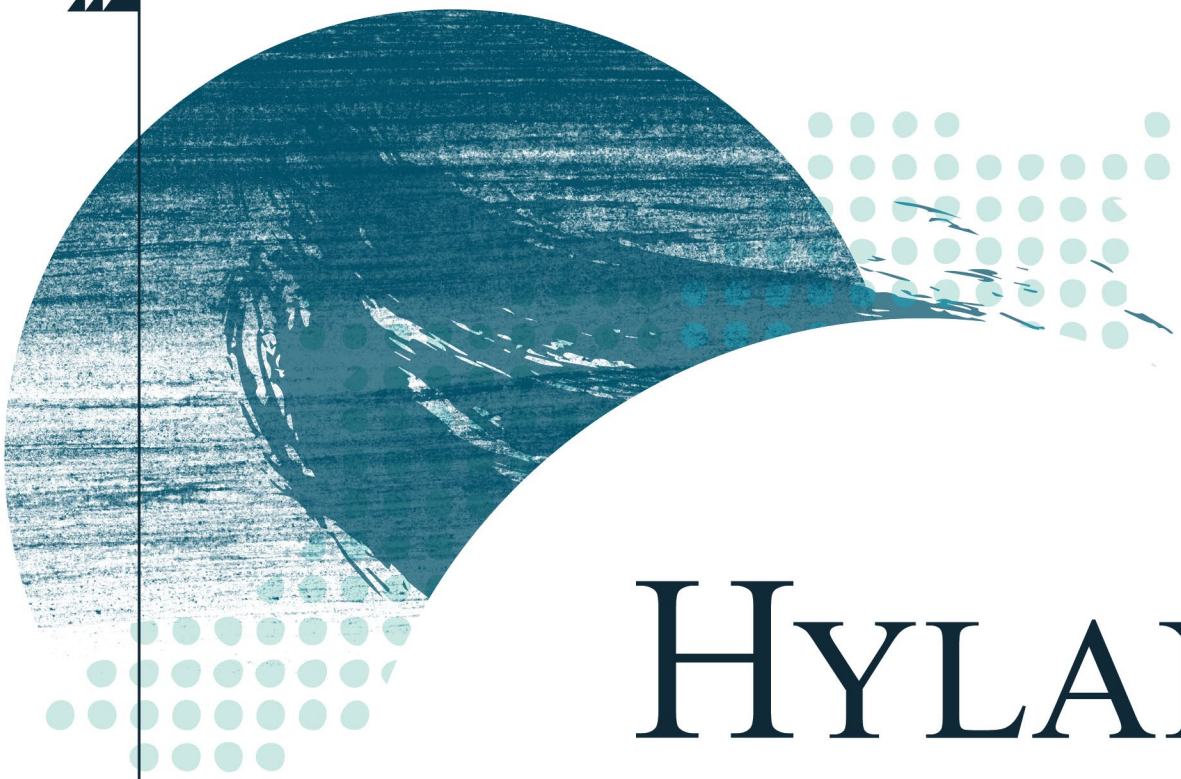
BUSINESS INSURANCE
EMPLOYEE BENEFITS
PERSONAL INSURANCE



HYLANT

CHILD WELFARE CAPTIVE SOLUTION

PROPOSAL FOR CAPTIVE FEASIBILITY

September 30, 2020

Hylant Global Captive Solutions

hylant.com



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Introduction

Thank you for granting Hylant Global Captive Solutions (Hylant GCS) the opportunity to explore the creation of a group captive solution for various Child Welfare Agencies (CWAs).

We are committed to working collaboratively with each CWA and any internal or external stakeholders necessary to achieve the stated objectives. The focus of our report will be on captive utilization for a group of CWAs interested in sharing risk. This proposal will outline Hylant GCS' capabilities for evaluating and implementing a captive solution for CWAs and our expertise in supporting the ongoing management of such captive.

We greatly appreciate the confidence that each interested agency has placed in Hylant GCS and look forward to a successful partnership. Contained in the following pages are the services that we propose to ensure the best outcome of this important project.

Sincerely,



Anne Marie Towle, CPA
Hylant Global Captive Solutions

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Child Welfare Agencies Captive Interest

BACKGROUND

The availability of appropriate and adequately priced insurance coverage for organizations in the child welfare industry has been increasingly limited over the past years. Combined with the recent hardening market and increased scrutiny and litigation within the industry, child welfare organizations are being forced to either self-insure various exposures or pay exorbitant risk transfer premiums that financially threaten their ability to operate.

