

AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND VIVA STRATEGY+ COMMUNICATIONS

This Agreement is entered into this ____ day of _____, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called "County," and Viva Strategy + Communications, hereinafter called "Contractor."

* * *

Whereas, pursuant to Section 31000 of the California Government Code, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof; and

Whereas, it is necessary and desirable that Contractor be retained for the purpose of providing consulting services to operationalize the Human Services Agency Strategic Plan within and across its programs by developing action and implementation plans.

Now, therefore, it is agreed by the parties to this Agreement as follows:

1. Exhibits and Attachments

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

Exhibit A—Services
Exhibit B—Payments and Rates
Attachment H - HIPPA
Attachment IP – Intellectual Property

2. Services to be performed by Contractor

In consideration of the payments set forth in this Agreement and in Exhibit B, Contractor shall perform services for County in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A.

3. Payments

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, County shall make payment to Contractor based on the rates and in the manner specified in Exhibit B. County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable. In no event shall County's total fiscal obligation under this Agreement exceed **one hundred eighty seven thousand one hundred twenty five dollars (\$187,125)**. In the event that the County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the County at the time of contract termination or expiration.

4. Term

Subject to compliance with all terms and conditions, the term of this Agreement shall be from November 10, 2015, through December 31, 2016.

5. Termination; Availability of Funds

This Agreement may be terminated by Contractor or by the Human Services Agency Director or his/her designee at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work/services actually completed to the work/services required by the Agreement.

County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon the unavailability of Federal, State, or County funds by providing written notice to Contractor as soon as is reasonably possible after County learns of said unavailability of outside funding.

6. Contract Materials

At the end of this Agreement, or in the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as "contract materials") prepared by Contractor under this Agreement shall become the property of County and shall be promptly delivered to County. Upon termination, Contractor may make and retain a copy of such contract materials if permitted by law.

7. Relationship of Parties

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent contractor and not as an employee of County and that neither Contractor nor its employees acquire any of the rights, privileges, powers, or advantages of County employees.

8. Hold Harmless

a. General Hold Harmless

Contractor shall indemnify and save harmless County and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Contractor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following:

- (A) injuries to or death of any person, including Contractor or its employees/officers/agents;
- (B) damage to any property of any kind whatsoever and to whomsoever belonging;
- (C) any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or
- (D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of County and/or its officers, agents, employees, or servants. However, Contractor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which County has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

b. Intellectual Property Indemnification

Contractor hereby certifies that it owns, controls, or licenses and retains all right, title, and interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement. Contractor warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Contractor shall defend, indemnify, and hold harmless County from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Contractor's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) County notifies Contractor promptly in writing of any notice of any such third-party claim; (b) County cooperates with Contractor, at Contractor's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Contractor retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Contractor shall not have the right to settle any criminal action, suit, or proceeding without County's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on County, impair any right of County, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of County without County's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Contractor's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes County's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Contractor shall, at Contractor's option and expense, either: (i) procure for County the right to continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Contractor will have no obligation or liability to County under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for County (other than modification performed by, or at the direction of, Contractor) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by County in a manner prohibited by this Agreement.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

9. Assignability and Subcontracting

Contractor shall not assign this Agreement or any portion of it to a third party or subcontract with a third party to provide services required by Contractor under this Agreement without the prior written consent of County. Any such assignment or subcontract without County's prior written consent shall give County the right to automatically and immediately terminate this Agreement without penalty or advance notice.

10. **Payment of Permits/Licenses**

Contractor bears responsibility to obtain any license, permit, or approval required from any agency for work/services to be performed under this Agreement at Contractor's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

11. **Insurance**

a. **General Requirements**

Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this Section has been obtained and such insurance has been approved by County's Risk Management, and Contractor shall use diligence to obtain such insurance and to obtain such approval. Contractor shall furnish County with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending Contractor's coverage to include the contractual liability assumed by Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to County of any pending change in the limits of liability or of any cancellation or modification of the policy.

b. **Workers' Compensation and Employer's Liability Insurance**

Contractor shall have in effect during the entire term of this Agreement workers' compensation and employer's liability insurance providing full statutory coverage. In signing this Agreement, Contractor certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

c. **Liability Insurance**

Contractor shall take out and maintain during the term of this Agreement such bodily injury liability and property damage liability insurance as shall protect Contractor and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Contractor's operations under this Agreement, whether such operations be by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

