



COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

DATE February 6, 2001
Hearing Date: February 23, 2001

TO: Honorable Board of Supervisors



FROM: Maureen Borland, Director, Human Services Agency

 Glen H. Brooks, Jr., Director, Central Region

SUBJECT: Resolution to Amend the Agreement with Walter R. McDonald & Associates, Inc.

RECOMMENDATION

Adopt a resolution authorizing the execution of an amendment to the Agreement with Walter R. McDonald & Associates, Inc., to perform a workload analysis to assure proper staff resources and establish actual workload standards for the Human Services Agency's self-sufficiency services, and provide an additional \$147,300 for a total of \$247,279 for the period of October 1, 2000 to December 31, 2001. Classifications to be studied involve Benefits Analysts and Employment Services Specialists.

BACKGROUND

In October 2000, the Human Services Agency entered into an agreement with Walter R. McDonald & Associates, Inc. in the amount of \$99,979 for the period of October 1, 2000 to June 30, 2001, to perform a workload analysis to assure the proper staff resources for the Self-Sufficiency Program. While the County has performance guidelines which were established in 1999 in conjunction with AFSCME, they were not based on an actual workload analysis and do not constitute workload standards. Experience has been gained through implementing the SUCCESS program, the current guidelines have been controversial and program changes have occurred. Accordingly, the time was appropriate for a workload analysis study.

DISCUSSION

Through the identification and definition of staff tasks and units of service, the project will yield data for a structured estimation of staff workload and, therefore, be helpful in the preliminary budget development process. Additional work and funding are required to obtain actual workload standards. Obtaining workload standards is important and will contribute to achieving the following goal:

Project Goal

The goal of the project is to develop workload standards for Benefits Analysts (Eligibility Technicians, Screening and Assessment Specialists, Income and Employment Services

Specialists) and Employment Services Specialists These positions in the CalWORKs, Medi-Cal (including outreach activities), Food Stamps, General Assistance and Workforce Development programs are to be included.

Project Objectives

The objectives of the workload analysis are to:

- a) Identify credible and accurate workload standards for the identified staff positions,
- b) Support the case management and service integration functions of SUCCESS with available staff resources,
- c) Provide a platform to accommodate program changes and to achieve the highest possible level of program simplicity within regulatory requirements,
- d) Obtain preliminary and unverified workload analysis data in time to use data in the FY2001-02 budget building cycle which begins in January, 2001,
- e) Finalize and verify accurate workload standards by the end of the calendar year 2001,
- f) Support the County's implementation of Outcome Based Management (including Self-Sufficiency Program outcomes) in the upcoming budget year and
- g) Coordinate with the existing studies as a means of easing burdens on staff and as a platform for completing the workload analysis process.

Project Deliverables

- a) Work measurement design decision document
- b) Work measurement data collection instrument and round 1 and 2 measurements
- c) Preliminary Medi-Cal data and preliminary report on Medi-Cal workload standards.
- d) Preliminary workload standards.
- e) Workload data collection instrument.
- f) Quality assurance reports.
- g) Permanent workload standards.

The County Counsel's office has approved the form of the amendment.

FISCAL IMPACT

Total amount of this amendment is \$147,300. There are sufficient funds in the current year's Eligibility Determination Budget Unit to cover costs. No additional Net County Costs are required.

Dorothy Shavies ext. 5017
Penny Bennett, County Counsel

RESOLUTION NO. _____

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

* * * * *

RESOLUTION AUTHORIZING EXECUTION OF AN AMENDMENT
TO THE AGREEMENT WITH
WALTER R. MCDONALD & ASSOCIATES, INC

RESOLVED, by the Board of Supervisors of the County of San Mateo, State of

-- California that

WHEREAS, on October 1, 2000, the County and Walter R. McDonald & Associates, Inc. entered into an agreement in the amount of \$99,979 for the purpose of performing the professional services for a workload analysis to assure proper staff resources for the Self-Sufficiency Program, and

WHEREAS, the parties now wish to amend the agreement to provide an additional \$147,300 in consideration for additional services including establishing actual workload standards during the period of October 1, 2000 through December 31, 2001,

WHEREAS, there has been presented to this Board of Supervisors for its consideration and acceptance, an Amendment to the agreement between the County of San Mateo and Walter R. McDonald & Associates, Inc. reference to which is hereby made for further particulars, and the Board of Supervisors has examined and approved the same as to form and content and desires to enter into the same,

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the President of this Board of Supervisors be, and is hereby authorized and directed to approve said amendment for and on behalf of the County of San Mateo, and the Clerk of this Board shall attest the President's signature thereto.