This situation has served as the foundation for numerous conversations between Hylant and various state and national child placement agencies searching for alternative solutions to their current situation. One identified solution is the creation of an exclusive group captive that would formalize the self-insured retentions for these organizations, return underwriting profits to high-performing members, and ensure premiums are appropriately calculated based on each member's historical experience.

Captive Advantage

The typical insurance purchasing process for both individual organizations and large associations in your industry has become increasingly challenging. Insurers are reducing their capacity, increasing rates, or even exiting the market all together. This disruption, although frustrating, has created an opportunity for best-in-class, like-minded organizations to collaborate and participate as one group to create a solution that puts you in control over your insurance costs. Benefits of sharing risk through a regulated captive insurance company can include:

- Access to formal coverage currently unavailable in the traditional market;
- Stabilized pricing;
- Insulation from volatility caused by market disruptions;
- Control of underwriting profits;
- Potential dividend of insurance profitability; and
- The insured having greater control over the selection of vendors that manage its program, including the retention of counsel.

Proposed Captive Program

While program and structural design will be dependent on data analysis and become a core component of the overall feasibility study, it has been discussed that a Group Captive or Risk Retention Group structure could be the most beneficial for organizations in the child welfare industry. These potential structures both focus on the sharing of risk between members of the captive and leveraging better-than-average claims experience to provide a distribution of profit back to the members.

Each member will be an owner of the captive with equal voting shares, although it is customary for all or a portion of the founding members to be granted preferred shares. The captive will be managed by

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Hylant, a recognized and respected firm in the captive management industry and operated by a Board of Directors selected from and elected by captive members. Strict corporate governance and regulatory framework will be adopted to ensure the long-term success and viability of the captive.

Captive Program Coverages

We have discussed the following lines of coverage for the proposed captive:

- General Liability
- Professional Liability
- Sexual Abuse and Molestation

Understanding that the agencies will need to provide evidence of insurance, a fronting carrier will need to be incorporated into the captive design for certain policies.

Timing

Many CWAs shared their interest in proceeding with the feasibility analysis and accomplishing captive implementation within nine to twelve months. Hylant GCS is confident the captive feasibility study timeline presented the Cost and Timing Considerations section adheres to the varying renewal dates for those agencies.

We believe the process we have outlined herein will provide the optimal captive structure for CWAs, including a strategic plan to execute in the three to five years following captive incorporation.

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Hylant Global Captive Solutions

HYLANT CAPTIVE CAPABILITIES

Hylant Global Captive Solutions believes that risk management is important and so do our clients. However, finding the right solutions isn't always a clear path. With these challenges in mind, we help navigate the world of captive insurance to better define, finance and mange the risks inherent in your business. Our team works closely with your professional partners to deliver a broad spectrum of appropriate risk solutions. A customized captive solution can play a crucial role in an organization's long-term success.

Captives continue to be a key component of risk finance, risk management and cost control for many companies. Hylant Global Captive Solutions is well positioned to assist clients through brainstorming, professional consulting services and knowledgeable ongoing captive management services.

In the early stages of conceptualizing captive solutions, our captive consulting practice can assist with:

- Educating key management stakeholders on captive options
- Brainstorming captive scenarios
- Performing initial analysis of prospective captive concepts
- Performing formal feasibility studies exploring a diverse array of options in captive utilization

In the next stages of captive development, our captive management practice expertly implements captive infrastructures and provides highly engaged, on-going captive management services. These include regular financial reporting, in-domicile regulatory liaison, operational and insurance program administration.

CAPTIVE CONSULTING

Hylant GCS provides the full range of advisory services throughout the life cycle of a captive, from initial feasibility to strategically enhancing the value of mature captives and developing an appropriate exit strategy when the captive has completed its role. We provide consulting work for captives located in all domiciles and across a spectrum of industries. For non-captive owners investigating the value that a retention vehicle can bring, our core activities include:

- Educating senior management on captive concepts and uses
- Initial assessment of the appropriateness of a captive program
- Program review and development of potential captive uses
- Defining the various metrics and analytics involved in making informed decisions related to captives
- Analysing the financial impacts (positive and negative) of alternative structures

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- Evaluating the key determinants of domicile selection based on each client's needs
- Identifying the optimal uses of a captive
- Preparation and coordination of formal feasibility studies

Our consulting output will typically consist of a detailed analysis of the suitability of a captive for the client and a detailed series of recommendations outlining our expert view of the strategic financial and operational value that a captive may bring to the client. Additionally, we are available to present our report and findings orally to the key decision makers within the organization.