- | | |
|--|-------------|
| <input checked="" type="checkbox"/> Comprehensive General Liability... | \$1,000,000 |
| (Applies to all agreements) | |
| <input type="checkbox"/> Motor Vehicle Liability Insurance... | \$1,000,000 |
| (To be checked if motor vehicle used in performing services) | |
| <input type="checkbox"/> Professional Liability..... | \$1,000,000 |

(To be checked if Contractor is a licensed professional)

County and its officers, agents, employees, and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that (a) the insurance afforded thereby to County and its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy and (b) if the County or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this Section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, County, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

12. Compliance With Laws

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, ordinances, and regulations, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder, as amended (if applicable), the Business Associate requirements set forth in Attachment H (if attached), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any Federal or County financial assistance. Such services shall also be performed in accordance with all applicable ordinances and regulations, including but not limited to appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, County, or municipal law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement.

Further, Contractor certifies that it and all of its subcontractors will adhere to all applicable provisions of Chapter 4.106 of the San Mateo County Ordinance Code, which regulates the use of disposable food service ware. Accordingly, Contractor shall not use any non-recyclable plastic disposable food service ware when providing prepared food on property owned or leased by the County and instead shall use biodegradable, compostable, reusable, or recyclable plastic food service ware on property owned or leased by the County.

Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

13. Non-Discrimination and Other Requirements

a. General Non-discrimination

No person shall be denied any services provided pursuant to this Agreement (except as limited by the scope of services) on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

b. Equal Employment Opportunity

Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to County upon request.

c. Section 504 of the Rehabilitation Act of 1973

Contractor shall comply with Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services this Agreement. This Section applies only to contractors who are providing services to members of the public under this Agreement.

d. Compliance with County's Equal Benefits Ordinance

With respect to the provision of benefits to its employees, Contractor shall comply with Chapter 2.84 of the County Ordinance Code, which prohibits contractors from discriminating in the provision of employee benefits between an employee with a domestic partner and an employee with a spouse. In order to meet the requirements of Chapter 2.84, Contractor must certify which of the following statements is/are accurate:

- ☒ Contractor complies with Chapter 2.84 by offering the same benefits to its employees with spouses and its employees with domestic partners.
- ☐ Contractor complies with Chapter 2.84 by offering, in the case where the same benefits are not offered to its employees with spouses and its employees with domestic partners, a cash payment to an employee with a domestic partner that is equal to Contractor's cost of providing the benefit to an employee with a spouse.
- ☐ Contractor is exempt from having to comply with Chapter 2.84 because it has no employees or does not provide benefits to employees' spouses.
- ☐ Contractor does not comply with Chapter 2.84, and a waiver must be sought.

e. Discrimination Against Individuals with Disabilities

The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

f. History of Discrimination

Contractor must check one of the two following options, and by executing this Agreement, Contractor certifies that the option selected is accurate:

- ☒ No finding of discrimination has been issued in the past 365 days against Contractor by the Equal Employment Opportunity Commission, the Department of Fair Employment and Housing, or any other investigative entity.

- ☐ Finding(s) of discrimination have been issued against Contractor within the past 365 days by the Equal Employment Opportunity Commission, the Department of Fair Employment and Housing, or other investigative entity. If this box is checked, Contractor shall provide County with a written explanation of the outcome(s) or remedy for the discrimination.

g. Reporting; Violation of Non-discrimination Provisions

Contractor shall report to the County Manager the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this Section of the Agreement or Section 12, above. Such duty shall include reporting of the filing of any and all charges with the Equal Employment Opportunity Commission, the Department of Fair Employment and Housing, or any other entity charged with the investigation or adjudication of allegations covered by this subsection within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include a general description of the circumstances involved and a general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination).

Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject Contractor to penalties, to be determined by the County Manager, including but not limited to the following:

- i. termination of this Agreement;
- ii. disqualification of Contractor from being considered for or being awarded a County contract for a period of up to 3 years;
- iii. liquidated damages of \$2,500 per violation; and/or
- iv. imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Manager.

To effectuate the provisions of this Section, the County Manager shall have the authority to offset all or any portion of the amount described in this Section against amounts due to Contractor under this Agreement or any other agreement between Contractor and County.