* * * * *

AMENDMENT TO AGREEMENT
WITH WALTER R MCDONALD & ASSOCIATES, INC.
FOR WORKLOAD ANALYSIS

THIS AMENDMENT OF AGREEMENT is hereby made and entered into this _____ day of _____ 2001, by and between the COUNTY OF SAN MATEO, a political subdivision of the State of California, hereinafter referred to as "County" and, Walter R McDonald & Associates, Inc hereinafter referred to as "Contractor"

WITNESSETH

WHEREAS, on October 1, 2000, the County and Contractor entered into an agreement to perform professional services for a workload analysis to assure proper staff resources for the Self-Sufficiency Program; and

WHEREAS, the parties now wish to amend the agreement to include establishing actual workload standards

NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES AS FOLLOWS:

1. Section 1. Exhibits are hereby amended to read as follows: A-1, B-1, C, and D-1.
2. Section 3 "Payments" shall be amended to read as follows: "In full consideration of Contractor's performance of the services described in Exhibit A, the amount that the County is obligated to pay for services rendered under this agreement shall not exceed \$247,279 for the contract term "
3. Section 15. "Term of the Agreement" shall be amended to read as follows: "Subject to compliance with the terms and conditions of this agreement for the workload analysis and establishing actual workload standards, the term of this agreement shall be from October 1, 2000 through December 31, 2001. This agreement may be terminated by Contractor, Director of Human Services or her designee at any time upon thirty (30) days' written notice to the other party."
- 4 Exhibits A1, B1, and D1 attached hereto and incorporated by reference herein are substituted in place of Exhibits A, B, and D and shall become part of this agreement.
5. All other terms and conditions of the agreement dated October 1, 2000 between County and Contractor shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives have affixed their hands.

COUNTY OF SAN MATEO

By: _____
President
Board of Supervisors

ATTEST:

WALTER R. MCDONALD & ASSOCIATES,
INCORPORATED

By: Walter R. McDonald
President

Date: 01/05/07

Tax ID#: 94-2751374

SCOPE OF WORK – PHASE ONE & TWO

WALTER R. MCDONALD & ASSOCIATES, INC.

OCTOBER 2, 2000 TO DECEMBER 31, 2001

The scope of work is designed to achieve the goal of developing permanent workload standards for the following areas of public assistance for the Human Services Agency of San Mateo County through a structured estimation methodology:

- CalWORKs/TANF
- Medi-Cal
- Food Stamps
- General Assistance
- ESS

These standards will be for the work performed by Benefits Analysts and other staff as necessary. The following activity areas and schedule are depicted in the attached Gantt chart.

1. Project Start-up Activities and Project Management - This includes the process of defining the workplan and the schedule of the activities that follow. Also included is the establishment of a project organization internally to WRMA and with the staff of the county, and an orientation meeting. A key aspect of this area is to insure that the project remains on schedule and that necessary adjustments in the schedule and workplan are appropriately addressed. The establishment and ongoing work with a project Advisory Committee is also part of this activity area.
2. Service Unit and Task Definition Process – The WRMA project team will work with county staff to organize and conduct two focus groups with line, supervisory, and administrative staff. The results of the focus group process will be compiled into a *Work Measurement Design Decision Document*. This document will lay out the routine activities of Benefits Analyst staff in fulfilling their duties. This document will be distributed and discussed with the Advisory Committee. The collaborative agreements from that discussion will form the basis of the *Workload Measurement Instruments* to support the structured estimation process. These definitions will also support ongoing work measurement activities. Additionally, this includes the identification of data to enumerate service volumes and the possible specification of additional reports that may be needed to make overall staffing estimates.

