

THE HISTORY OF MARSHALL & STERLING



*Marshall
& Sterling*
INSURANCE

Acknowledgements

While much of this history reflects recollections during my over 60 year association with Marshall & Sterling, I must acknowledge the contributions of Charles Hoyt Smith Jr. who supplied much information, particularly for the period 1920 to 1955.

Due to the untimely death of his father, Charlie found himself in charge of the agency at 20 years of age before he was ready for the responsibility. Though he struggled to keep the business going for several years, he eventually laid the foundation for the fine organization it is today. He remained as President for nearly 50 years and then as Chairman of the Board for an additional 18 years until his passing in 1998.

Charlie's recollections were assembled during his later years by his long time associate Patricia Hunter who spent many hours discussing and recording the details of his early years with the firm. Without the assistance of these two individuals this history would not be complete.

Now that 15 years have passed since the publication of our original book "The History of Marshall & Sterling", the time has come to bring this chronicle up to date. I would like to thank Deke Rothacker for his creativity and assistance in producing and managing the production of this new, updated publication.



John P. O'Shea
Chairman of the Board

Date of Publication: March 29, 2019

Marshall & Sterling's Vision Statement

As the most admired and knowledgeable provider of Risk Management, Insurance and Financial Services we guide our clients safely through a world of risk and opportunity.

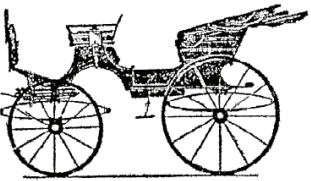
Table of Contents

Our Founding...	Page 2
The Smith Era...	Page 9
Acquisition History...	Page 17
Philanthropy...	Page 21
Our Facilities...	Page 23
Marshall & Sterling Today...	Page 25
Group Benefits...	Page 27
Equisport...	Page 29
Specialty Risks...	Page 31
Wealth Advisors...	Page 32
Information Systems...	Page 33
Communications...	Page 34
Leadership...	Page 35

Our Founding

1864 was a year when our country experienced numerous events of historical significance. We were in the midst of the Civil War and General Sherman and his Union troops burned the Confederate City of Atlanta. Abraham Lincoln was re-elected for his second term as President.

JOSEPH H. MARSHALL,
CARRIAGE & SLEIGH
MANUFACTURER,
KEEPS ON HAND AND MAKES TO ORDER ALL THE LATEST
STYLES OF



CARRIAGES,
SUCH AS
BRETTS, ROCKAWAYS,
PARK PHAETONS,
BASKET WAGONS,
OPEN & TOP BUGGIES,
—ALSO—
Cutters, Two and Three Seat Sleighs, Portlands, &c.

Having enlarged my Factory and put in Machinery suitable for my work, I
am prepared to do work equal to any Carriage Factory extant, and at prices to
suit the times. *forming Done at Short Notice.*

371 Main Street, Poughkeepsie.

*Print advertisement in
1863 Poughkeepsie
City Directory*

**Marshall
& Sterling**
INSURANCE



Joseph H. Marshall

In Poughkeepsie, Vassar College was under construction to be officially opened in 1865, and Joseph H. Marshall, a manufacturer of carriages and sleighs decided to expand his business activities and sell insurance. This last event was the birth of an organization that was destined to grow and survive for more than 150 years and become one of the nation's leading insurance organizations.

The little we know about Mr. Marshall was contained in his obituary that appeared in the Poughkeepsie Sunday Courier of August 6, 1899 following his death at age 73. It reported...

“One of our well known citizens passed away Thursday in the person of Joseph H. Marshall, who died at his home on Mill Street from heart trouble, with which he had been afflicted for some time. He suffered intense pain at intervals and bore his trouble with the patience that was characteristic of him. Only a few minutes before he expired he said good night to his physician who had called to inquire about his condition.

Mr. Marshall was born in this city, November 7th, 1825. When he attained maturity, Mr. Marshall became a clerk in Samuel McLean's grocery store near the lower furnace. He married Sarah Ricketson in 1845 and with his wife moved to the western part of the state where he engaged in farming.



Joseph H. Marshall
during his military service.

After several years he returned to Dutchess County and settled in Poughkeepsie where he spent the remainder of his life. He was employed by John W. Frederick in the wagon making business and subsequently with the late John J. Brooks, conducted the same business. Mr. Marshall was engaged in the insurance business. He was successful and continued in it until his death. About a year and a half ago Graham Sterling became his partner. He attended to his business up until two weeks ago going at the office when he was so weak that he had to be assisted upstairs. His political affiliations were with the Republican Party. He served one term as Alderman from the Third Ward. He was a member of the Washington Street M.E. Church.”

Mr. Marshall established his office in Poughkeepsie, at 373 Main Street to sell “Life, Accident, Fire and Plate Glass Insurance”. During the following years he moved his office several times all to Main Street addresses. At that time, Dutchess County was a rural area comprised of many farms and estates. Mr. Marshall traveled around in a horse and buggy to call on prospects and to service his customers who included the Vanderbilt Estate in Hyde Park.

In the late 1890’s after more than 30 years in the insurance business and then past 70 years of age Mr. Marshall began experiencing health problems and decided to look for someone to carry on the business. He made an arrangement with 34 year old Graham L. Sterling who he occasionally went fishing with and who was working in a sporting goods store across the street from his office to join him in 1898 and formed a partnership, Marshall & Sterling “to engage in the business of Insurance and Real Estate”.



Graham L. Sterling



*Poughkeepsie Trust
Company at
236 Main Street.*

At that time they represented three insurance carriers:

- German American Insurance Company appointed 1/19/1878
- Liverpool, London & Globe Insurance Company appointed 12/19/1879
- Globe Indemnity Company

Mr. Marshall passed away the following year.

We know little about Mr. Sterling's early life other than he was born in Poughkeepsie in 1864, the year the agency was founded and that his father was a Director and the first President of The Fallkill National Bank & Trust Company. After Mr. Marshall's death in 1899, Mr. Sterling carried on the business and in 1917 moved the firm to the third floor of the Poughkeepsie Trust Company building at 236 Main Street where it would remain for the next 38 years. In 1920, Mr. Sterling, wishing to retire, offered the business for sale to Charles Hoyt Smith, Sr. then a special agent for the Liverpool, London & Globe Insurance Company based in Albany.

In 2007, we became aware of some other significant historical facts concerning the Sterling family. Graham L. Sterling's grandparents - George W. and Emeline R. Sterling - made a remarkable impact locally and nationally. George served as a successful businessman, New York State legislator and City of Poughkeepsie Supervisor in the 1800's, however both George and his wife Emeline played an even more important role as social and political activists, helping African Americans from the south escape slavery via "The Underground Railroad", a network of safe houses stretching from the southern states to Canada. This route allowed many slaves to escape in the 1840s and 1850s.

The Sterlings were so dedicated to putting an end to the slave trade that a school in Greenville, South Carolina was named after Mrs. Sterling in recognition of her unwavering efforts to end slavery.

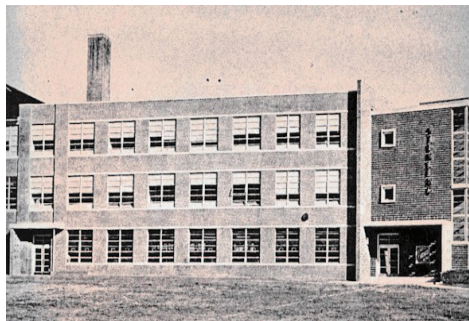
The following history of The Sterling School (originally known as Sterling Industrial College) appeared in The Greenville News on July 13, 1996:

“The Sterling School & Community founded by a black minister 100 years ago took its name from a white New York woman who had been active in the movement to abolish slavery before the Civil War. The Rev. Daniel M. Minus, who was born a slave in Colleton County, attended Claflin College in Orangeburg with the financial help of Mrs. Emeline R. Sterling of Poughkeepsie, NY. Minus asked that the school be called Sterling Industrial College in honor of her ‘because she had been such a good friend to our race and also to this writer’ he wrote.

‘Mrs. Sterling was a great woman and she deserved all the honor we could bestow upon her, for it will take eternity to tell the good she has accomplished for the uplift and elevation of suffering humanity,’ he wrote.

Mrs. Sterling was the widow of George W. Sterling, a wealthy businessman who moved from Massachusetts to Poughkeepsie about 1845. He became interested in the anti-slavery cause and even took some part in managing the ‘machinery’ of The Underground Railroad in the Poughkeepsie area.”

*Sterling Industrial College
Greenville, SC*



WILLIAM H. BREWER,
 PRESIDENT,
 LOUIS F. BORMANN,
 VICE-PRESIDENT,
 CHARLES S. SMITH,
 SECRETARY,
 EDWIN M. COLSON,
 TRUSTEE

German American
 Insurance Company
 New York

LIBERTY AND WALL STREETS.

April 1, 1903.

Messrs. Marshall & Sterling, Agents,
 Poughkeepsie, N.Y.

Gentlemen:
 We duly received your communication of February 13th requesting a statement of premiums and losses at your agency from the date of the late Joseph H. Marshall's appointment. At the time this request reached us we were extremely busy preparing our annual statements for the various Insurance Departments and we could not then give the matter attention.

We now advise that Mr. Marshall was first appointed as our representative on January 19th, 1878, and the net premiums received from the agency from that time up to 1897 were \$29,159.00. Below you will find a statement of losses by years from 1878 to 1902 inclusive, and in explanation we desire to say that the amounts up to 1894 inclusive are losses paid. On January 1st, 1895, we made a change in our books, and from that time on only have a record of losses incurred; and the figures furnished from 1895 to 1902 inclusive are on that basis.

Yours very truly,
 1882, 31.
 1883, 2191.
 1884, 2360.
 1885, 17.
 1886, 267.
 1887, 19.
 1888, 427.
 1889, 258.
 1890, 15.
 38.
 \$5647.

German American
 Insurance Company
 New York

LIBERTY AND WALL STREETS.

Marshall & Sterling, #2)

April 1, 1903.

LOSSES	
1890,	\$5647.
1891,	114.
1892,	495.
1893,	453.
1894,	238.
1895,	8.
1896,	1841.
1897,	179.
1898,	27.
1899,	1263.
1900,	0.
1901,	3466.
1902,	408.
	<u>3280.</u>
	\$17,419.

Cover letter and summary
 of losses paid to customers
 by German American
 Insurance Co. from
 1878-1902.

June 23, 1936

Messrs. Marshall & Sterling, Inc.,
236 Main St.,
Poughkeepsie, N. Y.

Gentlemen:

I am always interested in reviewing agencies which have represented us for a number of years and have noticed that on tomorrow, June 24th, your office and its predecessors will have represented the Northern for 25 years. On June 24, 1906 we appointed Mr. G. L. Sterling, doing business as Messrs. Marshall & Sterling; on January 1, 1921 the agency was changed to Mr. C. L. Sterling & Mr. C. F. Smith, doing business as Messrs. Marshall & Sterling, Inc., and on June 9, 1924 the agency was again transferred to the present personal continuing business under the same corporate name.

I want to take advantage of this anniversary of representation to express my personal appreciation of the good work which you have done and are doing for us, and to tell you that I confidently look forward to many additional years of pleasant association with you. The profit made for us through your office is a pleasant reminder of the splendid care which you have taken of our interest.

I am sending you, with my compliments, an autographed copy of "The Agents Key to Fire Insurance" which I hope will be helpful to you in the handling of your agency problems, and equally, that it may assist in keeping in mind the very high regard in which you are held by the author.

With all good wishes,

GLOBE INDEMNITY COMPANY

A DUNCAN HEID, President
NEWARK, N. J.

NEW YORK CITY OFFICE
52 MAIDEN LANE
TELEPHONE BRONX 4-0200

February 17, 1936.



THOS. J. QUATIANE
Vice President
AND T. GILSON
W. S. BARTON
WILLIAM B. BROWN
JAMES J. BROWN
JAMES J. BROWN

Mr. Charles Hoyt Smith,
236 Main Street,
Poughkeepsie, N. Y.