14. Compliance with County Employee Jury Service Ordinance

Contractor shall comply with Chapter 2.85 of the County's Ordinance Code, which states that Contractor shall have and adhere to a written policy providing that its employees, to the extent they are full-time employees and live in San Mateo County, shall receive from Contractor, on an annual basis, no fewer than five days of regular pay for jury service in San Mateo County, with jury pay being provided only for each day of actual jury service. The policy may provide that such employees deposit any fees received for such jury service with Contractor or that Contractor may deduct from an employee's regular pay the fees received for jury service in San Mateo County. By signing this Agreement, Contractor certifies that it has and adheres to a policy consistent with Chapter 2.85. For purposes of this Section, if Contractor has no employees in San Mateo County, it is sufficient for Contractor to provide the following written statement to County: "For purposes of San Mateo County's jury service ordinance, Contractor certifies that it has no full-time employees who live in San Mateo County. To the extent that it hires any such employees during the term of its Agreement with San Mateo County, Contractor shall adopt a policy that complies with Chapter 2.85 of the County's Ordinance Code." The requirements of Chapter 2.85 do not apply if this Agreement's total value listed Section 3, above, is less than one-hundred thousand dollars

(\$100,000), but Contractor acknowledges that Chapter 2.85's requirements will apply if this Agreement is amended such that its total value meets or exceeds that threshold amount.

15. Retention of Records; Right to Monitor and Audit

(a) Contractor shall maintain all required records relating to services provided under this Agreement for three (3) years after County makes final payment and all other pending matters are closed, and Contractor shall be subject to the examination and/or audit by County, a Federal grantor agency, and the State of California.

(b) Contractor shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by County.

(c) Contractor agrees upon reasonable notice to provide to County, to any Federal or State department having monitoring or review authority, to County's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

16. Merger Clause; Amendments

This Agreement, including the Exhibits and Attachments attached to this Agreement and incorporated by reference, constitutes the sole Agreement of the parties to this Agreement and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or Attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications or amendments shall be in writing and signed by the parties.

17. Controlling Law; Venue

The validity of this Agreement and of its terms, the rights and duties of the parties under this Agreement, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

18. Notices

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via facsimile to the telephone number listed below or transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of County, to:

Name/Title: Effie Verducci, Communications Manager
Address: 1 Davis Drive, Belmont, CA 94580
Telephone: (650) 802-6433
Email: everducci@smcgov.org

In the case of Contractor, to:

Name/Title: Christina Collosi, Managing Partner
Address: 1580 Laurel Street, Suite A
Telephone: (650) 517-6230
Email: Christina@viva-strategy.com

19. Electronic Signature

If both County and Contractor wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law and County's Electronic Signature Administrative Memo, both boxes below must be checked. Any party that agrees to allow digital signature of this Agreement may revoke such agreement at any time in relation to all future documents by providing notice pursuant to this Agreement.

For County: ☒ If this box is checked by County, County consents to the use of electronic signatures in relation to this Agreement.

For Contractor: ☐ If this box is checked by Contractor, Contractor consents to the use of electronic signatures in relation to this Agreement.

* * *

In witness of and in agreement with this Agreement's terms, the parties, by their duly authorized representatives, affix their respective signatures:

COUNTY OF SAN MATEO

By: _____

President, Board of Supervisors, San Mateo County

Date: _____

ATTEST:

By: _____

Clerk of Said Board

Viva Strategy + Communications

Christina Bath Collosi

Contractor's Signature

Date: September 9, 2015

(April 1, 2015 CCC issued contract template version)

Exhibit A

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following services:

Contractor shall develop program- level strategic and implementation plans that include:

- Goals and strategies that have clear performance targets and metrics to measure outcomes and lead the program on a path of program quality improvement
- Assessment and identification of partnership opportunities
- Utilization of industry performance benchmarks (i.e. foster placements, CalWORKS work participation rate)
- Clear articulation to the Agency plan to create a “clear line of sight”

Project Guidance Meetings:

Executive Leadership Kick-Off Meeting: At the onset of the project, Contractor will facilitate a Kick Off Meeting with the Human Services Agency Director, and the Agency Assistant Director. This meeting is intended to ensure Contractor understands the current landscape as it relates to expectations of this project, and identify any cross-cutting indicators that should be included in the resulting project plans.