Product: *Work Measurement Design Decision Document*

3. Round One Structured Estimation Process – The first step in this process will be the development of a data collection instrument consisting of the services and tasks defined in activity two. This instrument will be reviewed with the Advisory Committee. Two focus groups will be convened with the assistance of county staff to provide data for this process. WRMA staff will provide guidance and assistance to these groups to assist in the data collection process. Each participant will be asked to complete the data collection instrument individually, and will then discuss the responses with the WRMA project team and other members of the focus group. Instruments will be finalized and collected by the project team. The results will be tabulated and analyzed to develop preliminary estimates of workload and caseload translations for use as a starting point for the Round Two measurement process.

Product *Work Measurement Data Collection Instrument
Round One Measurement Results*

4. Round Two Structured Estimation Process – Tabulated results will be shared with the members of the original focus groups. Results will be discussed and participants will be asked to revise the data collection instruments prepared in Round One. These instruments will be collected and re-tabulated by the WRMA project team for review by the Advisory Committee for purposes of setting preliminary standards.

Product. *Round Two Measurement Results*

5. Develop Preliminary Workload Standards – The results of the Round Two measurement process will be shared with the project Advisory Committee meeting as a focus group. In addition to the measurement data, information regarding program requirements and changing program requirements and needs will be compiled and available for review. Based on objectives set by the Advisory Committee, the committee will review the data and the requirements in order to establish preliminary workload standards for all service areas. Prior to the focus group meeting the WRMA project team will provide introductory training to the Advisory Committee and solicit input from the committee regarding the development of information needed from the various data collection processes described above.

Product. *Preliminary Workload Standards*

6. Develop Data Collection Instrument – The basic methodology for the Phase Two study is a time log accounting for 100% of participating time for a two week period. To carry out this study it will be necessary to develop an Internet based data collection application. The application will allow for direct time study data entry by staff, and for project retrieval. The application will be piloted and tested and a final version made available prior to training. The project staff will work with ISD to insure that the application can operate effectively in the current HSA IT environment.

Product: *Internet based workload data collection application designed specifically for the project*

7. Data Collection and Quality Assurance – This is the most intensive aspect of the study and will directly impact all of the HSA staff during the data collection period. Several activities will lead up to the two week data collection process with a planned start date in mid-February. Included is the coordination of logistics and schedules, development of training materials, development of hard copy formats for data entry transfer, code lists, identification of staff who act as trainers, identification of staff to act as site coordinators and quality assurance liaisons conducting the train-the-trainers session, organizing the on-site and off-site technical assistance. In addition WRMA will develop quality assurance procedures and reports to provide on-site data entry coordinators. As these pieces are put in place, the data collection process will proceed with a full two-week (14 day) time frame. As participating staff enter data it will be retrieved daily by WRMA, and every other day quality assurance reports will be provided to the on-site coordinators for any necessary action. The participation of the Advisory Committee in this process will be crucial.

Products: *Training curriculum and materials*
 Study data entry materials
 Quality assurance reports

8. Obtain Case Volume Data: Data from the various ISD systems pertaining to HSA case volumes will be assessed and appropriate reports and extract files requested for use in analysis and in preparation for data entry. The volume data will be used to obtain actual caseload information for participants, develop case volume projections, and to assess service durations. The case level extracts will be used to incorporate into the application to reduce data entry burdens. All extracts will need to be prepared by ISD staff.