For mature captives, our strategic input is focused on making sure the captive is delivering on its expectations. However, we are also continually assessing how additional value may be derived from the captive based on changes within the client organization or external factors. Services include:

- Aligning, or realigning, the captive's strategy with that of the stakeholder's strategy
- Examining the structure and domicile of the captive to ensure they remain optimal for the client's needs
- Identifying and advising on environmental changes that may impact on the captive's performance: For example, regulatory changes and amendments to the capitalization model
- Periodic brainstorming with key members of client management group and other service partners to consider retention levels and alternatives, additional lines of coverage, what-if scenarios, domicile issues, peer review and peer collaboration
- Interpretation and analysis of actuarial, financial, and other captive data
- Attendance and participation at captive board meetings
- Keeping the captive's leadership current with captive industry, domicile, tax and accounting changes and assessing the impact of these changes
- Providing an independent voice in vendor assessment (legal, audit, actuarial, banking, investment management, etc.) and assisting in RFP processes as needed
- Evaluating risk areas where a captive's participation could enhance protection, reduce cost-of-risk, and enable access to program profitability
- Evaluation of the ongoing efficacy of captives and customer programs, and management of the outcomes of that analysis

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The Captive Feasibility Process

The captive feasibility process involves the following elements:

- Establishing key objectives and success metrics
- Data collection and risk analysis
- Actuarial analysis and funding projections
- Domicile analysis
- Program design and financial modeling
- Legal analysis and contract development
- Service partner exploration
- Draft report
- Final report and recommendations

Hylant Global Captive Solutions will coordinate and carefully manage these activities during every step of the process and act as the overall project leader. While many of these elements will require the direct involvement of the Hylant GCS team, several components of this project will require the involvement of our Hylant brokerage colleagues as well as the preselected service providers. The results of this thorough analysis will be the core of the business plan and will be documented in the final report and recommendations.

Each of the elements of the captive feasibility study can be broken down further to explain each steps intention and value to the overall project.

ESTABLISHING OBJECTIVES AND SUCCESS METRICS

Hylant GCS will embark on a multi-track approach to educate the stakeholders on the dynamics of a captive program, establish assumptions and parameters for our analysis, and evaluate the potential ownership and structural elements of the captive during a kick-off conference. During this stage, it will be imperative to clearly communicate the internal and/or external hurdle rates that must be met by senior leadership for the captive to be deemed acceptable from a practical and regulatory standpoint. We will partner with legal and/or tax experts to ensure the viability of the captive framework and its corresponding agreements. It is crucial to engage tax counsel early in this process to determine how the potential for tax benefits may affect the initial financial efficacy of the proposed transaction.

DATA COLLECTION AND RISK ANALYSIS

Upon the receipt of requested data, Hylant GCS will work with you to evaluate the overall risk profile, coverage needs and service considerations of the proposed captive participants. This data will then be

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compiled into a format that is viable for submission to the various service partners under consideration with the goal of receiving commitment letters from each as the captive formation takes shape.

ACTUARIAL ANALYSIS AND FUNDING PROJECTIONS

The selected actuaries will also receive the data collected and assimilated to develop initial loss projections for the captive insurance program under consideration. Hylant GCS, in concert with our Hylant brokerage counterparts, will present a variety of scenarios for your consideration that will include various loss scenarios and retention levels, program parameters and potentially the expansion of the retained risk portfolio for the most cost-effective captive utilization.

DOMICILE ANALYSIS

In theory, a captive insurance company can be established anywhere in the world where there is captive enabling legislation. Key criteria to consider when reviewing a domicile for a captive include the strategic, financial and operational aspects of doing business in a domicile. Hylant GCS will complete a thorough analysis to evaluate the key criteria and objectives of each CWA. This analysis, combined with our knowledge and experience with individual domiciles, will ensure we achieve an optimal outcome for your organization.