Project Planning Meetings: Contractor will facilitate 30-minute conference calls with the Agency Assistant Director every other week. These meetings are intended to understand landscape changes and updates, and review and assess project progress.

DELIVERABLE: Program-Level Strategic Plans:

(1) Kick Off Meeting		
Assistant Agency Director Nicole Pollack + Program Directors (3)		
(a) Children and Family Services Workgroup	(b) Economic Self Sufficiency Workgroup	(c) Employment Services Workgroup
(2a) Workgroup Meeting 1	(2b) Workgroup Meeting 1	(2c) Workgroup Meeting 1
(3a) Workgroup Meeting 2	(3b) Workgroup Meeting 2	(3c) Workgroup Meeting 2
(4a) Workgroup Meeting 3	(4b) Workgroup Meeting 3	(4c) Workgroup Meeting 3
(5a) Staff Survey	(5b) Staff Survey	(5c) Staff Survey
(6a) Manager and Supervisor Engagement Session	(6b) Manager and Supervisor Engagement Session	(6c) Manager and Supervisor Engagement Session
(7) Trailblazer Meeting		
(8a) Workgroup Meeting 4	(8b) Workgroup Meeting 4	(8c) Workgroup Meeting 4
(9a) Workgroup Meeting 5	(9b) Workgroup Meeting 5	(9c) Workgroup Meeting 5
(10a,b,c) Cross Program Meeting – Managers Present Draft Plans		
(11a) Workgroup Meeting 6	(11b) Workgroup Meeting 6	(11c) Workgroup Meeting 6
(12) Agency-wide Directors and Managers Meeting		

Program-Level Strategic Plans: Workgroup and Participation Descriptions:

Strategic Planning Leadership Kick-Off Team: This group will be comprised of the Agency Assistant Director and Department Directors who are completing the Program-Level strategic planning process. The group will meet for a Kick-Off Meeting prior to the launch of the Program-Level strategic planning processes.

Children and Family Services Workgroup: This workgroup will be comprised of the Director of Children and Family Services, and Department Managers. This workgroup will meet six times throughout the planning process. These meetings may include the Agency Assistant Director, depending on her schedule.

Economic Self Sufficiency Workgroup: This workgroup will be comprised of the Director of Economic Self Sufficiency and Department Managers. This workgroup will meet six times throughout the planning process. These meetings may include the Agency Assistant Director, depending on her schedule.

Employment Services Workgroup: This workgroup will be comprised of the Director of Employment Services and Department Managers. This workgroup will meet six times throughout the planning process. Because the Department Director will be recently hired, it is assumed that the Agency Assistant Director will attend these workgroup meetings.

Program Staff Survey: Contractor will use an anonymous web-based survey of each program's non-management staff to gather staff's perceptions and test emerging Program-Level strategic planning concepts. Contractor will develop three surveys, one for each program, and provide a web link for distribution to non-management staff.

Manager and Supervisor Engagement Sessions: Contractor will convene Managers and Supervisors from each program participating in the Program-Level strategic planning process. These sessions will aim to review regulatory compliance indicators, indicators of excellence, and customer service. These sessions will be convened one time, for each department, throughout the planning process.

Trailblazers Team: This team is comprised of cross-program representatives who participated in the Agency strategic planning process and who are at or are relatively proximal to the client service delivery point. The group will work to identify community based partnership opportunities and provide feedback on the developing program plan metrics. This group will meet one time during the planning process.

Cross-Program Planning Group: This group is comprised of all managers from participating strategic planning departments. This group will meet one time throughout the planning process to give and receive feedback on draft program strategic plans. The managers will also identify areas of shared work, including professional development and partnership opportunities.

Agency Directors and Managers Team: This group is comprised of all Agency Directors and Managers, including the Agency Director. This group will meet one time, at the end of the planning process, to discuss the Agency's clear line of sight and build awareness of the Agency implementation work that focuses on continuous quality improvement.