- 9 Data Analysis – This activity will entail developing the analytic objectives for the study in cooperation with the Advisory Committee, assembling and cleaning the data sets obtained from the study and from ISD, development and testing of analytic procedures in statistical and spreadsheet environments, finalizing the procedures, conducting the analysis, and preparing a report of the results. The WRMA project will prioritize the development of a preliminary analysis of the MediCal related workload data for consideration in the agencies budgetary process by early April, assuming the data collection schedule has been maintained

Product: *Analytic Plan*
Preliminary MediCal Analysis
Data Analysis Procedures and Programming
Report of Results

- 10 Develop Permanent Workload Standards – The results of the measurement and data analysis process will be shared with the project Advisory Committee meeting as a focus group. In addition to the measurement data, information regarding program requirements and changing program requirements and needs will be compiled and available for review. Based on objectives set by the Advisory Committee, the committee will review the data and the requirements in order to establish permanent workload standards for all service areas. Prior to the focus group meeting the WRMA project team will provide introductory training to the Advisory Committee and solicit input from the committee regarding the development of information needed from the various data collection processes described above.

Product: *Permanent Workload Standards*

11. Final Report – A final project report will be prepared describing the activities of both Phase One and Two, the results of the study, the documentation of standards, and the results of any special analyses of the data.

Product *Final Report*

Key Personnel - Project Director: John D. Fluke, Ph.D.
Project Manager. John Hedderson, Ph.D.

Consultants – WRMA plans to sub-contract with Homer D. Kern, Ph.D. for consultation services.

PAYMENT SCHEDULE

WALTER R. MCDONALD & ASSOCIATES, INC.

OCTOBER 2, 2000 TO DECEMBER 31, 2001

1. Maximum amount shall not exceed \$247,279.
2. Rate of payment shall be according to the following schedule:
 1. Execution of Contract - \$14,376.00
 2. Service Unit and Task Definition - \$27,018 00 –11/08/00
Product: *Work Measurement Design Decision Document*
 3. Round One Structured Estimation Process – \$20,598.00 –12/18/00
Product *Work Measurement Data Collection Instrument*
 Round One Measurement Results
 4. Round Two Structured Estimation - \$14,429 00 –1/16/01
Product: *Round Two Measurement Results*
 5. Develop Preliminary Workload Standards - \$23,558.00 –1/31/01
Product: *Preliminary Workload Standards*
 6. Develop Data Collection Instrument - \$24,216 – 2/09/01
Product: *Internet based workload data collection designed for project*
 7. Data Collection and Quality Assurance – 4/27/01
Product: *Training curriculum and materials - \$15,890 – 3/14/01*
Product: *Study data entry materials - \$9,813 – 3/14/01*
Product: *Quality assurance reports - \$20,870 – 4/27/01*
 8. Obtain Case Volume Data
 9. Data Analysis – 6/22/01
Product: *Analytical Plan*
Product: *Preliminary MediCal Analysis*
Product: *Data Analysis Procedures and Programming- \$20,415 -- 5/4/01*
Product: *Report of Results - \$10,123 – 6/22/01*
 10. Develop Permanent Workload Standards - 8/15/01
Product: *Permanent Workload Standards*
 11. Final Report - \$45,973 – 8/31/01
Product: *Final Report*

**MONITORING
WALTER R. MCDONALD & ASSOCIATES, Inc.
October 1, 2000 through December 31, 2001**

The San Mateo County Workload Analysis Advisory Committee will monitor the work of the Contractor. The Workload Analysis Advisory Committee consists of the following agency staff:

- I The Director of Human Services Agency, one (1) regional directors; three (3) regional managers, one (1) Human Services Manager II; one (1) Human Services Manager I, one(1) Organizational Development Manager; and one (1) Human Services Supervisor. Additionally there are five (5) union representatives, including two (2) alternates.

- II. Monitoring will occur as follows:
 - A) On an ongoing basis at monthly and any other meetings scheduled specifically to address monitoring issues.
 - B) Following the completion of each work unit or activity as outlined and described in Exhibit A - Scope of Work.

