as the property continues to be insurable property. Below are charts illustrating the number of policies currently in-force, the direct liability associated with those policies, and premiums written year-to-date:

*POLICIES IN-FORCE*

Policy Type	As of 6/30/13	As of 6/30/14	Change from Prior Year
Mobile Home	902	969	7.43%
Residential	252,117	252,184	0.03%
Commercial	13,092	12,984	-0.82%
Totals	266,111	266,137	0.01%

*DIRECT LIABILITY*

Policy Type	As of 6/30/13	As of 6/30/14	Change from Prior Year
Mobile Home	\$41,754,188	\$46,967,801	12.49%
Mobile Home	\$43,158,407	\$47,763,781	10.67%
Residential	\$62,194,301,193	\$64,183,083,896	3.20%
Commercial	\$12,613,513,371	\$12,067,174,722	-4.33%

*WRITTEN PREMIUMS (YTD)*

Policy Type	As of 6/30/13	As of 6/30/14	Change from Prior Year
Mobile Home	\$258,721	\$308,897	19.39%
Mobile Home	\$522,463	\$594,264	13.74%
Residential	\$174,520,328	\$181,964,907	4.27%
Commercial	\$55,832,444	\$55,578,867	-0.45%

## Compliance with Building Codes

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Sections 2210.251, 2210.258 - 2210.260 set forth the building code and inspection requirements for eligibility in the Texas Windstorm Insurance Association and provide for limited exceptions. In accordance with these sections, TWIA requires a certificate of compliance (WPI-8) issued by the Texas Department of Insurance on all structures constructed, altered, remodeled, enlarged, repaired, or to which additions have been made on or after January 1, 1988. A noncompliant residential structure insured by the Association that has been approved for insurability under the approval process regulations in effect on September 1, 2009 is subject to an annual premium surcharge of 15% of the policy premium. These surcharges are deposited directly into the Catastrophe Reserve Trust Fund. The following tables show the number of TWIA policies currently in-force as of June 30, 2014 under the various compliance standards and the total surcharge amounts deposited into the CRTF each year, through June 30, 2014:

<b>Compliance Standard</b>	<b>Policies In-Force</b>	<b>Year</b>	<b>Surcharges</b>
Certificate of Compliance (WPI-8)	227,293	2011	\$6,675,047
WPI-8 Waiver	38,818	2012	\$7,408,157
		2013	\$7,233,546
		2014	\$3,254,108

The 83rd Texas Legislature enacted Senate Bill 1702, which amended the surcharge program for non-compliant structures and repealed the Alternative Eligibility Program. The bill also requires structures insured by the Association on or after December 31, 2015, to comply with the applicable windstorm building code standards.

## Rates

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Pursuant to Section 2210.352, not later than August 15 of each year, the Association shall file with TDI a proposed manual rate for all types and classes of risks written by the Association. On August 15, 2013, TWIA submitted a uniform 5% rate increase. Under 2210.352(a-1), TWIA may file and use a 5% rate increase without approval by the Commissioner of Insurance. The rate increase was effective on January 1, 2014.

In its August 2013 rate filing, TWIA had indicated rate needs as follows:

Rate Component	TWIA Rate Indications	
	Residential	Commercial
(1) Non-Hurricane Loss & LAE Ratio	9.4%	6.9%
(2) Hurricane Loss & LAE Ratio		
Experience	45.8%	51.1%
Modeled	58.2%	55.0%
Combined	52.0%	53.1%
(3) Net Cost of Reinsurance	15.6%	15.6%
(4) Other Fixed Expenses	4.6%	4.6%
Total Indicated Loss & LAE Ratio	81.6%	80.2%
(5) Contribution to CRTF	20.0%	20.0%
(6) Other Variable Expenses	18.0%	18.0%
Variable Permissible LLAE Ratio	62.0%	62.0%
Indicated Rate Change	+32%	+29%
Filed Rate Change	+5%	+5%
Remaining Indicated Rate Change	+26%	+23%