My dear Charley:

Set forth below you will note a comparative statement of your writings by lines for the years 1924 and 1935:

	1924	1935
Accident	\$ 697.88	\$ 272.71
Health	80.00	104.00
Auto Liability	18,968.61	20,217.59
Liability other than Auto	2,400.68	1,801.51
Composition	22,897.98	22,801.80
Fidelity	1,921.55	1,921.55
Surety	68.26	357.70
Plate Glass	115.72	680.22
Marginary	5,288.30	9,210.78
Auto P. & D.	34.47	30.80
P. & Coll. other than Auto	621.22	435.75
Check Alteration	1,322.47	2,283.03
Collision	\$50,788.74	\$61,828.20

Congratulations, Old Top! and thank you. You are certainly starting now to go over the top in good shape; your figure for the coming year is \$75,000. This I am confident you can reach by putting on just a little extra pressure and getting all their various men on their toes. It is hardly necessary for us to state to accomplish this figure we shall be very happy indeed to cooperate in every possible manner.

With kindest regards, I am

Very truly yours,

Wm. O. Belmont
Wm. O. Belmont
Regional Manager

THE LIVERPOOL & GLOBE INSURANCE COMPANY LIMITED
150 WOLLEMAN STREET
NEW YORK

Messrs. C. L. Sterling, Inc.,
N. P. Smith, V. P., D. H. Smith, V.P. & T.
Trading as Marshall & Sterling, Inc., Asst. C.
236 Main Street,
Poughkeepsie, New York.
December 7, 1931.

Gentlemen:

We have pleasure in complying with the recommendation of our Special Agent, Mr. Delaney in your appointment as local Agent of this Company, with power to receive proposals for insurance against loss or damage by fire and such other kinds of insurance as this Company is permitted to accept under its Charter in Poughkeepsie, New York and vicinity, and to receive proposals for transmission as Company and to counterclaim, issue, renew, and consent in writing to the transfer of policies of insurance of this Company when duly authorized, and, upon instructions of this Company when duly authorized, subject to such rules and regulations as are or may be adopted by this Company and to such instructions as may be given from time to time by the Officers, Departmental Managers, or Field Representatives of this Company.

The authority hereby conferred may be revoked at any time by this Company, or its authorized Representatives, and such revocation shall terminate all authority hereunder.

As you are doubtless advised, we are prepared to issue policies for Automobile, Explosion, Riot and Civil Commotion, Fire, Full Coverage Aviation, Inland Marine, Aircraft Property Damage, and, in fact, any of the forms of insurance usually granted by Fire Companies.

We trust that the association now established will be mutually profitable and efficient and long will continue. You may count on the full cooperation of this Company in every way consistent with good underwriting practices. Please feel free to address us at any time when our assistance is desired.

Awaiting your further pleasure, I am

Yours very truly,



THE LIVERPOOL & GLOBE INSURANCE COMPANY LIMITED
OFFICE NEW YORK
472 NORTHERN STREET
STRAUSS, N. Y.

November 9, 1936

Mr. Charles H. Smith, President
Marshall & Sterling, Inc.
236 Main Street,
Poughkeepsie, New York

Dear Mr. Smith:

On December 19 we reach an important milestone in our relations with your office because on that day your agency will have represented our Company for seventy years. On this occasion we extend to you the congratulations and best wishes of the offices and staff of our organization.

The figures we have at hand only go back to 1920, but even in connection with losses of \$132,936. We are not unduly proud of record.

I am sure State Agent Henry as well as the rest of us appreciate the cordial relations we have been able to maintain and we hope we will continue to merit your confidence.

Very truly yours,

Wm. O. Belmont

Wm. O. Belmont,
Regional Manager

Documents on this page include letters from insurance companies from 1936 to 1949.

Marshall & Sterling
INSURANCE



Charles Hoyt Smith, Sr.

The “Smith” Era

According to his son Charles Hoyt Smith, Jr., his father, as the LL&G special agent, covered a large territory for the company from the Canadian border to Dutchess County. His service to agents included underwriting and rating as well as property inspections.

A graduate of Columbia University, Charles Hoyt Smith, Sr., had a special talent for drafting and was very good at drawing plot plans of insured properties to be part of the files. He and Mr. Sterling became good friends and in 1920, decided to make an offer of \$15,000 to purchase the agency including its four desks, typewriters, filing cabinets, etc. The offer was accepted and Mr. Smith then formed Marshall & Sterling, Inc.

He felt the name was familiar to customers and insurance companies. At that time, the firm had two employees in addition to Mr. Smith and was still located on the third floor of the Poughkeepsie Trust Co. building at 236 Main Street. Today that building is part of the Dutchess County Government complex, housing the District Attorney’s Office.

Mr. Smith continued the business for the next several years until his unexpected death in 1931 at the age of 52. At that time ownership was passed on to his family. They invited Mr. Sterling to help out during the transition and he became President. Eleanor Hoyt Smith became Vice President and Charles Hoyt Smith, Jr. was named Assistant Secretary. Gross revenues of the firm at that time were less than \$10,000. Charles Jr., then 20 years old had just completed his education at the New Hampton School for Boys and begun working for the Phoenix Insurance Company in Hartford, Connecticut. He decided to return to Poughkeepsie and joined the agency; an association that was to last for more than 67 years.

The 1930’s were a very difficult period for the agency, which at that time was quite small and struggled to remain profitable. The stock market crash of 1929 triggered a great depression that was to last for more than a decade. Many customers were hurt financially by the stock market crash and the

depression and were unable to pay their premiums. In the meantime, the agency was paying the companies as required by contract and even after policies were cancelled a large debt accumulated. By 1931 the firm was unable to pay more than \$50,000 of past due premiums to companies and was near bankruptcy.

While Mr. Smith seriously considered bankruptcy he knew that long-term relationships with customers and insurance companies would be lost and the firm could not recover.

To save the business, Mr. Smith borrowed \$10,000 from an aunt and with the help of a friend worked out an arrangement with the companies to take a reduced commission until the debts were paid off. In 1934, Mr. Sterling retired again and Charles Hoyt Smith, Jr. became President. He continued in that role until 1943. With World War II underway, he then entered military service. He became an infantry officer in the U.S. Army and served for more than two years, participating in the Normandy, Northern France and Rhineland campaigns. He was part of the first unit to re-enter liberated Paris in August 1944, and was awarded the Bronze Star and the Purple Heart. During this period Mr. Sterling was again asked to assist the business and became agency manager during Mr. Smith's absence. Graham Sterling passed away in May of 1946 at 82 years of age.

The modern day Marshall & Sterling began following World War II when in January 1946, Mr. Smith, then an Army Captain, returned to civilian life. It became apparent to him that to be successful the company had to add new talent in order to broaden its expertise. At that time the firm had 4 employees and total premiums of \$100,000. To prepare financially for this move, Mr. Smith worked for a full year without drawing a salary. He began his search in 1949 and in August of that year hired Edward F. Kenealy, who became Vice President of the firm. Mr. Kenealy had worked with several large insurance brokerage firms in New York and California and brought a great deal of experience to Marshall & Sterling. He was to remain with the firm for over 30 years until his retirement in December 1979 at 68 years of age.

In April 1952, Mr. Smith added another key executive to the organization with the hiring of Quirinus Groenwegen who was then working for Hardware Mutual. He came to work in the Poughkeepsie office as a Vice President. When the Beasley Agency in Wappingers Falls, NY was purchased in January 1953 he became manager and President of the Beasley Agency Inc. Known as “Q”, he led the growth of that office for 27 years, retiring at the same time as Ed Kenealy did in December 1979. He was 63 years old.

In 1953, Arthur J. Strom who was associated with the New York brokerage firm Herbert L. Jamison & Co., joined the firm as Vice President. He remained in that position for 20 years until his untimely death in 1973 at age 52. It was Art who began our insurance program for the Check Cashing industry.

THE SEA INSURANCE COMPANY
 CHUBB & SON, U. S. Managers 90 JOHN ST., NEW YORK, N. Y.
 through
MARSHALL & STERLING, Inc.
 50 MARKET ST. Established 1864 Poughkeepsie 3271

ANNOUNCES ITS
NEW AUTOMOBILE INSURANCE

SIX MONTHS POLICY STANDARD COVERAGES
 ILLUSTRATED POLICY LESS COST
 AGENTS SERVICES CASH & CARRY

AVERAGE SAVINGS 20%

- Complete local agents services
- Sound stock company
- No extra charge for female drivers under 25
- Continuous policy
- Private passenger cars only
- For careful drivers only
- Premiums paid every 6 months

EXAMPLE of cost in Poughkeepsie area — car used to drive to and from work — no male driver under 25 years of age:

Bodily Injury Liability — \$100,000 each person	}	\$29.00 MONTHLY PREMIUM
Property Damage Liability — 300,000 two or more persons		
Property Damage Liability — 10,000 each accident		

In 1955, John P. O’Shea was hired upon his release from active duty with the U.S. Navy, after the Korean War. He became Vice President in 1970, President in 1980 and assumed the additional position of Chairman of the Board in 1999. During his early years with the firm, he devoted much of his time to marketing a new (and somewhat revolutionary for its time) auto insurance program that had been developed by the Chubb Insurance Group. The program greatly expanded Marshall & Sterling’s personal lines business and the firm became one of Chubb’s largest agencies in the country.

As a result of this additional talent joining Mr. Smith, the company began a period of steady growth. That growth required additional staffing and the agency outgrew its office space at 236 Main Street where it had been since 1917. In 1955, Mr. Smith leased an empty office building at 50 Market Street, formerly headquarters of Central Hudson Gas & Electric Corporation. The building was completely renovated and the firm moved there in April. Its staff had grown to 18.

An article published in the "Hartford Agent" a magazine issued monthly by the Hartford Insurance Group described the move. It reported:

At Poughkeepsie, N.Y., a shabby structure was transformed into a handsome new office for Marshall & Sterling Inc., Hartford Accident General Agents. Founded in 1864 and located for over 45 years in a third-floor suite in a downtown building, the agency more than tripled its space and increased its staff by five members in the recent expansion program.

"We are certain that this ground-floor location will result in a greater market for our services and an increase in the productivity of our personnel," commented Edward F. Kenealy, Vice President of the agency, "We have noticed a very favorable public reaction to our new quarters and many people who before had never heard of our firm are now aware that we are the largest and most progressive insurance agency in Poughkeepsie and the surrounding area," he added.

A well-advertised "open house" climaxed two months of repairs and renovations. More than 350 people attended the affair, which was held on a Monday during afternoon hours, an increasingly popular time for such events. The green and gray asphalt tile floors, light green walls with apple green trim, and light gray and dark green metal office furniture are complementary under the soft glow of continuous four-tube shielded fluorescent fixtures installed in the white ceiling. Fiberglass, floor length tailored draw curtains extend across the wide Colonial window at the front of the office which also features a comfortable reception area furnished with limed oak pieces upholstered in coral plastic material.

Movable partitions of gray-green steel with clear glass upper panels separate three executive offices, and the new quarters also contain an employees' lounge and conference room. Provision was made for the addition of air-conditioning in the future. Coffee, soft drinks, cakes and cookies were served at the opening. Guests received a plastic-covered, refillable pad carrying the agency's imprint and a baseball record and schedule book. The Hartford Fire Insurance Company Group's attractive electric wall clock and glass and walnut panel sign are prominently displayed in the office. Marshall & Sterling also distributed 1,000 "We Have Moved" blotters."



C. H. SMITH G. GROENWEGEN
H. E. BELL, JR. (rear)

Marshall & Sterling, Inc.

PROFESSIONAL INSURANCE CENTER
50 MARKET STREET, POUGHKEEPSIE, NEW YORK

and
The Beasley Agency, Inc.

IMPERIAL PLAZA, WAPPINGERS FALLS, N. Y.