ID	WBS	Name	Start	Finish	4th Quarter			1st Quarter			2nd Quarter			3rd Quarter		
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	1	Orientation/Project Start up Activities	Mon 10/2/00	Thu 10/5/00												
2	11	Establish Project Management Structure	Wed 10/4/00	Thu 10/5/00												
3	12	Arrange and attend Orientation Meeting	Mon 10/2/00	Tue 10/3/00												
4	13	Develop Communication Strategy	Mon 10/2/00	Wed 10/4/00												
5	2	PHASE ONE	Mon 10/2/00	Mon 9/10/01												
6	21	Work measurement objectives	Mon 10/2/00	Thu 11/9/00												
7	211	Review Lit & Mandates	Mon 10/2/00	Thu 10/19/00												
8	212	Collect Field Input re Stdy Dsgn	Tue 10/10/00	Thu 11/9/00												
9	2121	Focus Group Design	Tue 10/10/00	Fn 10/13/00												
10	2122	Refine Methodology	Mon 10/23/00	Tue 10/24/00												
11	2123	Conduct Focus Groups	Wed 10/25/00	Fn 10/27/00												
12	2124	Analyze Results focus grps	Mon 10/30/00	Thu 11/2/00												
13	2125	Work Measurement Design Decision Document	Fn 11/3/00	Wed 11/8/00												
14	2126	Review Field Input w/ Advisory Gps	Thu 11/9/00	Thu 11/9/00												
15	22	HSA Case Volumes	Mon 11/20/00	Fn 11/26/01												
16	221	Review the Data Sources	Mon 11/20/00	Mon 12/4/00												
17	222	Provide Recommendations to HSA Staff	Tue 12/5/00	Tue 12/12/00												
18	223	Integrate Data with Work Measurement	Mon 1/22/01	Fn 1/26/01												
19	23	Structured Estimation Process	Mon 10/30/00	Tue 1/16/01												
20	231	Develop Workload Measurement Instruments	Mon 10/30/00	Thu 11/16/00												
21	2311	Draft Instruments	Mon 10/30/00	Thu 11/9/00												
22	23111	Structured Estimation	Mon 10/30/00	Wed 11/1/00												
23	23112	Finalize Workload Measurement Design	Thu 11/9/00	Thu 11/9/00												
24	2312	Develop Data Collection Support Documents	Mon 11/13/00	Thu 11/16/00												
25	232	Data Collection and Analysis	Thu 11/23/00	Tue 1/16/01												
26	2321	Round One	Thu 11/23/00	Mon 12/18/00												
27	23211	Coordinate Logistics & Focus Groups	Thu 11/23/00	Mon 12/4/00												
28	23212	Conduct Groups/Collect Data	Tue 12/5/00	Thu 12/7/00												
29	23213	Assemble Analytic Data Sets	Fn 12/8/00	Wed 12/13/00												
30	23214	Finalize Round One Data	Thu 12/14/00	Mon 12/18/00												
31	2322	Round Two	Tue 12/19/00	Tue 1/16/01												

Project Proposed Work Plan
Date Tue 1/9/01

Project Summary

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Split

External Tasks

Page 1

ID	WBS	Name	4th Quarter				1st Quarter				2nd Quarter				3rd Quarter		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
32	2.3.2.1	Coordinate Logistics & Focus Groups															
33	2.3.2.2	Conduct Groups/Collect Data															
34	2.3.2.3	Assemble Analytic Data Sets															
35	2.3.2.4	Finalize Round Two Data															
36	2.4	Identify Standards															
37	2.4.1	Identify Program and Policy Initiatives															
38	2.4.2	Review Mandates															
39	2.4.3	Conduct Standard Setting Process															
40	2.5	Draft Report															
41																	
42	2.6	Project Management															
43	2.6.1	Monthly Adv Gp Migs															
44	2.7	PHASE TWO															
45	2.7.1	Develop Data Collection Instrument															
46	2.7.1.1	Specifications and Design															
47	2.7.1.2	Programming															
48	2.7.1.3	Testing															
49	2.7.2	Data Collection and QC															
50	2.7.2.1	Pilot Test															
53	2.7.2.2	Coordinate Data Collection Logistics															
54	2.7.2.3	Data Collection Cycle One															
55	2.7.2.3.1	Provide Training for Trainers															
56	2.7.2.3.1.1	Develop Training Materials															
57	2.7.2.3.1.2	Provide Training															
58	2.7.2.3.2	Collect Data															
59	2.7.2.3.2.1	Provide TA															
60	2.7.2.3.2.2	Conduct QA/QC															
61	2.7.2.3.3	Assemble Analytic Data Sets															
62	2.7.2.3.3.1	Clean Data															
63	2.7.2.3.3.2	Combine Data Sets															
64	2.7.2.3.3.3	Finalize Data															