**Notes:**

- (1) Residential ratio based on industry losses over last 10+ years  
Commercial ratio based on TWIA losses over last 10+ years
- (2) Combined ratio selected giving equal weight to experience and modeled losses  
Experience projected using long-term historical frequency and industry experience  
Model results projected using long-term frequency
- (3) Based on the net cost of reinsurance after accounting for potential recoveries
- (4) Includes general operating expenses of the Association
- (5) Selected to generate increased contributions to the CRTF
- (6) Includes commissions, taxes, licenses, and fees

## Catastrophe Plan

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Section 2210.455 requires the Association, not later than June 1 of each year, to submit to the commissioner, the legislative oversight board, the governor, the lieutenant governor, and the speaker of the house of representatives a catastrophe plan covering the period beginning on the date the plan is submitted and ending on the following May 31. As required, TWIA submitted the 2014 Annual Report Card, including the Catastrophe Plan, on June 1, 2014. The report is available on TWIA's website [www.twia.org](http://www.twia.org).

The level of detail in TWIA's current catastrophe event planning has exponentially increased over that of 2008 and prior years. Prior to 2012, leadership prepared only a conceptual outline which was updated infrequently and lacked detailed information about available resources and ability to scale for larger events. TWIA is constantly improving the Association's claims resource capacity and ability to respond promptly and effectively to catastrophic claims situations. Claims leadership conducts frequent catastrophe planning meetings to update the CAT Plan with information learned from real and modeled events. The result is a dynamic document that provides detailed information regarding:

- roles and responsibilities for Claims and all other TWIA departments;
- information regarding available resources;
- details for scalability for larger events including pre- and post-event loss projection and staffing modeling tools; and
- operational guidelines and directives for TWIA's response to a catastrophe.

TWIA has implemented communications initiatives to educate and inform stakeholders regarding TWIA's capabilities and planned response before, during and after a storm. Staff made presentations of the CAT Plan to the Commissioner of Insurance and other TDI staff and Legislative staff during this reporting period.

### Testing

TWIA has activated the CAT Plan six times since January 1, 2012 for localized wind and hail events and has updated the plan based on information learned from these various events. TWIA also recently tested the CAT Plan in an enterprise-wide table top exercise in June 2014. Each department presented a response to a formulated storm scenario based on the roles and responsibilities outlined in the Plan. Results showed high level of enterprise readiness with no significant findings.

### TWIA Claims Performance Metrics

TWIA's commitment to planning and proficiently executing the plan is evidenced by quality assurance (QA) scores and policyholder satisfaction levels. TWIA's Customer Care Survey

(CCS), initially implemented in April 2012, is available to policyholders on TWIA’s website and by scanning QR codes on payment letters that link to the Customer Care Survey. QA scores are the result of quality assurance evaluations of claim files. Analysts conduct monthly reviews of each Claims Examiner’s files. Claim files are evaluated for adherence to guidelines for regulatory compliance, coverage analysis, loss investigation, loss valuation, appropriate reserving. The following exhibit illustrates the improvements management has implemented in both claims handling and policyholder customer service.

	Quarterly Summary				Monthly Summary			YTD
Metric	3Q-13	4Q-13	1Q-14	2Q-14	4/14	5/14	6/14	2014
QA Score	98%	96%	95%	93%	94%	95%	90%	94%
CCS Score	4.62	4.52	4.84	4.51	4.45	4.56	4.53	4.68

Both the QA scores and the Customer Care Surveys exceed internal Association standards for all reporting periods shown.

## Key Performance Indicators

The Key Performance Indicators listed in the chart below measure the total number of days from receipt of a claim, or First Notice of Loss, to when TWIA issues payment (cycle time), as well as Complaint Ratio, which represents the percentage of TDI complaints to claims filed.