PROGRAM DESIGN AND FINANCIAL MODELING

Hylant GCS will construct pro-forma financial projections of various captive structures and programs under consideration. Your investment into the captive's formation, capitalization, operation, implementation, premium recommendations, service standards, exploration of service partners and loss assumptions, etc. will be clearly identified as they relate to each insurance program and explained.

LEGAL ANALYSIS AND CONTRACT DEVELOPMENT

Hylant GCS will work with selected counsel on the legal considerations pertaining to the implementation of a captive insurance program. In addition to the tax considerations previously discussed, there are legal and fiduciary elements that will need to be evaluated along with the impact of any regulatory constraints for the domiciles under review. Identification of ongoing reporting requirements will also be important factors in the ongoing management of the captive entity being considered. Finally, counsel will assist Hylant GCS in the development of the agreements that all participants must execute as stakeholders in the captive program.

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SERVICE PARTNER EXPLORATION

Selection of the service partners that share your vision is key to the successful operation of your captive insurance program. Accordingly, Hylant GCS will identify and recommend premier providers in those areas that have a direct influence on the successful outcomes in risk identification and management, claims management and financial safeguards.

DRAFT REPORT

We will issue a draft report for your review. Our report will include discussion on the following points of interest:

- Overview of subject business
- Captive and deductible reimbursement basics
- Summary of actuarial findings
- Summary of legal findings
- General costs and cash flow discussion
- Specific analysis of each of the proposed program schematics, including:
    - Risk Financing
    - Cash Flow
    - Pro Forma Financial Statements
    - Surplus Requirements
    - Domicile Selection
    - Structure
- Recommendations
- Action plan for implementing recommendations, including timeline and cost

FINAL REPORT AND RECOMMENDATIONS

Following your feedback relating to our draft report, we will revise accordingly and issue a final report. We will summarize our findings and be available to present our report, recommendations and next steps to management.

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The Captive Implementation Process

Upon the decision to move forward with the implementation of a captive, Hylant will provide the necessary captive services to assist with the implementation of the action plan decided upon and the ongoing management of the captive facility.

CAPTIVE IMPLEMENTATION

The Implementation of a captive calls for five main activities:

- The selection and coordination of service providers as needed
- The coordination of meetings with applicable regulatory authorities
- The development of the business plan
- The incorporation of the company
- The completion and submission of the Application and supporting documentation

As Captive Manager, Hylant Global Captive Solutions will assist during implementation as follows:

- Select lawyers, bankers, auditors and other service providers as necessary
- Coordinate the activities of all service providers in the Implementation process
- Coordinate meetings with regulators as necessary and will prepare ABC and any other service providers as required for such meetings
- Assist with preparation of the business plan and application and the gathering of supporting documentation to be submitted to the regulatory body in the domicile of choice
- Direct the business plan and application through the regulatory approval process and address any inquiries.

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Timing and Cost Considerations

FEE STRUCTURE

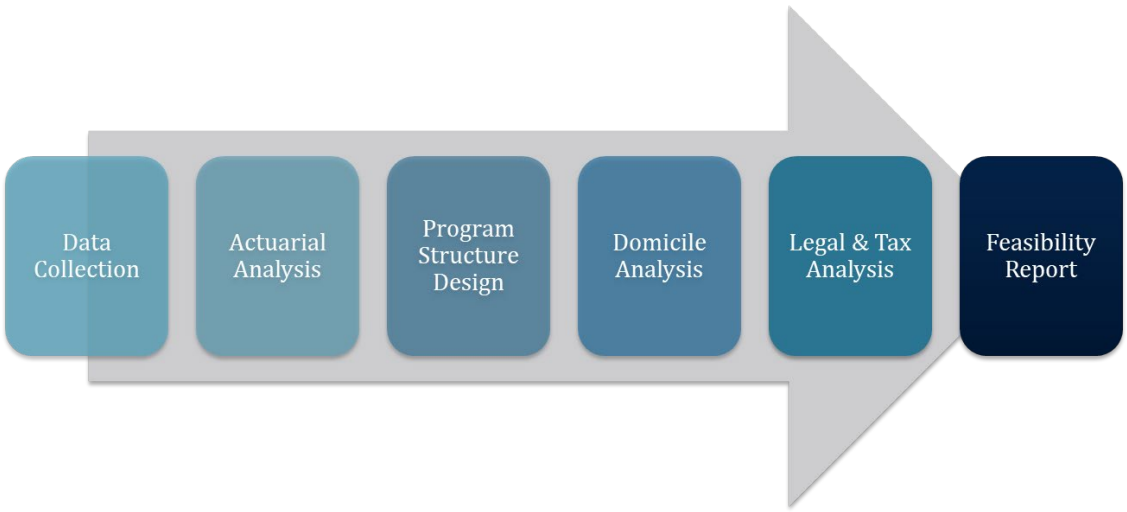
Upon acceptance of this proposal, we will schedule a kick-off session with each participant as soon as possible to commence the feasibility project. Following this meeting, we will begin the subsequent stages of the project as outlined above.