Proudly announce the consolidation of The Beasley Agency into Marshall & Sterling, Inc., culminating over seventeen years of close association and cooperation between the two firms

As of January 1, 1957, The Beasley Agency will conduct business as Marshall & Sterling, Inc. - Wappingers Branch.

Mr. Odriana Groenwegen, President of The Beasley Agency since 1955, will hold the title of Vice President with Marshall & Sterling, and Mr. Harry E. Bell, Jr. who became Vice President of The Beasley Agency in 1955, has been appointed Secretary of The Marshall & Sterling Agency. Both Mr. Groenwegen and Mr. Bell will continue doing business from the same location in the Imperial Plaza, Wappingers Falls.

Mr. Charles H. Smith, President of Marshall & Sterling, Inc., described the consolidation as an important step toward Marshall & Sterling's goal of providing the most thorough, professional, comprehensive and readily available insurance service in the growing Mid-Hudson Area.

**Marshall
& Sterling**
INSURANCE



*Marshall & Sterling's
Poughkeepsie office,
1955-1973*

During the 1960's the agency experienced excellent growth. In 1967, Mr. Smith, who had visited the island of St. Croix in the U.S. Virgin Islands, decided to begin an insurance operation there. He purchased Caribbean International Corporation, a small agency in Fredericksted, and recruited Richard Schreiner, who was working for Reliance Insurance Company in Long Island, NY to manage the office. The office was then moved to Christiansted. Richard and his wife were the only two employees at that time. Business grew nicely and the following year Richard decided that if we were continue to grow we needed to add a producer. Larry Frey, who was working in the Virgin Islands as a claims adjuster for Crawford and Company, had become a good friend to Schreiner and accepted an offer to join us. Larry was also successful and in 1981 became Vice President and Branch Manager of the St. Croix office.

In 1970 Mr. Smith decided to discontinue the Beasley Agency in Wappingers Falls as a separate corporation and to change the name of that office to Marshall & Sterling. This was done as of January 1, 1971.

By 1972, the staff in the Poughkeepsie office had grown to 33 and space was again a problem. We located an empty two-story office building at 75 Washington Street in Poughkeepsie that had housed offices for the IBM Corporation. The firm formed a partnership with its attorneys, Guernsey, Butts, and Walsh to purchase the property under the name Mar-Butt Associates. Marshall & Sterling employees moved there in September 1972, occupying the first floor. A few weeks later the law firm moved into the second floor. It was to be our headquarters for the next 17 years.

In 1974, we made another attempt to expand our business and rented a small store in the 44 Plaza Shopping Center in the Town of Poughkeepsie. It became known as our "Arlington Branch". George Stoffers and Joseph Robillard, two of our Account Executives, moved there with two Customer Service Representatives. John Carroll, who specialized in the sale of Life and Health Insurance, also joined them. In 1979, after five years of moderate success, the Branch was closed and its business was consolidated into our main office.

Also in 1974, our St. Croix branch manager Richard Schreiner requested a transfer back to the mainland. He moved to Ridgefield, Connecticut and we opened a new branch in that town. He was joined by a local resident Donald Haacke, and together they built a successful branch. In 1978, we accepted an offer by Mr. Haacke to purchase that branch and Mr. Schreiner resigned.

In 1976, Mr. Smith reached 65 years of age and began to plan his retirement. Since he had no family members in the business he had to find a purchaser for the company. After exploring several options he and Mr. O'Shea decided to take advantage of a new type of employee benefit program that had recently received government approval. It was called the Employee Stock Ownership Plan. Under this program Mr. Smith would sell a majority of his shares to the ESOP over the next several years. The money to pay for these shares would come from Company profits donated annually to the ESOP. The purchased shares would then be allocated to accounts set up for the employees and held in trust until termination of their employment. Mr. O'Shea purchased a portion of the remaining shares and Mr. Smith retained the balance.

The ESOP began January 1, 1977 and annually purchased shares from Mr. Smith, completing this obligation in 1984. While this program was underway, Mr. Smith retired in 1980 and Mr. O'Shea was made President. Mr. Smith, though not active in the day to day affairs of the Company, remained as Chairman of the Board; a position he held until his death on December 31, 1998 at age 87.

*Marshall & Sterling
headquarters,
1973-1990.*



By 1984, the company had completed its contractual obligations to Mr. Smith and the ESOP had acquired majority ownership of the agency. Mr. O'Shea decided it was a good time to accelerate growth and expand market area by acquiring other agencies.

The first of these acquisitions was the firm Young – Clark Insurance Ltd. in St. Croix. Our branch there had grown significantly and we saw an opportunity to acquire one of our major competitors while at the same time getting access to additional markets and adding some talented personnel. As a result of this acquisition Young – Clark's Vice President David C. Ridgway joined us. He would eventually become President of our St. Croix Division, and of Marshall & Sterling Enterprises, Inc.

The following year we satisfied our desire to have a presence in neighboring Orange County, New York by acquiring Orange County Agents Inc., the largest agency in that county with offices in Newburgh, Middletown, and Florida, NY. Orange County Agents was a consolidation of about a dozen agencies and had an excellent reputation.

In the Virgin Islands we were continuing to have good success with our St. Croix branch and felt expansion to the neighboring island of St. Thomas would make sense. Larry Frey and John O'Shea called on several agencies on that island in August 1985 to identify a candidate for acquisition but were initially unsuccessful. However, a few weeks later Theodore Tunick, one of the agents that had been visited, called to set up a meeting in New York, which led to the acquisition of his firm Theodore Tunick & Company, Ltd.

That agency was started by Mr. Tunick in 1962. Ten years later he was joined by his son Jim. By 1985, the agency had become the largest on St. Thomas. Upon completion of that acquisition Theodore Tunick retired and Jim Tunick joined us as Branch Manager. In 1994 Jim was named president of that division.



Our Officers at the 125th Anniversary Dinner in 1989. From left to right: Peter Bennett, Jim Tunick, Larry Frey, Charles Smith, John O'Shea, Frank Rinaudo, Joe Robillard, Harry Reis, Ed Mirabile, Jim Townsend.

As a result of the addition of these firms we increased the size of the market we serve. By 2003 the number of employees grew to 270 in 17 branch offices. In order to expand the services offered to our clients, we established a premium finance company in 1988 using an inactive corporation. Master Risk Inc. was established, receiving a license from the New York State Banking Department in 1989 and from the Government of the Virgin Islands in 1990.

Marshall & Sterling Acquisition History

Our strategy of identifying quality agencies to expand our markets, and add additional talent to our staff, continued with the following acquisitions:

1984	Young-Clark Insurance Ltd.	St. Croix, USVI
1985	Orange County Agents, Inc.	Middletown, Newburgh and Florida, NY
1986	Theodore Tunick & Co., Ltd.	St. Thomas, USVI
1986	LeRoy W. Horton Agency, Inc.	Middletown, NY
1987	Shipp & Osborn, Inc.	Newburgh, NY
1988	Bradley & Francois, Inc.	St. Thomas, USVI
1990	R.G. Hill Agency, Inc.	Poughkeepsie, Newburgh & Kingston, NY
1990	Grossmann Agency, Inc.	Catskill, Greenville, Cairo & Coxsackie, NY
1990	George T. Whalen Agency, Inc.	Millbrook, NY
1994	Jardine Insurance Brokers of Upstate, NY Inc.	Schenectady & Syracuse, NY
1995	Thomas Kinane Agency	Syracuse, NY
1996	Gieselhart Agency, Inc.	Cairo, NY
1997	Insurance Unlimited, Inc.	St. Thomas, USVI
1998	C.E. Braithwaite, Inc.	St. Thomas, USVI
1998	Ruvyn Agency, Inc.	Schenectady, NY
1999	Cervera, Feldmen & Kirvan, Inc.	Schenectady, NY
1999	Capital Risk Associates, Inc.	Saratoga Springs, NY
1999	McEnany Agency, Inc.	Selkirk, NY
1999	HDL Associates, Inc.	Poughkeepsie, NY
1999	Robson & Geraghty	Hoosick Falls, NY
2000	Rose Agency, Inc.	Mechanicville, NY

2002	Duncan, Viniello & Associates, Inc.	Mahopac, NY
2003	Hahne & Link, Inc.	Catskill & Greenville, NY
2005	LRMP	Rochester, NY
2005	Gersten-Hillman Agency	Monticello, NY
2006	G.B.W.I. Associates, Inc.	Cairo, NY
2006	Gotts & Associates	St. Croix, USVI
2007	Putnam Benefits & Insurance	Holmes, NY
2007	Paul D. Allesandro Agency	Middletown, NY
2008	Insurance Design Agency	Latham, NY
2008	Palmer Agency	Carmel, NY
2009	JS Diamond Group	Poughkeepsie, NY
2008	D. V. Greco Insurance Agency	Rotterdam, NY
2010	Anthony Barese Agency	Middletown, NY
2010	Ralph Giordano & Associates, Inc.	Monticello, NY
2011	First Insurance	St. Croix & St. Thomas, USVI
2011	White & Company Insurance, Inc.	Santa Monica, CA
2012	Palmiter Benefits Group	Hyde Park, NY
2012	Malleolo Associates	Salt Point, NY
2013	Equisport Insurance Agency	Birmingham, MI
2014	Kallman Insurance Agency	Poughkeepsie, NY
2014	Perfect Benefits Group	New York, NY
2015	The EMO Agency	Warrenton, VA, Burbank, CA Wellington, FL
2016	The Valley Group	Kingston, NY
2017	Henke-Warren Insurance, Inc.	Coxsackie, NY
2017	Ackerman Quinn Financial Services	Poughkeepsie, NY
2018	Nicoll & MacChesney, Inc.	Troy, NY
2018	The Linden Agency	Brewster, NY
2019	Broadstone Equine Insurance	Middleburg, VA



Photos illustrating the destruction caused by Hurricane Hugo which tore through the Virgin Islands in 1989. Bottom photo is Dave Ridgway's home.



In 1989, as the firm celebrated its 125th anniversary, the Virgin Islands were struck by Hurricane Hugo, a major storm that caused the largest loss in the history of the insurance industry as it continued westward and struck the east coast of the United States. It is estimated that our two Virgin Island offices had about 10,000 claims to handle, which resulted in settlements totaling over \$642,000,000.

Handling these claims was particularly complicated by the lack of telephone service and public power for about three months. Most utility poles and the wires they carried came down during the storm and restoration was a very slow process. The only power available was from small electric generators that were attached to buildings and used when fuel was available.

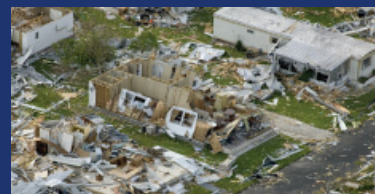
As a result of this storm and its aftermath, we incurred considerable additional expenses to handle the numerous claims and to assist our employees, many of who lost their homes. These expenses continued for several years due to the collapse of several insurance companies and the litigation that resulted. 1989 was the beginning of a period of increased hurricane activity in the Caribbean region that seriously affected the economy of the Virgin Islands. A second major storm, Hurricane Marilyn, struck the U.S. Virgin Islands in 1995, again causing catastrophic damage to property. As a result of these storms many insurance carriers refused to do business in the Caribbean area and premiums increased dramatically.

In 1994, a complete reorganization established Marshall & Sterling Enterprises, Inc. as a holding company and several other operating corporations were formed as a means of protecting shareholders in the event of a major claim against the firm. Marshall & Sterling Enterprises, Inc. owns all the stock of its subsidiary corporations. A chart of that organization and a list of our subsidiaries is displayed on page 25.

Following Mr. Smith's passing in 1998, the balance of his stock was acquired by the ESOP. In 2002, the ESOP also purchased Mr. O'Shea's shares. With the ESOP owning 100% of the stock, the company became completely employee-owned. It is interesting to note that the appraised value of shares of Marshall & Sterling stock when the ESOP was formed in 1977 was \$20.67. Forty years later, at the end of 2017 the share value was \$1,166.00. Our premium volume during the same period went from about \$9,000,000 to over \$600,000,000.