	Quarterly Summary				Monthly Summary			
	3Q-13	4Q-13	1Q-14	2Q-14	4/14	5/14	6/14	2014
Cycle Time	6.6	6.8	6.9	8	7.6	7.8	8.6	7.4
TDI Complaints	5	5	3	2	2	0	0	5
Complaint Ratio	0.40%	0.26%	0.43%	0.26%	0.74%	0.00%	0.00%	0.34%

## Limits of Liability

Under Subchapter K of Chapter 2210 (Sections 2210.501 – 2210.504), TWIA is required to propose inflation adjustments to the maximum liability limits under a windstorm and hail policy. On September 30, 2013, TWIA made a filing with the Texas Department of Insurance for an increase in its maximum liability limits for 2014, based on increased construction costs as reflected in the BOECKH Index. The Commissioner of Insurance issued an order denying the increase in limits on November 19, 2013, citing the cumulative increases in limits since 2005. As such, maximum limits for 2014 are:



Dwellings and individually owned townhouses	\$1,773,000
Contents of an apartment, condominium, or townhouse	\$374,000
Commercial structures and associated contents	\$4,424,000

## Certain Appeals and Other Actions

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### Appeals

Under the previous law, an insured could dispute a claim decision by filing an appeal with the Commissioner of Insurance and presenting the dispute to the State Office of Administrative Hearings (“SOAH”). Section 2210.551 now limits the availability of appeals through the SOAH process to those persons or entities that have been aggrieved by an act, ruling, or decision of the Association that is not related to the payment of, the amount of, or the denial of a claim. As a result, all correspondence to insureds communicating a claims decision has been revised to reflect rights and responsibilities as provided under current law.

### Voluntary Arbitration & Certain Coverage and Claims Disputes

Section 2210.554 allows TWIA to offer an “Arbitration Endorsement” to its policyholders in a form to be prescribed by the Commissioner of Insurance. If a policyholder elects to include this endorsement in their policy, they will be required to submit any dispute involving an act, ruling, or decision of the Association relating to the payment of, the amount of, or the denial of the claim to a binding arbitration process under rules established by the Commissioner of Insurance. Once the form, rules, and procedures are adopted by TDI the Association will begin offering the endorsement.

### Claims: Settlement and Dispute Resolution

HB3 made significant changes to both the process by which insureds can dispute the decisions of the Association relating to the payment of, the amount of, or the denial of a claim, and the remedies available to the insured. First, Section 2210.014 made Insurance Code Chapters 541 (bad faith) and 542 (Prompt Pay Act) inapplicable to TWIA claims, and Section 2210.572(c) made the Deceptive Trades & Practices Act inapplicable to TWIA. These were three of the main causes of action asserted by insureds who sued TWIA alleging claims were underpaid or settled in bad faith. Instead, new provisions of Chapter 2210, Subchapter L-1, provide the process for claims decisions, payments and disputes.

All Claims personnel have been trained on the new claim-handling procedures and deadlines included in HB3. Claims decision letters have been revised to provide clear notifications of the portions of a claim the Association has accepted or denied in full or in part, as required by Section 2210.573(d). Claims decision letters also include descriptions of the procedures to dispute accepted or denied claims and provide forms that insureds can use to begin the dispute resolution process, as required by Section 2210.573(e)-(g).

Below is a table listing data, as of June 30, 2014, regarding claims subject to the HB3 dispute resolutions.

Disputed HB3 Claims							
Dispute Frequency			Type of Dispute*				
Total Claims	Disputed Claims	% of Disputed Claims	Appraisals	Suits	LORs – Not in Appraisal**	Mediation	TDI & Other Complaints
14,005	145	1.04%	80	13	17	12	30

\* A single disputed claim may have more than one type of dispute.

\*\*Letter of Representation

The table above represents information for all HB3 claims filed since inception of HB3 in late 2011. Dispute frequency tracks the total number of HB3 claims, the number of claims in which the policyholder is disputing the claims disposition for any reason, and the ratio of disputed claims to total claims.

## Appraisal and Rulemaking

All disputes regarding a claim that is accepted by the Association must be submitted to an appraisal process pursuant to Section 2210.574. The Department adopted rules to govern this appraisal process. TWIA continues to work with TDI to implement the rules regarding the appraisal process.