Program-Level Strategic Plans: *Engagement Sequence*

Engagement	Objectives
Leadership Kick Off Meeting <i>This follows the Executive Leadership Kick Off Meeting.</i>	Discuss leadership goals and expectations for the program strategic planning process Discuss and refine the program strategic planning processes and key activities Plan for engaging Department staff in the program strategic planning process
Workgroup Meeting 1	Build manager understanding of the intent and foundation of the Agency strategic plan Inspire managers ownership and engagement in program quality improvement Discuss the program strategic planning processes and key activities Understand perceived and demonstrated program strengths and opportunities Determine workgroup's priorities, structure, and communications preferences
Workgroup Meeting 2	Engage managers as thought partners in program quality improvement related to industry performance benchmarks Map the industry performance benchmarks in the program area Discuss key influencers of industry performance benchmarks Understand managers perceptions of continuous quality improvement related
Workgroup Meeting 3	Using Agency Strategic Plan Value "Client Experience," discuss and define how the value relates to the program and <i>each industry performance benchmark</i> in language that is specific and measurable (goal, objective, metric) Plan for Staff Survey and Manager and Supervisor Engagement Session
Staff Survey	Build on existing strategic planning data to gather non- management program staff perspectives on program strengths and quality improvement opportunities Test emerging program strategic plan concepts
Manager and Supervisor Engagement Session	Ensure supervisors understand the framework and intent of the Agency strategic plan Review and discuss the regulatory compliance indicators and indicators of excellence in program area (Workgroup Meeting 2) Review and discuss operationalization of "Client Experience" (Workgroup

Trailblazer	Identify community based partnership opportunities to achieve shared goals and developing program plan metrics
Workgroup 4	<p>Building upon processes to date, draft comprehensive strategies and measurable metrics for program plan</p> <p>Discuss program workforce skill building required to make progress toward the developing program plan, with a focus on customer service and meeting/exceeding industry performance benchmarks</p> <p>Review Trailblazer identified partnership opportunities</p>
Workgroup 5	Complete the draft program strategic plan including strategies and metrics
Cross Program Meeting	<p>Managers across departments give and receive feedback on draft program plans</p> <p>Managers increase ownership of program plan</p> <p>Managers increase understanding of other Agency programs and the interconnectedness of Agency services</p>
Workgroup 6	Managers and Program Director make final refinements to program strategic plan
Agency Directors and Managers Meeting	<p>Demonstrate Agency clear line of sight</p> <p>Increase Agency-wide understanding of the interconnectedness of Agency services</p> <p>Build awareness of the Agency implementation work with a focus on continuous quality improvement</p> <p>Celebrate the plans and those that engaged in the process</p>

DELIVERABLE: Program-Level Implementation Plans

(1) Kick Off Meeting	
Asst. Agency Director Nicole Pollack + Program Directors (2)	
Collaborative Community Outcomes	Administrative/Information Services
(2a) Workgroup Meeting 1	(2b) Workgroup Meeting 1
(2a) Workgroup Meeting 2	(2b) Workgroup Meeting 2
(3a) Workgroup Meeting 3	(3b) Workgroup Meeting 3
(4) Agency-wide Directors and Managers Meeting	

Program-Level Implementation Plans: *Workgroup and Participation Descriptions*

Implementation Plan Leadership Kick-Off Team: This group will be comprised of the Agency Assistant Director and Department Directors who are completing the implementation plans. The group will meet for a Kick-Off Meeting at the beginning of the implementation planning process.

Collaborative Community Outcomes Workgroup: This workgroup will be comprised of the, and Department Staff, or a subgroup of Department staff to be determined by the Agency Assistant Director and Director of Collaborative Community Outcomes. This workgroup will meet three times throughout the planning process. These meetings may include the Agency Assistant Director, depending on her schedule.

Administrative/Information Services Workgroup: This workgroup will be comprised of the Director of Administrative and Information Services and Department staff, or a subgroup of Department staff, to be determined by the Agency Assistant Director and the Director of Administrative/Information Services. This workgroup will meet three times throughout the planning process. Because the Department Director has been hired, it is assumed that the Agency Assistant Director will attend these workgroup meetings.