On September 7, 2017, Hurricane Irma struck the U.S. Virgin Islands as a category 5 storm. With the center eye wall of the storm passing just north of St. Thomas, Irma caused catastrophic damage on St. Thomas and St. John, and moderate damage to St. Croix. A mere 13 days later, Hurricane Maria struck the Virgin Islands, passing just south of St. Croix. It too brought devastating category 5 winds to the region, causing unimaginable destruction to areas already hard hit by Irma.

As of the printing of this publication the recovery and claims process continues throughout our U.S. Virgin Islands operations on St. Croix, St. Thomas and St. John. This effort includes the processing of thousands of claims throughout the islands. The total claims paid is anticipated to surpass \$700 million. Many Marshall & Sterling Virgin Islands employees lost everything - their homes, cars, clothes, furniture and belongings. A full 18 months after the storms the islands are still in rebuilding and recovery mode. Our offices faced monumental challenges with intermittent wireline, cell, internet and network communications, making the claims and recovery process extremely difficult. And yet these valiant employee-owners continued to work each and every day towards making our clients whole once again, and are playing a vital role in rebuilding a stronger Virgin Islands.



Photos illustrating the widespread damage caused by Hurricanes Irma and Maria in 2017.





Philanthropy & Social Responsibility

In addition to their outstanding record in building a great insurance organization, the employees of Marshall & Sterling have had an additional focus: improving the quality of life in the communities where they live and work. We serve on the boards of numerous organizations that provide services to those in need. We donate generously of our time and money to support programs that benefit the community.

These efforts have been recognized many times by local community groups and organizations, which has become a source of pride to all of us. Of particular note was our selection in 1998 to receive the Business Excellence Award for Community Service, given by the Dutchess County Economic Development Corporation.

The United Way is a good example of an organization that has received substantial support from our employees over the years. The Dutchess County organization was founded in 1937, as the Community Chest. It was a means of raising money to support numerous social service agencies. Not only have Marshall & Sterling employees always been among the largest supporters of the United Way, many have assumed leadership positions in the organization and contributed greatly to its success.

Another example of community involvement was outlined in an editorial that appeared in the Poughkeepsie Journal on July 24, 1973 following the untimely death of our Vice President Arthur Strom from cancer. They said:

“The quality of life in a community weighs not only on those elected to public office but on those solid individuals who accept the responsibilities of private citizenship and contribute their time and talents to the public welfare. Such an individual was Arthur J. Strom, whose death at the age of 52 leaves a gaping void in the fellowship of Dutchess County’s solid citizens. As he was achieving success in the private business sector as an insurance executive, Art Strom made time to contribute his talents to a broad spectrum of social and civic activities ranging from leadership positions in the Jaycees, Community Chest and Council, Adriance Memorial Library and Unitarian Fellowship to the Family Service Association, Poughkeepsie Model City Agency, and Human Relations Commission. His area of concern for his community’s welfare was unbounded, and he was untypical in transferring that concern into positive action.”

Marshall & Sterling Employees support a wide range of causes, including the American Heart Association (above) and Sparrow’s Nest (below.)



**Marshall
& Sterling**
INSURANCE

As a practitioner of positive thinking, Mr. Strom documented his beliefs and ideas frequently in letters to the Journal's Everybody's Column. They invariably were the result of deep thought and consideration of issues affecting contemporary life and spanning areas of concern from world and national crises to the most parochial of problems. There is some significance in the fact that Mr. Strom was not a native of this area. Born and educated in Brooklyn, his decision to live and work in Dutchess County was a conscious choice followed by complete dedication to his adoptive home. No native son has done more to express his loyalty to and love of his 'hometown.' Art Strom's untimely absence from the scene comes at a time when his likes are sorely needed in an area facing unprecedented growth where leadership of solid citizens such as he is a critical need. He will be sorely missed."

Art's devotion to community was not unlike many of our employees who have shown concern for our quality of life. During its long history obviously many individuals were employed by the firm who made significant contributions to its success and whose names are not included in this history. We wish to acknowledge their contributions and thank all who helped make Marshall & Sterling the fine organization it is today.

Insurance firm wins on policy of giving

By Matthew Brown

John Marshall and Graham Sterling are long gone, but the hole in Dutchess County-based insurance agency got overcast, doing good work.

The employees of Marshall & Sterling Inc. had hard times, constant adjustments, both with service club projects and policy on college and hospital benefits, and contribute to the Dutchess Volunteer box in the employee handbook.

All the while, the 101-year-old corporate entity, for whom they work in each day putting money efforts into the United Way of Dutchess County in the New Year Repository Theater.

For its extraordinary commitment to community causes, Marshall & Sterling has won the Dutchess County Economic Development Corp.'s 1998 Business Excellence Award for Community Service. The award is given by EDC and the Poughkeepsie Journal.

"Everywhere you look, you see evidence of Marshall & Sterling's support," says Jim Williamson, president of the United Way. "It's part of the company culture. It's what they do."

What Marshall & Sterling does, so well, is share. The share begins at home, when employees learn they are part of an employee stock ownership plan and share in the profits. The ESOP concept was introduced at the time of its incorporation in 1977 by former owner Charles Noel Smith Jr. "The shares," said Betty Flann, vice president of administration, "he could have sold out, but he didn't want the people here to lose their share."

The ESOP has prospered under John P. O'Brien's presidency. With the company since 1986, he has overseen phenomenal growth. The work here has quadrupled, a



Marshall & Sterling employees in the lobby of the company's Poughkeepsie office. Standing from left are: James Walcott, vice president and branch manager; Doug O'Brien, president and CEO; James Walcott, vice president and branch manager; Doug O'Brien, president and CEO; Charles MCGee, branch office service representative; Tim Dean, service account executive; Stephanie Patis, branch office service representative; George Wilson, vice president and branch manager; and Michael O'Brien, vice president and branch manager. The company received the Economic Development Corp.'s Business Excellence Award for Community Service.

new corporate headquarters overlooking the Hudson have been built. Marshall & Sterling offices have opened throughout the Hudson Valley and upstate. Roundly received, the company is ranked 12th among insurance agencies and brokers nationwide.

O'Brien emphasizes the sharing theme with his 200 employees. "We want our employees to share their lives with the community and in support of charitable efforts. It's an essential policy and practice that every one sees here."

A shining example

What they share in O'Brien setting a shining example, the recent activities include the workweek

"Everywhere you look, you see evidence of Marshall & Sterling's support. It's part of the company culture. It's what they do."

Jim Williamson
United Way

of a poster at Vassar describing Marshall & Sterling as representative of a distinctive community spirit among Dutchess County businesses generally. A partner at McCabe & Marks, Marshall said, "This commitment to volunteerism has a tremendous impact... It's unique, it's important, and it makes Dutchess County a better place to live."

This is the motto in a series of profiles of the EDC Business Excellence Award winners.

Insurance Firm First to Give 'Fair Share' to Chest



Employees of Marshall and Sterling Insurance Co. stand in front of the company's new office building in Poughkeepsie. From left to right: James Walcott, vice president and branch manager; Doug O'Brien, president and CEO; Charles MCGee, branch office service representative; Tim Dean, service account executive; Stephanie Patis, branch office service representative; George Wilson, vice president and branch manager; and Michael O'Brien, vice president and branch manager.

Employees of Marshall and Sterling Insurance Co. stand in front of the company's new office building in Poughkeepsie. From left to right: James Walcott, vice president and branch manager; Doug O'Brien, president and CEO; Charles MCGee, branch office service representative; Tim Dean, service account executive; Stephanie Patis, branch office service representative; George Wilson, vice president and branch manager; and Michael O'Brien, vice president and branch manager.

Newspaper clipping from the Poughkeepsie Journal, 1963

Newspaper clipping from the Poughkeepsie Journal, 1998

Marshall & Sterling
INSURANCE



Our Facilities

As Marshall & Sterling grew, space presented a problem in numerous locations. In addition we occasionally made an acquisition where the office was in a location that we felt was unsuitable for the long term. We therefore were frequently forced to expand a facility or move to a new location.

In Poughkeepsie, we had to make several changes over the years. I previously described our moves in 1955 and in 1972. However, by 1981, we had outgrown our building at 75 Washington Street. The solution was to put an addition on that building that nearly doubled its size. At that time there were 40 employees in Poughkeepsie. That solution lasted only a few years and by 1988 we knew we had to find more space. After looking at alternatives we decided to purchase a vacant lot from the City of Poughkeepsie, at 110 Main Street. A four-story building was erected on that site. About 50% of the space was occupied by Marshall & Sterling employees and the remaining portion was rented to others.

During the 1990's nearly all of our branches moved to larger and more modern locations. Our Wappingers Falls and Newburgh branches each moved twice to rented space in more suburban settings. In Middletown we moved to a new office building outside the city. In Schenectady we moved to a new office building in neighboring Glenville.

In Catskill we were unable to locate suitable space in the village so we purchased a lot in nearby Leeds where we built our own new office. When we acquired the Tunick Agency in St. Thomas, the office was on the second floor above a jewelry store in Charlotte Amalie. Since this location was far from ideal (except for the very cheap rent) we moved to a new office building outside of town, which included plenty of parking. Since quality rental space was not available, we decided to construct a new award-winning office building when our lease ended. We occupy one floor and rent two additional floors to others.

At this time we have 26 locations in New York, California, Florida, Michigan, Virginia and the U.S. Virgin Islands staffed by 440 employees. As we celebrate

over 150 years of existence with revenues of over \$75,000,000, we are all proud of our many accomplishments and continue to be committed to following the path laid out by our leadership over those many years.

Annually, the national publication Business Insurance ranks the top 100 agencies by their size. Based upon the information published in 2017, Marshall & Sterling is now among the top 25 privately-owned agencies in the nation.

Our Office Locations:

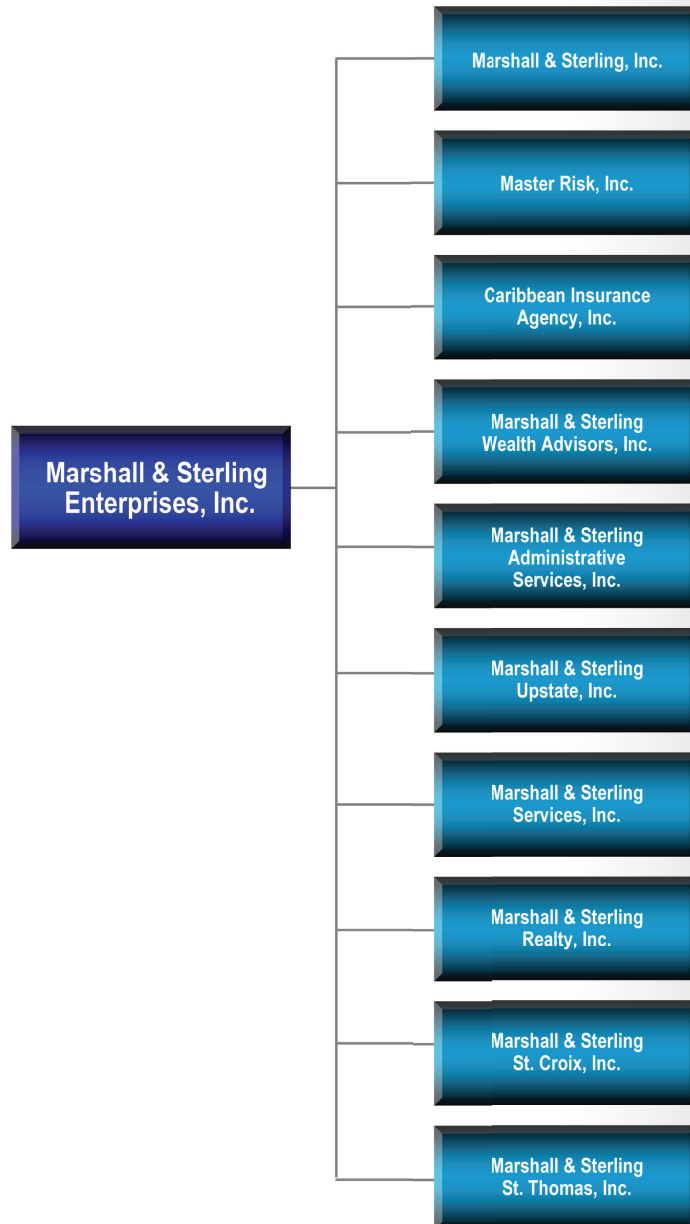
New York:

Headquarters	110 Main Street, Poughkeepsie, NY 12601
Poughkeepsie (CL)	110 Main Street, Poughkeepsie, NY 12601
Poughkeepsie (PL)	232 Hooker Avenue, Poughkeepsie, NY 12603
Brewster	2241 Route 6, Ste. B, Brewster, NY 10509
Glens Falls	217 Dix Avenue, Glens Falls, NY 12801
Hoosick Falls	29 Church Street, Hoosick Falls, NY 12090
Kingston	407 Hurley Avenue, Kingston, NY 12401
Leeds	300 Route 23B, Leeds, NY 12454
Manhattan¹	555 Madison Ave., 5th Floor, New York, NY 10022
Middletown	420 East Main Street, Middletown, NY 10940
Millbrook	3269 Franklin Avenue, Millbrook, NY 12545
Monticello	2 High Street, Monticello, NY 12701
Mount Kisco¹	280 North Bedford Road, Mount Kisco, NY 10549
New Windsor	103 Executive Drive, Ste. 101, New Windsor 12553
Scotia	25 Mohawk Avenue, Scotia, NY 12302
Saratoga Springs	125 High Rock Avenue, Saratoga Springs, NY 12866
Troy	14 2nd Street, Troy, NY 12180
Valley Stream¹	70 Sunrise Hwy., Ste. 500, Valley Stream, NY 11581
California²	2920 W. Olive Avenue, Burbank, CA 91505
Florida²	12798 W. Forest Blvd., Wellington, FL 33414
Michigan²	725 S. Adams Road, Birmingham, MI 48009
Virginia²	400 Rosedale Court, Warrenton, VA 20186
Virginia²	201 W. Washington St., Middleburg, VA 20117
St. Croix	5021 Anchor Way, Christiansted, USVI 00820
St. Thomas	1336 Beltjen Road, St. Thomas, USVI 00802
St. Thomas	6115 Estate Smith Bay, St. Thomas, USVI 00802
St. John	Cruz Bay, St. John 00830

1 - Group Benefits Division offices 2 - Equisport Division offices

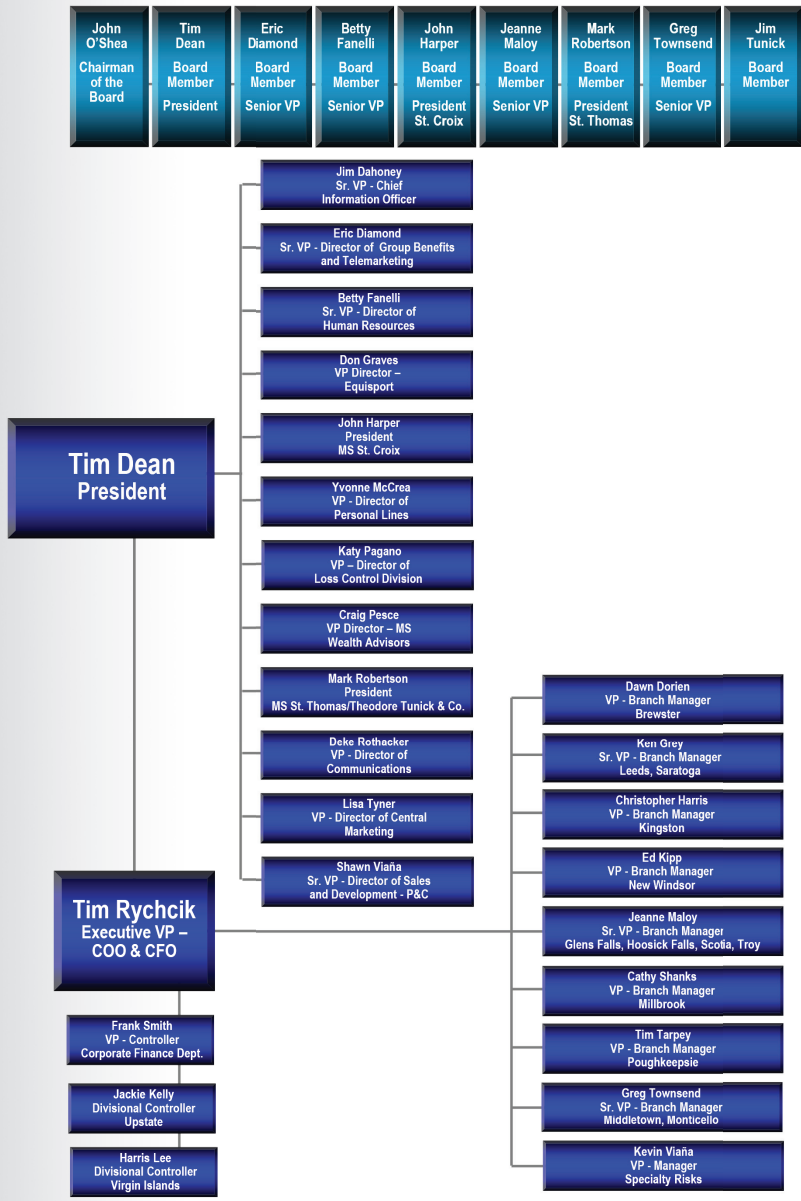
Marshall & Sterling Today

Structure & Subsidiaries



Marshall & Sterling Today

Leadership



Group Benefits

From our inception, Marshall & Sterling's group benefits and health insurance offerings were quite secondary to our commercial and personal lines insurance operations. As the needs for health and other employee benefits grew for our commercial clients, so too did our desire to dramatically expand these products and services for our customers.

Several individual sales producers began focusing on health insurance and group benefits services for our business clientele on a small scale in the 1990's. In 2009 however, Marshall & Sterling launched an entirely new division, solely dedicated to providing group benefits coverage. We acquired at that time JS Diamond Group, a firm headed by Eric Diamond. Eric was a seasoned veteran of the health insurance and benefits industry, with over 20 years of benefits experience, including tenure with Aetna, one of the nation's largest providers of health insurance.

Eric quickly led his team to unprecedented growth for Marshall & Sterling, beginning with sales revenue of \$3 million in 2009, increasing to over \$11 million in 2018. This division now represents Marshall & Sterling's largest single branch or division by sales volume. Beginning with one small office space in our Poughkeepsie building, our Group Benefits Division now has over 60 employees working out of five offices in Poughkeepsie, NY, Scotia, NY, Mount Kisco, NY, Valley Stream on Long Island and Manhattan in New York City.

No other segment of our industry has seen greater change in the last 10 years than health care. With the passage of the Affordable Care Act in 2010, both commercial business and individuals now must comply with a host of laws and regulations which govern health insurance. Eric and his team have developed proven service models and strategies that exceed most requirements faced by our customers.

Our Group Benefits Division's strategic products and services address virtually every need in the realm of employee benefits, including technology solutions, compliance, human resources support, communications, worksite solutions and cost containment. Our team strives to develop long-term, mutually beneficial partnerships with our employee benefit clients by gaining an understanding of their organization, its history, competitive challenges, and future direction. By combining the perspectives and insights of our client's staff, human resources professionals, and executives, we find the best possible options for these businesses, offering tailored guidance and on-target solutions to meet the unique goals of each organization.

A small sample of the product offerings of our Group Benefits division.



Navigator
Manage all your HR needs in one convenient online platform—payroll, benefits, compliance and more!

Manage Your HR

- DVTOT Boarding
- Tracking Employee's Salary, Certifications, Job History, etc.
- Performance Management
- Employee Communication
- Emergency/Dependent Contacts
- Electronic Personnel Records
- Total Compensation Statements

Compliance

- ACA Tracking & Reporting
- EEOC Information
- Paperless Audit Trail
- COBRA Reporting
- Electronic Notices & Signatures
- COBRA Management
- Operations & Training Database and Video Library
- Custom Reports & Notifications

Benefits Administration

- Employee Self-Service Portal
- Online Enrollment
- Decision Support Tools
- Plan Comparisons
- Mobile Apps
- Online Education Videos
- Plan Summaries & Documents
- Pharmacy, LEO & Provider Directories

Enhanced Efficiency

- Manage Interactions in one place
- Full payroll integration
- Manage paper forms & files
- Automatic updates
- Event based triggers & transaction logs
- Track & approve changes
- Defined contribution & consumption focus

Marshall & Sterling
GROUP BENEFITS

866-573-4768

www.marshallsterling.com/Navigator

Administrative Service Model
Marshall & Sterling is a true extension of your HR Benefits function

Human Resource Support

- Phone Access to HR Specialist for Questions & Support
- Onsite Training for Management & Staff
- Management, Absence Time Management
- Employment Practices Review
- Wellness - Review of Leave

54% of employees are selecting a health plan in more complicated than asking a HR professional.

Technology Solutions

- Social Training
- Performance Management
- PEO/Time Management
- Employee/ Employer Self Service
- Certification Tracking
- Compensation Reporting & Licensing
- Online Enrollment
- Decision Support Tools
- Mobile Application
- Web Tracking

Compliance

- ACA Electronic Tracking Reporting (ERACORS-C)
- SOX filing
- COBRA Administration
- Issues with EOL Audits
- Regulatory & Compliance News
- Webinars & Education

32% of business plans audited by the DOL received fines over \$10,000.

Communications

- Custom Benefit Guide
- Open Enrollment Portal
- Health Fairs
- Near Compensation Statements
- Virtual Benefit Fairs

Worksite Solutions

- Seasonal Enrollment
- Exit Benefits
- PTO, Sick, FMLA
- Home & Auto
- Pet Insurance
- GAP
- Legal Support

An inactive employer can cost you up to \$1,000 every in health costs per year; only 24% of employers were aware of any wellness plan offered by employers.

Cost Containment

- Referral Coord. Pricing
- Plan Design Strategies/Revolving
- Benchmark Eligibility Audit
- Analytics Solutions/ACD
- Claims Reporting/Audit
- PBM Analysis & Contract Review

Employers with established "Return to Work" programs are 6x more likely to reduce or paid time off by 3-4 weeks.

Stay up-to-date with our compliance news!
www.marshallsterling.com/aca-compliance-updates

866-573-4768

Marshall & Sterling
INSURANCE



**YOU FIND THE PERFECT DISTANCE.
WE'LL FIND THE PERFECT POLICY.**

As a market leader, Marshall & Sterling Insurance embodies the professionalism, service, attentive care and resources you deserve when selecting an insurance agent to protect what's important to you. Our Equisport Division was created by equine insurance professionals to meet the demands and unique risks of horse owners. We know how to protect horse owners. It's our business.

**Marshall
& Sterling**
INSURANCE
800-836-3046
marshallsterling.com/equisport

PASSION



You expect a lot from your horse. The more performance and response when you ask the A and after and grow to the height of circumstances. At Marshall & Sterling Insurance, we don't just decide upon the best policies in your insurance agent. Our Equisport Division is created by equine professionals to meet the demands of horse owners, whether you are a competitive pro, a dedicated amateur or just your own horse.

We know why you're passionate. It's our business.

**Marshall
& Sterling**
EQUISPORT
800-836-3046 marshallsterling.com/equisport

NEW YORK CALIFORNIA MICHIGAN FLORIDA VIRGINIA IRELAND

**Marshall
& Sterling**
INSURANCE

Page Twenty-Nine

Equisport

Marshall & Sterling's Equine Division was started over 40 years ago in order to focus on insuring horses and farms - a specialty risk that caters to the smaller boutique equine industry. The Equine Division only expanded after an acquisition of a book of business in 2011.