Project Proposed Work Plan
Date Tue 1/9/01

Task Summary Rolled Up Progress Split

Progress Milestone

Rolled Up Task External Tasks

Rolled Up Milestone

Project Summary

Page 2

ID	WBS	Name	4th Quarter			1st Quarter			2nd Quarter			3rd Quarter		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
65	273	Obtain Case Volume Data												
68	274	Data Analysis												
69	2741	Develop Analytic Objectives												
70	2742	Conduct Analysis												
71	27421	Preliminary Medicaid Analysis and Results												
72	27422	Develop Procedures												
73	27423	Program Procedures												
74	27424	Test/Revise Procedures												
75	2743	Results												
76	27431	Apply Analytic Procedures												
77	27432	Prepare Preliminary Results												
78	27433	Review Results w/Advsry Group												
79	27434	Develop Presentation Formats												
80	27435	Review and Revise Analytic Products												
81	275	Develop Standards												
82	2751	Identify Standards												
83	27511	Develop Structured Interview Questions												
84	27512	Review State Mandates												
85	2752	Alternative Workload/Caseload Standards												
86	27521	Schedule Advrsy Grp Standard Setting Meeting												
87	27522	Hold Standard Setting Workshop												
88	276	Project Reports												
89	2761	Draft Report												
90	27611	Study Process												
91	27612	Study Results												
92	27613	Recommendations												
93	276131	On going Studies												
94	276132	Prepare Recommendations												
95	2762	Final Report												

Project Proposed Work Plan
Date: Tue 1/9/01

Project Summary

Task: Summary: Rolled Up Progress:

Progress: Rolled Up Task: Split:

Milestone: Rolled Up Milestone: External Tasks:

COUNTY OF SAN MATEO
MEMORANDUM

DATE: October 10, 2000
TO: Pricilla Harris Morse
FROM: Dorothy Shavies FAX 802-6401 HSA202AD
SUBJECT: APPROVAL OF INSURANCE
CONTRACTOR: Walter R. McDonald & Associates, Inc.
DO THEY TRAVEL: Yes
PERCENT OF TIME *varies*
NUMBER OF EMPLOYEES 25
DUTIES (SPECIFIC): Developing workload standards for the work performed by Benefit Analysts in the Human Services Agency.

COVERAGE:	Amount	Approve	Waive	Modify
Comprehensive Gen Liability	<i>\$1m/2m</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motor Vehicle Liability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Professional Liability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Workers' Compensation	<i>Statutory</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS/COMMENTS:

Pricilla Morse

Manager, Risk Management

Ins.form

PONY EPS163

SUBMIT TO RISK MANAGEMENT
OR

FAX 363-4864



CARRIER NAME: LUMBERMENS MUTUAL CASUALTY COMPANY

NCCI CARRIER NO. 15644

**WORKERS COMPENSATION AND EMPLOYERS LIABILITY POLICY
CHANGE ENDORSEMENT**

DIRECT BILL

Issue Date 05/19/2000

Policy No. 7BA 005699-09

Policy Change Endorsement No. 001

NAMED INSURED
WALTER MCDONALD AND
ASSOCIATES, INC.

Federal Employer I.D. No. 942751374

POLICY PERIOD: FROM 03/27/2000 TO 03/27/2001 Effective Date of Change 03/27/2000
12:01 A.M. Standard Time at the Address of the Insured stated on the Policy.