The proposed fee structure per participating members is below:

Feasibility Work Performed	Fees (Based on 20 or more initial participants)
Hylant Captive Consulting	$13,500
Legal	$1,500
Actuarial	$2,500
Total	**$17,500**

TIMING

We anticipate completion of the feasibility report within 4 to 6 months once all data is collected from the participating members. Below is an outline of the feasibility process:



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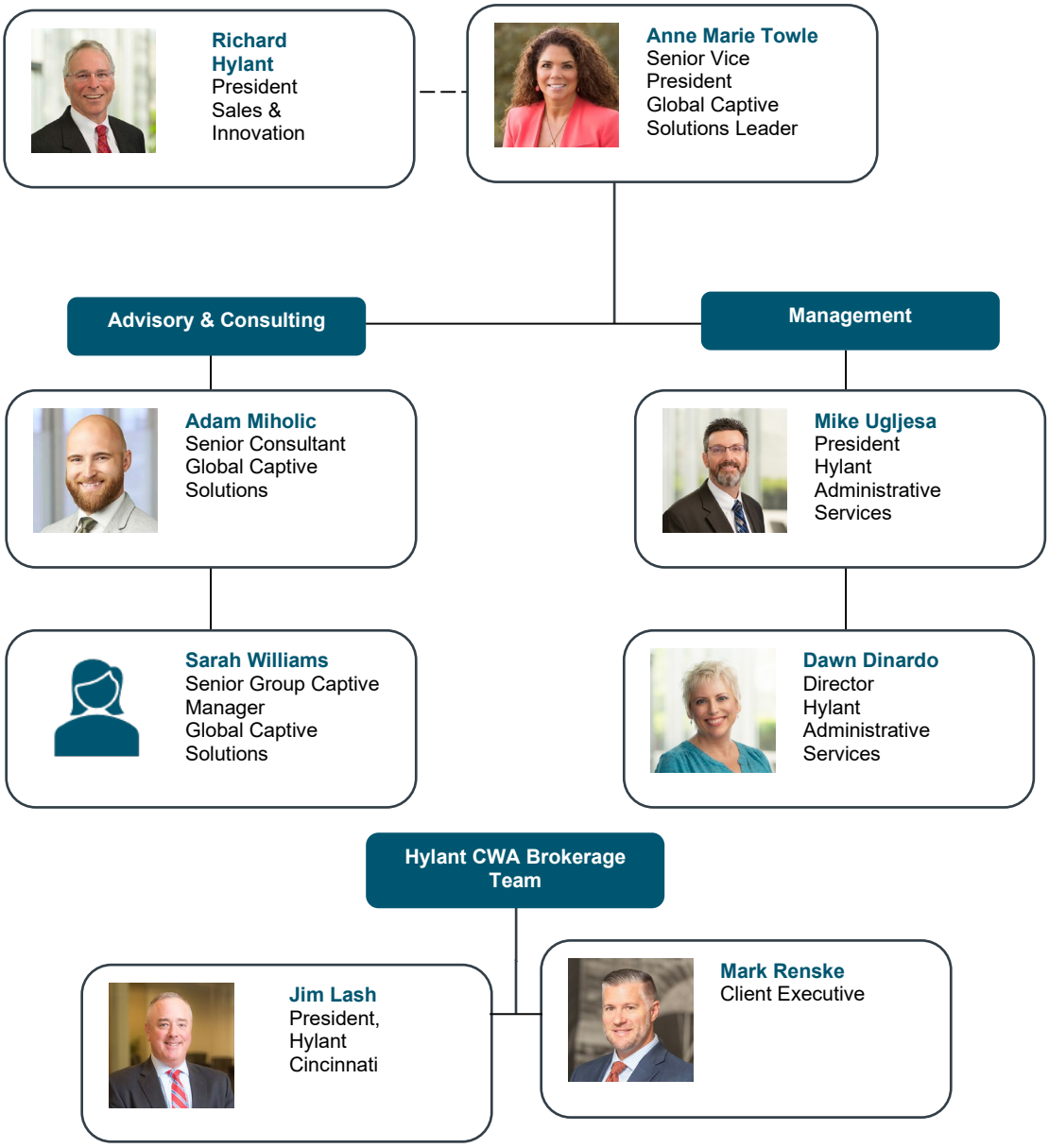
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Appendices