As growth continued into 2013, Marshall & Sterling acquired Equisport Agency Inc, which had been founded in 1984 by Donald C. Graves. A graduate of Alma College, Don began his career in the insurance business when he joined a Michigan-based agency. An avid equestrian, he later decided to form his own agency for the specific purpose of serving the equestrian industry. As the agency grew, and Don became a nationally-ranked equestrian, he opened a second office in Florida in order to reach more clients. Following the acquisition in 2013, Marshall & Sterling changed the name from Equine Division to the Equisport Division and Don became its Director.

In 2014 Marshall & Sterling Insurance acquired the EMO Agency in Warrenton, Virginia, which also specialized in the Equine Industry, and added it to the Equisport Division making Marshall & Sterling one of the nation's largest providers of Equine-related coverage for horse owners and their farms. In the Fall of 2016, EMO was moved onto the Marshall & Sterling computer system, further connecting the growing team between locations.

The Equisport Division now has offices in New York, Florida, Michigan, two in Virginia, and California. It continues to grow and provide mortality insurance to thousands of horses around the country, along with farm coverage on the multitudes of stables across the U.S., and liability coverage for those who work in the Equine Industry, such as trainers, riding clubs, equine events, and therapeutic programs.

Equisport Division is also a proud sponsor of the Marshall & Sterling Insurance League and the Marshall & Sterling U.S. Equestrian Pony Medal.

The Marshall & Sterling Insurance League is a grassroots organization dedicated to providing competition for up and coming Children and Adult Hunter/Jumper riders. The M&S League has grown since its inception in 1991 from 10 member shows with 100 riders, to over 1,100 horse shows across the country with more than 2,000 competitors today. The league provides an opportunity for riders to compete throughout the year and qualify for the prestigious Marshall & Sterling Insurance League National Finals, co-sponsored by HITS-on-the-Hudson in Saugerties, New York. Prizes at the finals include numerous medals and cash awards, as well as a \$1,000,000 Grand Prix.

The Marshall & Sterling U.S. Equestrian Pony Medal is a coveted prize awarded to the winner of the Marshall & Sterling U.S. Equestrian Pony Medal Finals held annually under the direction of the U.S. Equestrian Federation in Lexington, Kentucky. This week-long competition is considered the most prestigious and celebrated event of its kind in the U.S. for young junior riders. It follows a year of qualifying competitions held around the country that are considered a stepping stone for young junior riders to move into the Grand Prix ring. Typically, as many as 600 riders qualify for entry into the Marshall & Sterling U.S. Equestrian Pony Medal Finals.

With incredible growth within the equine industry, Marshall & Sterling Equisport Division has become a highly recognized name in this specialized field, known for its attention to customer service.



YOU PICK OUT YOUR HORSE'S STALL.
WE'LL PICK OUT THE BEST POLICY.

As a member of the Marshall & Sterling Insurance League, you'll enjoy the professional, stress-free service and excellent customer support that only comes from a company that's been in the business for over 100 years. Our Equisport Division is proud to provide insurance solutions for the horse and equestrian community. From employment to liability, we have the expertise to help you protect your investment in your horse.

We have fun in providing horse care. It's our business.



**Marshall
& Sterling**
INSURANCE
800-836-3046
www.marshallsterling.com/equisport



Florida • New York • Virginia • Michigan • California



CONGRATULATIONS
To all who qualified for the
2018 U.S. Equestrian Marshall & Sterling
Pony Medal Final!

www.MarshallSterling.com/Equisport
1000 New Road 100 West, Wallingford, VT 05492 • Tel: 800-836-3046 • Fax: 802-882-0825

**Marshall
& Sterling**
INSURANCE



Specialty Risks

This department was originally formed in 1977 as the Bond Department due to their expertise and volume of bond business, crime and surety. Under the leadership of Peter Bennett and Frank Maranto along with a staff of 2, the department also focused on the development of programs for the money handling industries. Beginning with check cashing stores principally in New York City, this effort eventually expanded to a nationwide program. Since those stores handled large amounts of money, a logical expansion of the program was to provide insurance for armored car service companies.

To help with the department's growth, they hired two individuals - Ron Bray who had been an owner of an armored car company, and Kevin Viaña who was a bond underwriter with a national carrier and a background in crime and surety. Kevin now heads this division. With a strong knowledge of security measures and crime prevention, Specialty Risks has added more national programs to their portfolio:

- Couriers
- Pawnbrokers
- Automated Money Machines (ATMs)
- Precious Metal Refiners

They are in the process of developing a national programs for Jewelers. Non-money handling programs have been added including a NY State Fund Workers' Compensation Insurance Safety Group for automotive service and service station dealers. Over the years the surety bond volume grew considerably to include money handling clients with surety bonds in every state across the country, and construction clients with bond programs in excess of \$100,000,000. In addition to surety bonds, the Specialty Risk's construction insurance book has grown to be in excess of \$20,000,000 in premium, with accounts from the Hudson Valley to New York City. In the early 1990's the department, which had been part of the Poughkeepsie Branch, became its own profit center and in 2007, due to the department's diversification, changed their name to the Specialty Risks Division. Today they have a staff of over 30.

Marshall & Sterling is one of a small number of agencies that specializes in providing all lines of coverage for unique and sometimes different insurance risks .

Wealth Advisors

In early 2012, after discussions with potential new professional associates, Marshall & Sterling decided to move forward with the creation of a new division, Marshall & Sterling Wealth Advisors (MSWA). This additional service was a logical extension to our goal to provide our clients with another service to address their risk management needs.

John S. Morgan was the first to join the firm in 2012 acting as Senior Wealth Advisor and Chief Compliance Officer. A graduate of Union College, John had extensive experience in the field of investments and wealth management. Upon joining us he successfully arranged with the New York State Attorney General for us to become a Registered Investment Advisory firm.

Prior to his resignation in 2018, John also served as Chairman of the Investment Committee and constructed the plan design for employer sponsored retirement plans. He was made a Vice President of Marshall & Sterling Wealth Advisors, Inc. in 2013. That same year John was joined by Craig M. Pesce, CFP, who had been vice president and Private Client Advisor for Wilmington Trust, a division of M&T Bank, where he provided wealth advisory services to high net worth business owners and professionals. Craig became Director of MSWA, where he focuses on growth of assets under management through direct sales as well as hiring and mentoring of additional wealth advisors. A graduate of Marist College, Craig also studied at American College where he earned his Certified Financial Planner designation. He was made a Vice President of MSWA in 2014.

In taking care of client's investment needs, the staff of MSWA uses its research capabilities to construct a personalized portfolio to meet agreed investment objectives. They will also put together a financial plan for their clients to address estate and retirement planning including where appropriate, disability, long term care and life insurance. Their goal is to give their clients peace of mind that they can have a secure financial future.

Our acquisition of The Valley Group in 2016, and Ackerman Quinn in 2017, added experienced staff and new clients to this division.



Our MSWA Team



Information Systems

Over the past several years our business methods have been affected dramatically by advances in technology as new devices and an ever expanding internet have afforded more and more access to information and communication methods.

As recently as 30 years ago much of our processing of data was done manually with voluminous files of paper records and transfer of information was most often by mail. One of the early devices to come along was the fax machine which allowed documents to be transferred over telephone lines. Appropriately sized computers also became available and affordable allowing us to do our accounting and some processing and storage of customer records. Then as improved software was developed, we were able to provide ever increasingly effective customer service. Data transfer between us and our carriers was also enhanced and this also allowed us to provide improved service.

As laptop computers and smart phones became more affordable, their versatility gave us multiple sources of information and the ability to communicate this information. Thus employees could effectively provide required services from anywhere at any time. Gradually over the past several years as more and more customer transactions are done by computer, paper files have disappeared.

Our IS team estimates that over the past 20 years the data we need to store to run our company has grown 300,000 times and will continue to grow at that pace for the foreseeable future. Since we no longer have the capacity in-house to store all the data we require, we have turned to cloud computing, using off-site facilities to supplement our capacity. This is a cost effective alternative to the purchase of additional hardware. We have recently replaced the agency management system we have had for over 20 years with a newer, updated system that provides us the capacity we will need as our growth continues.

Communications

After many years of outsourcing our advertising, promotions, development of sales materials and other public relations activities, the decision was made in 2008 to bring all these responsibilities in-house by creating a Corporate Communications Department. Detrick, “Deke” Rothacker was hired as Marshall & Sterling’s first Director of Communications.

Our Corporate Communications department currently has Deke and a coordinator who manage all of company’s strategic communications initiatives and planning, including advertising strategies that encompass a broad range of media including traditional TV, radio, print, display and environmental content, as well as advertising planning and media placement.

This department also manages and produces all web-based content for the company’s main web presence, as well as 26 divisional micro-sites, direct and e-mail marketing for sales & development, as well as social media and all digital marketing. Our communications department also produces video content for sales and advertising applications, as well as the coordination of a wide array of events including our shareholder annual meetings, producers conferences, sales and compliance education seminars.

The team is also responsible for the corporate-wide branding strategies and corporate identity program throughout all operations, along with media and press relations, as well as presentations and scripting for both internal and external strategic communications. In addition, this department manages Marshall & Sterling’s community relations and philanthropic activities across the organization to affect a positive impact in the communities served by the 26 branch offices.



Get Serious About Your Risks

Can't afford to pay for the risks that come with your business? Consider these common risks: theft, fire, liability, property damage, and more. How do you protect your business? Get serious about your risks.

It's time to get serious about effectively managing your risks.

Marshall & Sterling provides a comprehensive range of risk management solutions to meet the needs of all businesses and individuals. From managing your property and your employees' liability to protecting your business from theft, fire, and liability. From managing your property and your employees' liability to protecting your business from theft, fire, and liability. From managing your property and your employees' liability to protecting your business from theft, fire, and liability.

150th Anniversary
1864 - 2014
Marshall & Sterling
INSURANCE

www.marshallsterling.com 800-333-3766

When it's time to get serious, it's time for Marshall & Sterling.

*Sample ads created by our
Corporate Communications
department.*



Exceptional Insurance Protection

Our People Are Your Best Insurance

Buy a house this year or in the past? Whether it's an owner-occupied home or a rental, you'll need the best possible insurance protection at the best price!

Since 1864 when Herman London was President, Marshall & Sterling Insurance has been creating exceptional insurance coverage with exceptional service and support for the insured client. As a 150th anniversary company, our team of experienced insurance professionals provide an unparalleled insurance buying experience. Our goal is to serve you to be an insurance option you're proud of.

Marshall & Sterling
INSURANCE
www.marshallsterling.com

- Home & Auto
- Health & Medical
- Bond & Fidelity
- Life & Health Insurance
- Personal Umbrella Liability
- Jewelry & Antiques
- Art & Collectibles
- Specialty Plans & Rental Insurance

518 943 3900
Level - Storage Savings

518 384 1100
Scott - Great Falls - House Falls

Marshall & Sterling
INSURANCE

Current Senior Leadership



John P. O'Shea - Chairman of the Board

John P. O'Shea attended Fordham University and after graduation joined the U.S. Navy. He attended Officer Candidate School and after receiving his commission served the next three years aboard a Navy destroyer in various parts of the world including Korea. After his release from military duty in 1955 he joined Marshall & Sterling as a trainee. He was made Vice President in 1970, became Poughkeepsie branch manager in 1977 and President in 1980. He was also made a Director in 1980, and in 1999 he was elected Chairman of the Board. He resigned as President in 2005.



Timothy E. Dean - President

Tim Dean attended the University of Michigan and after graduation worked as an account executive for Pitney Bowes. He joined Marshall & Sterling in 1985 as an account executive. He was appointed Vice President and branch manager of the Poughkeepsie & Wappingers Falls branches in 2005, and became President of Marshall & Sterling in 2009. Tim was made a director in 2009.