## Ombudsman Funding and Program

Section 2210.582 directed the TDI to establish an Ombudsman Program to assist TWIA policyholders in understanding and navigating the claims process. TDI established the Coastal Outreach and Assistance Services Team (“COAST”) Program and adopted rules relating to its function on March 19, 2012. Even before the formal adoption of the rules, at 28 TAC §5.4201, TWIA revised its claims correspondence to advise insureds of the program and provide contact information in English and Spanish. TWIA fully funds the COAST program based on the budget provided by TDI each March.

Communications staff has cultivated a strong relationship with TDI’s TWIA Ombudsman, a position created by HB3. TWIA continues to work closely with the Ombudsman to implement and develop an outreach program to promote policyholder education in the coastal areas. Currently, staff attends a variety of events, primarily hosted by area chambers of commerce and other local organizations. Presentations have focused on internal changes at TWIA, eligibility and coverage issues, WPI-8s and surcharges, as well as what to expect from the claims process and important changes resulting from HB3.

Ultimately the program will include targeted strategies designed to achieve different objectives in the coastal areas. Staff is developing standard templates for three different outreach

engagement formats, including presentations to deploy to affected areas post-storm, such as those conducted in Santa Fe and Hitchcock in 2013; educational presentations aimed at informing consumers of important coverage, eligibility and claims information before issues arise; and networking events during which staff makes presentations to smaller community groups with the goal of identifying community needs and organizing larger educational events. To date, TWIA has coordinated a number of successful events, including post-event meetings with Santa Fe and Hitchcock Chambers of Commerce; the Hitchcock Chamber of Commerce-sponsored Community Forum: Brainstorming the Hail Storm; educational presentations to community groups in Ingleside, Corpus, Aransas Pass, and Portland; a Q&A regarding TWIA Claims, Eligibility & Coverage and Funding issues hosted by the Rockport Chamber; and, most recently the Coastal Bend Hurricane Conference in Robstown in May.

TWIA is also considering expanding the outreach program to include meetings between executive leadership and area Chambers of Commerce and other interested community groups to discuss and solicit feedback on the issues affecting coastal residents and provide information on TWIA efforts to address those concerns.

## Annual Evaluation of Association Management

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The fifth objective outlined in 2210.107(a) is to establish, and adhere to terms of, an annual evaluation of Association management necessary to achieve the statutory purpose, Board objectives, and any performance or enterprise risk management objectives established by the Board.

Beginning January 1, 2012, TWIA's annual budget has been based upon department level budgets for which department management and their staffs are held accountable. Individual performance standards have been established for each position within the organization that reflect that accountability as well as objective measurable standards appropriate to the individual employee's responsibilities. The 2014 budget was reviewed and approved by the Board at its December 10, 2013, meeting.


The Finance Department has prepared budget conformance reports at the department level to monitor performance beginning with 2012 first quarter results. Under the current management team, TWIA has consistently performed at or below budget for controllable expenses in nearly every area since 2012.

TWIA staff is evaluated against a set of performance standards, including objective performance measures based upon their department and their individual role within their department. Each department head is accountable for his or her individual budgets, and these measures comprise a portion of the standard of performance against which they are evaluated on an annual basis. Staff within each department has similar, although not identical, objective measures against which to evaluate performance. Performance Evaluation documents reflect

these areas of accountability.

Risk Management Objectives have been established in the form of Business Continuity planning, Catastrophe Claims planning, Reinsurance, and other funding mechanisms to effectively manage the financial and human resources of the organization in meeting its established purpose.

# Appendix A: Sample Risk Management Report



**Property Risk Management Report**

Brownsville, TX 78521
September 30, 2013



**REPORT DETAILS**

Report#: 2445807

Policy:

Renoval Date: N/A

Date of Photo: 2/5/2013

Geocode:

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**BUILDING SUMMARY**

Year Built: 1935

Number of Stories: 1


Estimated Living Area: 1,263 sq. ft.

Garage (None): 0 sq. ft.