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Appendix A: Proposed Captive Feasibility Team Chart

Below is an outline of the proposed Hylant Global Captive Services consulting team that will conduct the feasibility report for the child welfare agencies.



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Appendix B: Captive Services Agreement

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CAPTIVE SERVICES AGREEMENT

This Captive Services Agreement (the "Agreement") is made on October 9, 2020 by and between Child Welfare Agencies ("Client") with offices at _____ and Hylant Administrative Services, LLC dba Hylant Global Captive Solutions ("Hylant"), with offices at 811 Madison Avenue, Toledo, OH 43604. Hylant and Client may be referred to individually as ("Party") or jointly as ("Parties").

In consideration of the mutual covenants and agreements herein contained, and intending to be bound hereby, the Parties hereto agree:

1. APPOINTMENT

Subject to the terms and conditions of this Agreement, Hylant agrees to perform the services described in the attached Exhibits A and B ("Feasibility Services").

2. TERM

The term of this Agreement shall commence October 9, 2020 and terminate with the completion of the services set forth in Paragraph 3 of this Agreement and the attached Exhibits. Notwithstanding any other provision of this Agreement, Hylant's services shall be completed following the conclusion of the services listed in Exhibit A. Following completion of the Feasibility Services, Client may elect to proceed with subsequent work and/or implementation services at Client's sole discretion by providing notice of such intent to Hylant via email correspondence to Anne Marie Towle, Global Captive Solutions Leader. Such notice shall be delivered to anne.marie.towle@hylant.com within sixty (60) days of Hylant's delivery of the applicable feasibility report to Client. Upon termination, neither party will have any obligation to the other hereunder except to the extent such obligations accrued prior to termination.

3. SERVICES TO BE PERFORMED

Hylant will perform the Feasibility Services for Client described in Exhibits A and B of this Agreement. Hylant will render its services in accordance with procedures and practices generally accepted in the insurance brokerage and risk management professions. Hylant's report and recommendations will be solely for use by Client and not to be quoted in whole or in part or otherwise referred to or delivered to any other person or entity without the prior written consent of Hylant; provided, however, that Hylant's final report may be furnished to any governmental authority, regulator, approval or oversight body as part of or in connection with internal or external approval, start-up, licensing or review of any contemplated captive company pursuant to this Agreement and Hylant's report and recommendations may be provided to Client's outside legal counsel, tax advisor, auditor and accountant involved in this project, provided that such outside advisors agree in writing to comply with the restrictions contained in this Section 3. Only Client is entitled to rely on Hylant's report and recommendations. Upon Client's acceptance and approval, Hylant is permitted to share its report and recommendations, or necessary portions thereof, with any third party retained through this Agreement to perform work on behalf of Client. None of the Hylant's services or recommendations shall be regarded as legal, tax or accounting advice and Client is encouraged to consult independent legal, tax and accounting advisors of Client's own choosing.

4. COMPENSATION

A. For the Feasibility Services, Client agrees to pay Hylant a fee of $17,500 ("Feasibility Fee"). The Feasibility Fee will be paid in accordance with the following schedule: (i) $3,000 upon execution of this Agreement; (ii) $7,500 upon commencement of the Feasibility Services; and (iii) $7,000 at the conclusion of the Feasibility Services. In conjunction with the feasibility work contemplated herein, Client acknowledges that Hylant will engage the services of an independent and accredited third-party actuary and legal consultant and that the actuary and legal fees are included in Feasibility Fee. Hylant will not provide any legal, tax services, or financial advice to Client for this or any other Agreement between the Parties.