Program-Level Implementation Plans: *Engagement Sequence*

Engagement	Objectives
Leadership Kick Off Meeting	Discuss Leadership goals and expectations for the implementation planning process Discuss and refine the Program-Level implementation planning processes and key activities Plan for communication and engaging Department staff in the implementation
Workgroup Meeting 1	Build staff's understanding of the intent and foundation of the Agency strategic plan
	Inspire staff's ownership and engagement in program quality improvement Discuss the implementation planning processes and key activities Understand perceived and demonstrated program strengths and opportunities Determine workgroup's priorities, structure, and communications preferences for the planning process
Workgroup Meeting 2	Engage staff as thought partners in program quality improvement related to industry performance benchmarks Map regulatory compliance indicators and common indicators of excellence Discuss key influencers of industry performance benchmarks Understand managers perceptions of continuous quality improvement related

Workgroup Meeting 3	<p>Review and refine regulatory compliance indicators and common indicators of excellence for developing implementation plan</p> <p>Discuss program workforce skill building required to make progress toward the developing plan, with a focus on customer service and meeting/exceeding industry performance benchmarks</p> <p>Complete draft implementation plan including strategies and metrics that measures program's progress</p>
Agency Directors and Managers	<p>Demonstrate Agency clear line of sight</p> <p>Increase Agency-wide understanding of the interconnectedness of Agency services</p> <p>Build awareness of the Agency implementation work with a focus on continuous quality improvement</p> <p>Celebrate the plans and those that engaged in the process</p>

DELIVERABLE: Staff and Manager Engagement Report

Throughout the planning processes, Contractor will weave in strategic questions that aim to assess the effectiveness of previously used staff engagement methods (e.g., coffee talks, brown bag lunches, Managers Leadership Team meetings), as well identify and recommend productive staff engagement strategies that can be used on an ongoing basis to aid in the advancement of the Agency strategic plan. This includes placing questions into the staff surveys and all planning meetings. This deliverable would be a brief report (3-4 pages) delivered at the end of the planning processes.

Project Timeline:

County shall have the right to adjust the timeline to meet the needs of the project as agreed on between County and Contractor.

Month	Engagement Activity
November	Scheduling Meetings; Project Management
	Executive Leadership Kick-Off Meeting
	Update Implementation Template
December	All Directors Meeting
	Program-Level Strategic Planning Leadership Kick-Off Meeting
	Implementation Planning Leadership Kick Off Meeting
	Program-Level Strategic Planning Workgroup Meeting 1a,b,c

January	Implementation Planning Workgroup Meeting 1a,b
February	Program-Level Strategic Planning Workgroup Meeting 2a,b,c
	Implementation Planning Workgroup Meeting 2a,b
March	Staff Surveys (3)
	Program-Level Strategic Planning Workgroup Meeting 3a,b,c
April	Manager and Supervisor Engagement Sessions (3)
	Implementation Planning Workgroup Meeting 3a,b
	Program-Level Strategic Planning Workgroup 4a,b,c
	Trailblazers Meeting
June	Program-Level Strategic Planning Workgroup 5a,b,c
July	Cross Program Meeting
August	Program-Level Strategic Planning Workgroup 6a,b,c
	Agency Directors and Managers Meeting
	Program-Level Strategic Plans delivered
	Implementation Plans delivered
	Staff and Manager Engagement Report delivered

- a. Contractor will not require physical space and/or equipment, outside of the space that would be provided by the Agency to hold meetings.
- b. At the onset of the project, Contractor will deliver a detailed project outline with meeting dates, deliverables, and objectives. Conference calls will be scheduled with the Agency Assistant Director twice a month to revisit this timeline and assess project progress. Deliverables include all meeting materials (i.e., agendas, meeting notes), the distribution of three surveys, three survey reports, a Staff and Manager Engagement Report, three Program-Level strategic plans, and two program implementation plans. Periodically following meetings, Contractor will also use meeting review evaluations to assess project progress and meeting engagement.

Exhibit B

In consideration of the services provided by Contractor described in Exhibit A and subject to the terms of the Agreement, County shall pay Contractor based on the following fee schedule and terms:

Contractor shall submit monthly invoices for actual costs incurred based on the budget table below. County shall pay contractor upon receipt and approval of invoices. In no event shall services, fees and taxes exceed the total contract obligation of \$187,125. Invoices should be submitted to Effie Verducci, 1 Davis Drive, Belmont, CA 94002.

Budget Table

County shall have the right to adjust costs across line items to meet the needs of the project as agreed upon by both parties.