Tim Rychcik - Executive Vice President - COO, CFO

Graduating from Clarkson University, Tim then received a Master's Degree of Finance from Pennsylvania State University. After working for several years in public accounting and banking, Tim joined Marshall & Sterling in 1990 as Comptroller. He was made Vice President in 1997 and President of Master Risk, Inc. in 1995. He was also elected a Director in 1998. Tim was appointed Chief Operating Officer and Chief Financial Officer in 2009, and was promoted to Executive Vice President in 2015. He stepped down as a Director in 2016 to assume leadership of Marshall & Sterling's ESOP Trustees.

Current Senior Leadership

Betty A. Fanelli - Senior Vice President, Director of Human Resources

A graduate of the State University of New York at Albany, Betty joined Marshall & Sterling in 1975 as an assistant in the finance department. She became Administrative Manager in 1986 and was made Vice President in 1992. She was also elected a Director in 1999, and promoted to Senior Vice President in 2009.



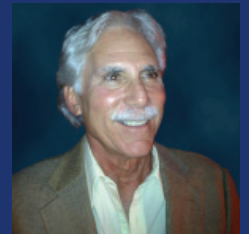
John Harper - President, Marshall & Sterling St. Croix

Originally from Wilmington Delaware, John graduated from the University of Richmond, VA. He moved to the Virgin Islands in 1985, having been transferred to St. Croix by GAB Business Services as a Claims Adjuster. After a year on St. Croix and a year on St. Thomas, he joined Marshall & Sterling as an Account Executive in 1987. He was made branch manager of the St. Croix branch and vice president in 2005. In 2006, John became President of Marshall & Sterling St. Croix, Inc. and was made a director of Marshall & Sterling Enterprises, Inc. in 2011.



Jim Tunick - Board Member

Jim attended Brown University and upon graduation joined his father in the insurance business in New York. He also spent time working in the advertising and real estate business before moving to St. Thomas in 1972 to rejoin his father who had established an insurance agency there. He joined Marshall & Sterling, as Branch Manager in 1986 when we acquired Theodore Tunick & Company, became Vice President in 1988 and President of Marshall & Sterling St. Thomas, Inc. in 1994 when that corporation was formed. He was also elected a Director in 1994. Jim retired in 2010, but remains as a Director.



Current Senior Leadership



Mark Robertson - President, Marshall & Sterling St. Thomas

Born in England, Mark Robertson had a successful career in yachting and interior decorating in Hawaii and Spain before joining an insurance company in St. Thomas in 1993. He joined Marshall & Sterling St. Thomas as an Account Executive in 1997, and was made Vice President in 2003. He was appointed President of Marshall & Sterling St. Thomas in 2010, and was elected a Director of Marshall & Sterling Enterprises in 2014.



Greg Townsend - Senior Vice President, Branch Manager

Greg Townsend served as an Account Executive with Orange County Agents when this Middletown-based agency was acquired by Marshall & Sterling in 1985. He became Sales Manager of our Middletown office in 1986. He was appointed Vice President and Branch Manager of our Middletown office in 2009, and also took over leadership of our Monticello office in 2014. He was elected a Director in 2016, and was made a Senior Vice President in 2018.



Jeanne Maloy - Senior Vice President, Branch Manager

In 1980 Jeanne Maloy received a Bachelor's Degree in Accounting and Marketing with a minor in Economics from the State University of New York at Plattsburg. She started her career with Ter Bush and Powell in 1980 in Life & Benefits Accounting. Through an acquisition by Jardine Insurance Brokers Inc. she held positions as a staff Accountant & Budgeting Coordinator and in 1985 was promoted to Assistant Controller. As a result of the acquisition in 1994 by Marshall & Sterling Inc. Jeanne held positions as an accountant as well as the coordinator of the branch sales center. In 2002 she was promoted to Office Manager and in 2005 made Operations Manger. She was promoted to Branch Manager in 2009, made a Vice President in 2010, Senior Vice President in 2018 and elected a Director in 2018.

Current Senior Leadership

Eric Diamond - Senior Vice President - Director of Group Benefits

Eric Diamond came to Marshall & Sterling in 2009. Prior to joining Marshall & Sterling, Eric was President of JS Diamond Group, Inc., overseeing business development, administration and marketing. Previously he was a Sales Manager for Aetna Inc., in Purchase, NY. After serving three years in the U.S. Army, Eric received his BS degree in Marketing at the State University of New York at Oneonta. Eric's experience has been focused on group benefit plans for large employer groups and he is actively involved in the oversight of these large accounts. He was promoted to Vice President in 2010, and Senior Vice President in 2015. He was elected a Director in 2018.



J. Carlos "Shawn" Viaña - Senior Vice President, Director of Sales & Development

After graduation from Marist College, Shawn entered the insurance business working for Metropolitan and Travelers Insurance Companies before joining an agency in 1985. He joined Marshall & Sterling Upstate in 1997 as an Account Executive, became a Vice President in 2002 and was made Branch Manager in 2004. He was promoted to Director of Sales & Development in 2009, and Senior Vice President in 2015. He was made President of Marshall & Sterling Upstate in 2016.



James Dahoney - Senior Vice President, Chief Information Officer

Jim started with Marshall & Sterling's Millbrook, NY branch in 1987, serving as a CSR for the George T. Whalen Insurance Agency. Marshall & Sterling acquired this office in 1990, and over the years Jim has risen through the ranks as an Account Executive, and then as Network Engineer for our IS department. As Chief Information Officer, Jim leads our team of information service professionals across our entire organization, and he directs and manages computing and information technology strategic plans, policies, programs and schedules for the technological infrastructure that is at the heart of our operations. He was promoted to CIO in 2001, Vice President in 2005, and Senior Vice President in 2017.





Current Senior Leadership

Ken Grey - Senior Vice President, Branch Manager & Captive Manager

A graduate of Allegheny College, Ken also has a Master's Degree in Business Administration from Rensselaer Polytechnic Institute. After working for the St. Paul Insurance Group and Hartford Insurance Group he joined Marshall & Sterling in 1990 to become manager of the newly acquired Grossmann Agency. He became Vice President in 1994. He also assumed responsibility for an additional branch in Saratoga Springs, NY when we acquired Capital Risk Associates Inc. in 1999. Ken was appointed Corporate Captive Manager in 2014 and made a Senior Vice President in 2018.

Current Leadership

Craig M. Pesce - Vice President, Director of Marshall & Sterling Wealth Advisors

Craig Pesce is the Director of Marshall & Sterling Wealth Advisors, Inc. Prior to joining Marshall & Sterling in 2013, Craig served as Vice President and Private Client Advisor for Wilimington Trust, a division of M&T Bank, where he provided comprehensive wealth advisory services to high-net worth business owners and professionals. Craig is a graduate of Marist College with a degree in Business Administration and Finance, and received his Certified Financial Planner™ (CFP®) designation from The American College. He was promoted to Vice President in 2014.



Don Graves - Vice President, Director of Equisport Division

Don Graves is the Director of Marshall & Sterling's Equisport Division. He started with Marshall & Sterling in 2013 to lead the insurance and risk management services for equine, farm and ranch clients. Don's team works in six locations across the United states including Poughkeepsie, NY, Birmingham, MI, Wellington, FL, Warrenton, VA, Middleburg, VA and Burbank, CA. He is a nationally ranked champion equestrian who has been the recipient of numerous hunter/jumper awards throughout his competitive riding career. Don holds a bachelors degree in communications from Alma College in Alma Michigan.



Current Leadership

Lisa Tyner - Vice President, Director of Central Marketing

Lisa Tyner joined Marshall & Sterling in 2009, was appointed to her current role as Director of Central Marketing for Marshall & Sterling in 2015, and was promoted to Vice President in 2017. Previously, Lisa served as Marketing Manager for Marshall & Sterling's Poughkeepsie, Millbrook and Carmel branch offices. She has worked within the insurance industry since 1988. Before coming to Marshall & Sterling, Lisa served as Office Manager at Tri-County Insurance, as well as a Senior Research Sales Manager and Investigator with Kelly Pioneer Group.



Detrick "Deke" Rothacker - Vice President, Director of Communications

After graduating from Manhattanville College, Deke Rothacker worked in a number of management roles within advertising, media design, public and community relations, and corporate communications for several Fortune 500 companies over a 25-year period. He previously held positions with GTE, Verizon Communications and the Coca Cola Company. Prior to coming to Marshall & Sterling in 2008, he served as Vice President of Marketing, Development and Community Relations for United Way. He was made a Vice President of Marshall & Sterling in 2011.



Yvonne McCrea - Vice President, Director of Personal Lines

Yvonne McCrea came to Marshall & Sterling in 2010. She is a 15-year veteran of the insurance industry, and has also held several client support and management positions for other insurance agencies over the years. Yvonne has been a top Personal Lines producer for Marshall & Sterling every year, and has received numerous Sales Excellence Awards. She is also a member of Marshall & Sterling's President's Club. Yvonne was promoted to her current position as Director of Personal Lines, and made a Vice President in 2018. She earned her Associates Degree in marketing from SUNY Adirondack.





Current Leadership

Katy Pagano - Vice President, Director of Loss Control Division

Katy began working for Marshall & Sterling in 2006. As Director of our Loss Control Division, Katy is responsible for the introduction, oversight and coordination of all risk management and loss control services offered to current and prospective clients. She has earned a number of industry safety designations. Katy holds a Bachelors Degree from Utica College of Syracuse University, and a Masters Degree from Sage Graduate School. She was made a Vice President in 2018.

Past Senior Leadership

Joseph H. Marshall - President 1864 - 1899

Born and raised in Poughkeepsie, NY, Joseph Marshall founded his insurance agency on April 24, 1864. He remained the agency's principal for the next 24 years, at which time he partnered with Graham L. Sterling. Mr. Marshall worked together with Mr. Sterling for another year. Joseph H. Marshall passed away on August 6, 1899 at age of 73.



Graham L. Sterling - President 1899 - 1920, 1931 - 1934, 1942 - 1945

Graham Sterling became a partner to Joseph Marshall in 1898. After Mr. Marshall's death in 1899 he ran the agency until 1920 when he sold it to Charles Smith. He was called out of retirement in 1931 and became President of the firm for three years following Mr. Smith's death. He again came out of retirement to run the agency during World War II while Charles Smith Jr. was in the army. He retired for a third time in 1946 and died the same year at age 82.



Past Senior Leadership

Charles Hoyt Smith - President 1920 - 1931

Charles Hoyt Smith attended Columbia College. He subsequently entered the insurance business joining Liverpool, London & Globe Insurance Company. In 1920 he purchased the Marshall & Sterling Insurance Agency and ran that business until his death in 1931 at 52.



Charles Hoyt Smith, Jr. - President 1934 - 1980

Charles Hoyt Smith Jr. graduated from the New Hampton School for Boys in 1931 and went to work for the Phoenix Insurance Company in Hartford, CT. A few months later, due to the death of his father, he resigned from that job and joined Marshall & Sterling becoming President in 1934. During World War II he served in the United States Army as an infantry officer in Europe. He was recalled to active duty during the Korean War in 1950 and became an instructor at the Boston Army Base during 1950-51. He was the sole owner of the agency at the time of the formation of the Employee Stock Ownership Plan in 1977. He retired in 1980 but remained as Chairman of the Board until his death in 1998.



David C. Ridgway - President 2005 - 2008

Dave graduated from the College of Wooster, Ohio and thereafter entered the insurance business. He was associated with Young - Clark Ltd. in St. Croix when we acquired that agency in 1984. He joined Marshall & Sterling as an Account Executive, became Branch Manager in 1990, Vice President in 1992 and President of Marshall & Sterling St. Croix, Inc. in 1994 when that corporation was formed. He was also elected a Director in 1998. He was appointed President of Marshall & Sterling Enterprises, Inc. in 2005, and retired in 2008.