**REPORT CONTENTS**

- Report Images ..... 2
- Living Area Diagram ..... 3
- Outbuilding Diagram ..... 6
- Structural & Property Observations ..... 7

**PREPARED FOR:**  
TWIA, UV Pilot




**Property Risk Management Report**

Brownsville, TX 78521
September 30, 2013


**REPORT IMAGES**

The following aerial images show different angles of this structure for your reference. Additional images may have been used in the creation of this report and not included in this final document.

Report #: 2445807  
Geocode: 21,9081930,  
-97,4623790



North View



South View

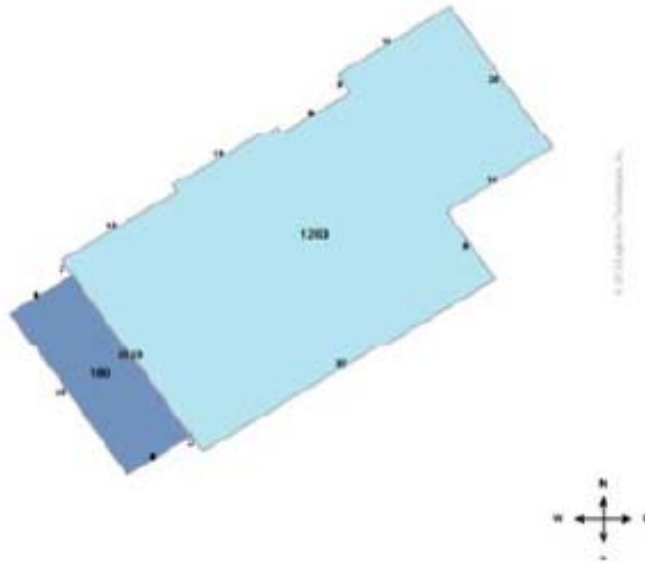
Brownsville, TX 78521 September 30, 2013

**LIVING AREA DIAGRAM** Report #: 7445807  
Geocode: 23,9691130,  
-97,4831348

Total Estimated Living Area: 1,263 sq. ft.  
Number of Stories: 1

First Floor

- Living Area
- Garage
- Porch
- Deck
- Patio
- Footprint



Brownsville, TX 78521 September 30, 2013

**STRUCTURAL & PROPERTY OBSERVATIONS** Report #: 7445807  
Geocode: 23,9691130,  
-97,4831348

CONFIDENCE RATING: ■ ■ ■ ■

- 4 - Very High: Straightforward construction, often single story, neatly-defined garage, quality images.
- 3 - High: Potential for minor discrepancies, like vaulted ceilings on two stories home, or minor tree coverage.
- 2 - Medium: Very complex construction with multiple stories often combined with poor or incomplete image sets.
- 1 - Low: Very poor or incomplete images.

STRUCTURAL OBSERVATIONS	
Year Built:	1935
Number of Stories:	1
Number of Family Structure:	Single Family
Structure Footprint:	1,443 sq. ft.
Corners:	8
Estimated Total Living Area:	1,263 sq. ft.
Garage Area:	0 sq. ft.
Garage Type:	None
Deck Area:	0 sq. ft.
Patio Area:	0 sq. ft.
Porch Area:	180 sq. ft.
Estimated Roof Pitch:	1-5
Roof Shape:	Gable
Number of Chimneys:	0
Outbuilding Count:	1
Outbuilding Total Area:	125 sq. ft.
Basement Area:	N/A
Finished Basement Area:	N/A
Basement Type:	N/A
Basement Description:	N/A

PROPERTY OBSERVATIONS	
EagleView Roof Report:	No
EagleView Wall Report:	No
Dist. to Commercial Exposure:	153 ft.
Distance to Steep Slope:	0 ft.
Distance to Water Hazard:	0 ft.
Distance to Vegetation:	0 ft.
Type of Vegetation:	None
Swimming Pool/Hot Tub:	No
Trampoline:	No
Slope on Property:	No
Cross-Sell Identification:	None
Owner Occupied:	N/A

*For more information, please see our [Disclaimer of Terms](#).*