5. CHANGE IN SCOPE OF SERVICES TO BE PERFORMED

Where Client seeks any variation in the services provided hereunder, whether by way of addition, deletion, substitution, or otherwise, Client shall submit its proposal for variations in writing as soon as practicable to Hylant. Hylant shall not be obligated to accept such variation in the services unless Client agrees to pay any additional sum or sums reasonably specified by Hylant and to extend any period agreed for provision of the services by any additional period reasonably specified by Hylant.

In the event operations of Client change substantially by either the addition or deletion of operations or entities or a substantial change in the scope and Client's insurance program, Client and Hylant agree to negotiate in good faith a revision of the compensation and fee provisions as appropriate.

6. RESPONSIBILITIES OF CLIENT

Client shall furnish to Hylant on a timely basis, or authorize Hylant to obtain, all financial data, contracts, leases and all other information necessary for Hylant to perform its services hereunder. Further, as may be requested by Hylant in the performance of its services here, Client shall cooperate with insurance carriers, auditors, engineers, underwriters, actuaries, claims personnel and others, provided, however, such requests are made available within a reasonable time frame.

In performing its services hereunder, Hylant shall, and shall be entitled to, rely upon all information and documents provided to it by or on behalf of Client. Hylant shall not be responsible for the accuracy or verification of any such information or document. Client acknowledges and agrees that, if the data and documents provided to Hylant are unreliable, inaccurate, incomplete or inadequate, or if data that is necessary to provide a reliable analysis is unavailable, the advice and analysis provided by Hylant pursuant to this Agreement may be materially affected, Hylant's services will be of limited scope. Additional and/or different work may have resulted in materially different results, analysis, outcomes or estimates.

7. AUDIT

Client or its authorized representative, at its expense, shall have the right to audit all records and accounts related to this Agreement during normal business hours during the term of this Agreement and for a period of twelve (12) months after the termination of this Agreement. At least ten (10) days advance notice is required, and cannot disturb Hylant's business operations. Any costs associated with such audit will be borne by Client.

8. REINSURANCE

The risks assumed by Client's captive may be reinsured by third-party reinsurers. Reinsurance brokerage services are available from Hylant and affiliates of Hylant pursuant to separate agreements and for separate compensation. Neither Hylant nor any Hylant affiliate can guarantee that adequate reinsurance capacity will be available in the market at any particular time or that reinsurance can be placed on terms acceptable to Client.

9. RELATIONSHIP OF THE PARTIES

Hylant's status shall be that of Independent Contractor, and Hylant, its directors, officers, employees, agents or sub-contractors shall not for any reason or purposes by deemed to be an employee(s) of Client.

10. CONFIDENTIAL INFORMATION

Each Party acknowledges the proprietary rights of the other in all data, records, information and material disclosed by one Party to the other pursuant to the performance of services contemplated by this Agreement. Each Party agrees not to disclose or provide to others such proprietary or confidential information without the prior written consent of the providing Party except in furtherance of services hereunder. The restrictions and agreements set forth in this Section 10 shall not apply to any information which:

(a) at the time disclosed to obtained by the receiving Party is in the public domain;

(b) becomes part of the public domain through no act, omission or fault of the receiving Party;

(c) the receiving Party's records demonstrate was developed independently by the receiving Party or was received from a third party which the receiving Party had no reason to believe had any confidentiality or fiduciary obligation to the disclosing Party with respect to such information; or

(d) is required to be disclosed by law including, without limitation, pursuant to the terms of a subpoena or other similar document; provided, however, the receiving Party shall give prior timely notice of such disclosure to the disclosing Party to permit the disclosing Party time to seek a protective order and absent the entry of such protective order, the receiving Party shall disclose only such information that it is advised by its counsel must be disclosed by law.

11. LIMIT OF LIABILITY

It is agreed Hylant's liability hereunder for damages, regardless of the form of action, shall not exceed the total amount paid by client for the services described herein. Hylant shall not be liable to Client, whether such liability arises under warranty, contract, strict liability in tort, negligence or otherwise, for consequential, special, indirect, or incidental damages, including without limitation lost profit or revenues, caused by or arising from professional services rendered or failed to be rendered under this Agreement. Except with regard to professional services rendered or failed to be rendered under this Agreement, nothing in this Section 11 shall waive or contravene common law remedies otherwise available to Client.

12. TAXES, LEGAL, ACCOUNTING, ACTUARIAL

Client is solely responsible for all necessary legal, tax, accounting or actuarial work which may be required, related to or arising from the services provided by Hylant pursuant to this Agreement. Client agrees to and hold harmless Hylant on account of any taxes or other government charges imposed with respect to the executive or delivery of this Agreement.