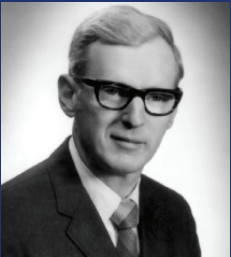


Past Senior Leadership



Edward F. Kenealy - Executive Vice President

Edward F. Kenealy graduated from St. John's University and then entered the insurance business. He served in the United States Navy in the North Atlantic during World War II. He was officer in charge of a gun crew aboard a merchant vessel conveying war materials to Europe. Upon release from military duty Mr. Kenealy entered the insurance business at Cornwall & Stevens and Rollins, Burdick & Hunter in New York and Cosgrove & Company in Los Angeles. He joined Marshall & Sterling as Vice President in 1949 and remained for 30 years until his retirement in 1979. Mr. Kenealy died in 1996 at age 84.



Arthur J. Strom - Vice President

Arthur J. Strom served in the United States Army during World War II and after discharge graduated from Brooklyn College. He then worked for the insurance brokerage firm Herbert L. Jamison Company in New York before joining Marshall & Sterling in 1953. He was made Vice President in 1957 and died in 1972 at 52.



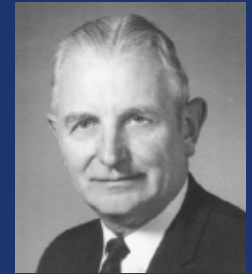
Michael J. McDermott - Vice President

A graduate of the University of Pennsylvania with a Masters in Finance & Accounting, Michael McDermott joined Marshall & Sterling in 1986 as Comptroller. He was made Manager of Corporate Operations in 1990, Vice President in 1992, and Poughkeepsie Branch Manager in 1994. He also established our premium finance company and served as President of Master Risk, Inc. from 1989 to 1995. Mr. McDermott was elected a Director in 1994 and resigned in 1998.

Past Senior Leadership

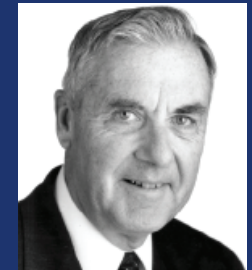
Quirinus Groenwegen - Vice President, Branch Manager

Quirinus Groenwegen graduated from the Royal Netherlands Naval Academy and served in the Netherlands Marine Corp. during World War II. After a tour of duty in the United States, he resigned his commission, became an American citizen and took a position as a sales representative for Hardware Mutual Insurance Company. He joined Marshall & Sterling in 1952 as a Vice President and became President of the Beasley Agency in Wappingers Falls when it was acquired in 1953. When that Agency was merged with Marshall & Sterling in 1971, Q remained as Vice President and Branch Manager until his retirement in 1979. He died in 1987 at age 71.



George T. Whalen, Jr. - Vice President, Branch Manager

A graduate of Fordham University, George Whalen, Jr. joined his father in the insurance business in 1955 after serving in the United States Army. He joined Marshall & Sterling as Branch Manager in 1990 when the Whalen Agency was acquired. He was made Vice President in 1993, and was elected a Director in 1994. He retired as Branch Manager in 1998, and from the Board of Directors in 2011.

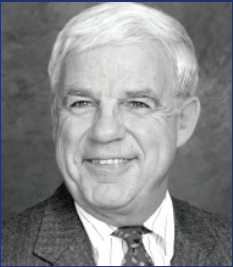


Frank S. Maranto, Jr. - Vice President - Division Manager

Frank graduated from State University of New York at Buffalo and later joined Aetna Casualty & Surety Company in its Bond Division. He joined Marshall & Sterling in 1976 as an Account Executive, was made Division Manager and Vice President in 1993. He was elected a Director in 1998. He retired in 2016.



Past Leadership



Benjamin F. Round, President MSU - Branch Manager

Ben graduated from Syracuse University and worked for the Glens Falls Insurance Co. and Continental Insurance Co. before joining Ter Bush & Powell in Schenectady, NY. He remained when that agency was sold to Jardine Insurance Brokers, and joined Marshall & Sterling when we purchased the branches from Jardine. He became President of Marshall & Sterling Upstate in 1994, managing several upstate branches. He resigned as Branch Manager in 2004 but remained with us as an Account Executive. He retired in 2011.



Mark Risely - Vice President, Director of Central Marketing

Mark Risely entered the insurance industry in 1968 with a real estate and insurance firm in Kingston, New York. In 1975, Mark helped found Ulster County Agents, Inc., serving as Vice President and Managing Director until 1979, when he joined the Rhulen Agency, Inc. He joined Marshall & Sterling in 1985, serving as an Account Executive. He was promoted to Vice President and Director of Central Marketing in 2007. He retired in 2010.



Kevin Salter - Vice President, Director of Central Marketing

Kevin Salter joined Marshall & Sterling Insurance in 2010 as Corporate Marketing Director. A graduate of St. Francis College in New York City, Kevin's 35-year insurance career included leadership roles with Marsh & McLennan for 18 years. He also served with Emery Webb Insurance, The Daniels Agency and Rose & Kiernan. Kevin was appointed a Vice President with Marshall & Sterling Insurance in 2012. He retired in 2015.



Gloria Fryer - Vice President, Director of Personal Lines

Gloria Fryer came to Marshall & Sterling in 2014 in a newly created leadership role as Director of Personal Lines. She previously held the position of Territory Manager for Farmer's Insurance Group. In addition, Gloria spent a decade as a Personal Lines Manager for a large independent insurance agency in Syracuse, NY. In 2015 she was made a Vice President. Gloria retired from Marshall & Sterling in 2018.

POUGHKEEPSIE

Branch Leadership



Timothy Tarpey, VP - Branch Manager 2017 - Present

Tim began his insurance career with Marshall & Sterling as a Sales Executive in 2008. His diverse background includes in-depth sales and account management experience with a Fortune 500 company, where he served as District Manager. Tim holds a Bachelor's Degree in Psychology from SUNY Cortland New York, and is also active with a number of business and community organizations. He was made a Vice President in 2018.



Charles Hoyt Smith
Branch Manager
1920 - 1931



Charles Hoyt Smith, Jr.
Branch Manager
1931 - 1977



John P. O'Shea
Branch Manager
1977 - 1986



Peter Bennett
Branch Manager
1986 - 1991



David W. Hill
Branch Manager
1991 - 1994



Michael J. McDermott
Branch Manager
1994 - 1996

POUGHKEEPSIE

Branch Leadership (cont'd.)



James E. Wellock
Branch Manager
1996 – 2004



Timothy E. Dean
Branch Manager
2004 – 2009



Peter Carr
Branch Manager
2009 – 2017

WAPPINGERS FALLS

Branch Leadership



Quirinus Groenwegen
Branch Manager
1953 – 1979



Harry E. Reis, Jr.
Branch Manager
1979 – 1992



John R. Peluse
Branch Manager
1992 – 2004

MIDDLETOWN (Monticello)

Branch Leadership



James E. Townsend
Branch Manager
1985 – 1992



Sheila Fishman
Branch Manager
1992 – 2009



Greg Townsend
Branch Manager
2009 – Present

MILLBROOK

Branch Leadership



Catherine R. Shanks, VP - Branch Manager
2009 - Present

A graduate of Dutchess Community College, Cathy was an Executive Assistant in the George T. Whalen Agency in Millbrook, NY when that agency was acquired by Marshall & Sterling, Inc. in 1990. She remained with the branch and in 2009 was made Branch Manager. She was made a Vice President in 2010.

MILLBROOK (cont'd.)

Branch Leadership (cont'd.)



George T. Whalen, Jr.
Branch Manager
1990 – 1998



George T. Whalen III
Branch Manager
1998 – 2001



C. DeForest Howland III
Branch Manager
2001 – 2009

LEEDS - SARATOGA SPRINGS

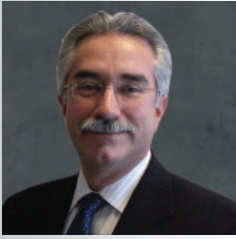
Branch Leadership



Ken Grey
Branch Manager
1990 – Present

SPECIALTY RISKS / BOND DIVISION

Division Leadership



Kevin Viaña, VP - Division Manager 2016 - Present

Kevin Viaña has over 30 years underwriting and sales experience in the insurance industry. He has served in almost every position of Underwriting and Sales on both the Insurance Company and Brokerage side and specializes in all forms of insurances and bonds for the Money Handling and Construction Industries. Prior to joining Marshall & Sterling in 1986, Kevin was the Superintendent of the Aetna Casualty & Surety Company's Western New York offices, Rochester and Buffalo where his specialties included the Money Handling and Construction Industries. Kevin received a Bachelor of Science Degree in Business Administration with concentrations in Finance and Accounting from Marist College in 1981. He was made Vice President in 2010.



Peter Bennett
Division Manager
1977 - 1986



Frank S. Maranto, Jr.
Division Manager
1986 - 2016

NEW WINDSOR

Branch Leadership



Edward Kipp, VP - Branch Manager 2012 - Present
Ed Kipp earned his Bachelor's Degree in Business Management from Dominican College. He was appointed Branch Manager in 2012. Ed's background and insurance management experience includes extensive underwriting and claims management with the Club Agency in New York City. He joined Marshall & Sterling in 1988 as an Account Executive. He was made Vice President in 2017.



Edward F. Mirabile
Branch Manager
1985 - 2002



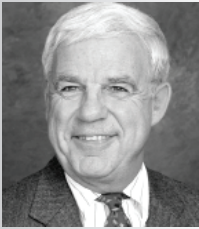
Mario R. Viniello
Branch Manager
2002 - 2010



Linda Nilsson
Branch Manager
2010 - 2012

SCOTIA - HOOSICK FALLS - GLENS FALLS - TROY

Branch Leadership



Benjamin F. Round
Branch Manager
1994 – 2004



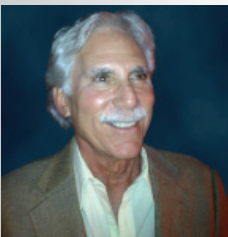
J. Carlos "Shawn" Viaña
Branch Manager
2004 – 2009



Jeanne Maloy
Branch Manager
2009 – Present

ST. THOMAS

Branch Leadership



James D. Tunick
Branch Manager
1986 – 2010



Mark Robertson
Branch Manager
2010 – Present

ST. CROIX

Branch Leadership



Richard Schreiner
Branch Manager
1967 – 1974



Clifford A. Baab
Branch Manager
1974 – 1981



Larry Frey
Branch Manager
1981 – 1990



David C. Ridgway
Branch Manager
1990 – 2005



John Harper
Branch Manager
2005 – Present

GROUP BENEFITS

Division Leadership



Eric Diamond
Division Director
2009 – Present

EQUISPORT

Division Leadership



Don Graves
Division Director
2013 – Present

MONTICELLO

Branch Leadership



Joyce Salimeno
Branch Manager
2006 – 2009



Stacy Cohen
Branch Manager
2009 – 2014



Greg Townsend
Branch Manager
2014 – Present

BREWSTER

Branch Leadership



Dawn Dorian, VP - Branch Manager 2013 - Present
Dawn Dorian joined Marshall & Sterling in 2003, and over her career has served in a number of sales and management roles. As an Account Manager, she managed many of the agencies largest accounts. Dawn took over as Branch Manager of the Carmel branch in 2013. She was made a Vice President in 2017.



Matt Marrone
Branch Manager
2008 – 2013

KINGSTON

Branch Management



**Christopher Harris, VP - Branch Manager
2017 - Present**

Chris Harris came to Marshall & Sterling from Central Insurance, where he served as the Marketing Manager for New York, a position he held since 2012. A 35-year veteran of the insurance industry, Chris has served in leadership roles for a number of industry leading insurance companies including Travelers, Aetna, Nationwide, Preferred Mutual, Merchants and others. He has also served on a number of industry and affiliate boards, including IIACNY, OneBeacon, Preserver Group, Middlesex Mutual and more. Chris earned his Bachelors Degree from SUNY Oswego, and also holds a CIC designation. He was made a Vice President in 2018.



**Kevin Ryan
Branch Manager
2016 - 2017**



*Marshall
& Sterling*
INSURANCE