TOTAL SCHEDULE OF OPERATIONS PREMIUM AMENDED	\$4,052
TOTAL SURCHARGES AND TAXES AMENDED-SEE SCHEDULE OF MISC. SURCHARGES	\$13
EXPENSE CONSTANT	\$210
TOTAL ESTIMATED COST AMENDED	\$4,275
MINIMUM PREMIUM \$500 (CA) DEPOSIT AMOUNT AMENDED	\$4,275
THIS CHANGE RESULTS IN AN ADDITIONAL PREMIUM OF	\$295
THIS AMOUNT IS DUE NOW (BASED ON AUDIT FREQUENCY)	\$295

THE FOLLOWING SCHEDULES REFLECT THE CHANGES TO YOUR POLICY:

- SCHEDULE OF OPERATIONS
- SCHEDULE OF MISCELLANEOUS SURCHARGES

SUMMARY OF CHANGES:

CLASS CODE(S):
AMENDED - AZ, CA, CO, MD, NC, PA

PRODUCER INFORMATION 052-02461

OWEN DUNN INSURANCE
SERVICES
2831 G ST STE 200
SACRAMENTO CA 95816
Telephone: 916-443-0200

COUNTERSIGNATURE:

Date: 6-8-00

SERVICING OFFICE: KEMPER INSURANCE COMPANIES/KSA CENTER
9900 W. 109 STREET OVERLAND PARK, KS 66210-1441

ACORD CERTIFICATE OF LIABILITY INSURANCE

PP ID 124
WALTE-3

DATE (RENEWAL)
10/10/00

PRODUCER
Noack and Dean
Division of InterWest Ins Serv
P.O. Box 255188
Sacramento CA 95865-5188
Phone: 916-488-3100 Fax: 916-488-7143

INSURED

Walter R. McDonald and Assoc.
7311 Greenhaven Drive
Sacramento CA 95831

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

INSURER A.	Federal Insurance Company
INSURER B.	
INSURER C.	
INSURER D.	
INSURER E.	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CLASSIFICATION	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A	GENERAL LIABILITY	35386717	05/27/00	05/27/01	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				FIRE DAMAGE (Any one fire)	\$ 50,000
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				MED EXP (Any one person)	\$ 5,000
					PERSONAL & ADV INJURY	\$ 1,000,000
					GENERAL AGGREGATE	\$ 2,000,000
					PRODUCTS - COM/PROP AGG	\$ 2,000,000
					GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROP/VEH <input type="checkbox"/> LOC.	
	AUTOMOBILE LIABILITY				COMBINED SINGLE LIMIT (Ea accident)	\$
	<input type="checkbox"/> ANY AUTO				BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS - SCHEDULED AUTOS				BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> HIRED AUTOS				PROPERTY DAMAGE (Per accident)	\$
	<input type="checkbox"/> NON-OWNED AUTOS					
	GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT	\$
	<input type="checkbox"/> ANY AUTO				OTHER THAN AUTO-ONLY EA ACC	\$
					AGG	\$
	EXCESS LIABILITY				EACH OCCURRENCE	\$
	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE				AGGREGATE	\$
						\$
	<input type="checkbox"/> DEDUCTIBLE					\$
	<input type="checkbox"/> RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				WC STATUTORY LIMITS	OTHER
					E.L. EACH ACCIDENT	\$
					E.L. DISEASE - EA EMPLOYEE	\$
					E.L. DISEASE - POLICY LIMIT	\$
	OTHER					

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENTS/SPECIAL PROVISIONS
Evidence of Insurance. County of San Mateo is additional insured per the attached.

CERTIFICATE HOLDER	<input checked="" type="checkbox"/> ADDITIONAL INSURED; INSURER LETTER: _____	CANCELLATION
County of San Mateo FAX: (650) 802-6401	SANMATE	WHOLESALE OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
		<i>Loi K-f</i>

Liability Insurance

Endorsement

Policy Period

Effective Date

Policy Number

Insured

Name of Company

Date Issued

This Endorsement applies to the following forms.

ENDORSEMENT

Under Who Is Insured, the following provision is added:

Who Is Insured

**Owners, Lessees Or
Contractors**

Any person or organization designated below is an insured, but only with respect to their liability as owner, lessee or contractor arising out of your ongoing operations performed for that insured.

Designated Owner, Lessee Or Contractor

All other terms and conditions remain unchanged.

Authorized Representative