13. ASSIGNMENT

Neither Hylant nor client shall assign any duty, right or responsibility under this Agreement without the prior written consent of the other party. Hylant may delegate all or a portion of its duties hereunder to an affiliate or affiliates of Hylant, such delegation not to relieve Hylant of its obligations hereunder.

14. ENTIRE AGREEMENT; CHANGE; SEVERABILITY; FORCE MAJEURE

This Agreement (including any Exhibits hereto, which are incorporated herein) constitutes the entire understanding and agreement between Client and Hylant with regard to its subject matter and supersedes all other prior agreements and understanding, whether written or oral, between Client and Hylant concerning such subject matter. This Agreement may not be changed or modified except by agreement in writing signed by the parties. If any term or provision of this Agreement shall be held to be invalid and unenforceable, it shall not render invalid or unenforceable or affect the validity or enforceability of the remaining terms or provisions of this Agreement. Neither party shall have any liability for any failure or delay in performance of its obligations under this Agreement because of circumstances beyond its reasonable control, including without limitation, acts of God, fires, floods, earthquakes, acts of war or terrorism, civil disturbances, sabotage, accidents, unusually severe weather, governmental actions, pandemics, power failures, computer/network viruses that are not preventable through generally available retail products, catastrophic hardware failures or attacks on its server.

15. NOTICE

All notices and other communications hereunder shall be in writing and shall be deemed to have been given if hand delivered or sent by express mail service or by courier when delivered and received by the respective parties at the below addresses (or to such other address as a party may specify as to itself by notice to the other):

A. If to Client

B. If to Hylant
Anne Marie Towle
Global Captive Solutions Leader
Hylant Group, Inc.
10401 N Meridian St #200,
Indianapolis, IN 46290

With a copy to:

With a copy to:
Hylant Group, Inc.
Legal Department
811 Madison Avenue
Toledo, OH 43604

16. GOVERNING LAW

The provisions of this Agreement shall be construed and interpreted in accordance with the laws of the State of Ohio, without regard to its conflict of law principles. The forum for resolution of any dispute will be Lucas County in the State of Ohio.

17. INSURANCE REQUIREMENTS

During the term of this Agreement Hylant, at its sole expense, shall purchase and maintain Errors & Omissions Insurance from an insurer licensed to do business in the state in which the work is performed and rated no less than A- and Size VII by Bests Insurance Reports (except as to licensing and rating requirements for Professional Liability). Hylant will provide evidence of such insurance to Client, if requested.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their representatives as of the date and year first above written.

Client

By: _____

Title:_____

Date:_____

Hylant Administrative Services, LLC dba Hylant Global Captive Solutions

By: _____
Anne Marie Towle

Title Hylant Global Captive Solutions Leader

Date: 10/9/2020

Exhibit A

Feasibility Services

For services described in the feasibility proposal dated September 30, 2020, Client agrees to pay Hylant in accordance with the Feasibility Fee schedule set forth in Section 4(A). Client will pay Hylant within fifteen (15) days of receipt of the invoice.

Feasibility will include the following scope of services:

- Setting key objectives and success metrics
- Data collection, actuarial projections, and risk analysis
- Domicile analysis
- Program design and financial modeling
- Draft report
- Final report and recommendations

Hylant will coordinate these activities and act as the overall project leader for this process, conducting several elements of the analysis internally while working with selected external service providers outlined with approval by Client. The results of this analysis will be the core of the captive's business plan and will be documented in the final report and recommendations.

Based on the results of this feasibility report, Client will decide whether to continue the project. In the event the Client wishes to move forward to Implementation, Client shall notify Hylant pursuant to Paragraph 2 of the Agreement.

Exhibit B

The anticipated timeline for Feasibility Services provided by Hylant can be found in the proposal dated September 30, 2020.

A separate and tailored timeline will be provided for captive implementation upon Client decision to proceed with such services.

Actual timing of this project will depend in a large part on factors outside of Hylant's control, including but not limited to quality of information provided by or on behalf of the Client, availability of third-party vendors, contract review and preparation for program and carriers, etc. For the feasibility study, we indicate the range of time for completion. Total project duration from inception to finalization will typically range from two to four months depending on availability and quality of data and capacity of third-party vendors.