Planning Processes	VIVA Staff		Projected Hours
Project Planning and Guidance			
Overall Project Planning	Managing Partner		40
	Associate Consultant		60
	Administrative Support		100
All Directors Meeting	Managing Partner		12
	Associate Consultant		12
Conference Calls with Agency Assistant Director (18)	Managing Partner		36
	Associate Consultant		36
Executive Leadership Kick-Off Meeting	Managing Partner		8
	Associate Consultant		8
Strategic Plan Implementation Related Facilitation & Staff Engagement/Capacity Building	Managing Partner		120
	Associate Consultant		80
Cost Summary			
VIVA Staff	Hourly Rate	Total Hours	Cost
Managing Partner	\$175	216	\$37,800
Associate Consultant	\$125	196	\$24,500
Administrative Support	\$85	100	\$8,500
Subtotal			\$70,800
Program-Level Strategic Plans			
Program-Level Strategic Plan Leadership Kick Off Meeting	Managing Partner		8
	Associate Consultant		8
Workgroup Meetings (18)	Managing Partner		144
	Associate Consultant		216
Staff Survey (3)	Managing Partner		9
	Associate Consultant		18
Manager and Supervisor	Managing Partner		24

Engagement Session (3)	Associate Consultant	36
Trailblazers Team Meeting	Managing Partner	8
	Associate Consultant	12
Cross Program Meeting	Managing Partner	8
	Associate Consultant	12
Finalizing Program-Level Plan Document (3)	Managing Partner	12
	Associate Consultant	15
Agency Directors and Managers	Managing Partner	8
	Associate Consultant	12

Cost Summary			
VIVA Staff	Hourly Rate	Total Hours	Cost
Managing Partner	\$175	221	\$38,675
Associate Consultant	\$125	329	\$41,125
Subtotal			\$79,800
Implementation Plans			
Implementation Plan Kick Off Meeting	Managing Partner	8	
	Associate Consultant	8	
Workgroup Meetings (9)	Managing Partner	72	
	Associate Consultant	108	
Finalizing Implementation Plan Document (2)	Managing Partner	6	
	Associate Consultant	10	
Cost Summary			
VIVA Staff	Hourly Rate	Total Hours	Cost
Managing Partner	\$175	86	\$15,050
Associate Consultant	\$125	126	\$15,750
Subtotal			\$30,800
Staff and Manager Engagement Process			
Report Development	Managing Partner	5	
	Associate Consultant	8	
Cost Summary			
VIVA Staff	Hourly Rate	Total Hours	Cost
Managing Partner	\$175	5	\$875
Associate Consultant	\$125	8	\$1,000
Subtotal			\$1,875
Reimbursements			
Meeting Supplies and Print Orders			\$3,500
Mileage (.575/mile)			\$350
Total Budget			\$187,125

As agreed upon by County, should Contractor need additional staff to support its advances to complete the project's scope of work outcomes, the following billable rates listed below shall apply:

- Consultant: 150\$/hr
- Communications Manager: \$140/hr
- Communications Specialist: \$115/hr
- Project Associate: \$95/hr

Attachment H

Health Insurance Portability and Accountability Act (HIPAA)

Business Associate Requirements

DEFINITIONS

Terms used, but not otherwise defined, in this Schedule shall have the same meaning as those terms are defined in 45 Code of Federal Regulations (CFR) sections 160.103, 164.304, and 164.501. All regulatory references in this Schedule are to Title 45 of the Code of Federal Regulations unless otherwise specified.

- a. **Business Associate.** "Business Associate" shall generally have the same meaning as the term "business associate" at 45 CFR 160.103, and in reference to the parties to this agreement shall mean Contractor.
- b. **Covered Entity.** "Covered entity" shall generally have the same meaning as the term "covered entity" at 45 CFR 160.103, and in reference to the party to this agreement shall mean County.
- c. **HIPAA Rules.** "HIPAA rules" shall mean the Privacy, Security, Breach Notification and Enforcement Rules at 45 CFR part 160 and part 164, as amended and supplemented by Subtitle D of the Health Information Technology for Economic and Clinical Health Act provisions of the American Recovery and Reinvestment Act of 2009.
- d. **Designated Record Set.** "Designated Record Set" shall have the same meaning as the term "designated record set" in Section 164.501.
- e. **Electronic Protected Health Information.** "Electronic Protected Health Information" (E PHI) means individually identifiable health information that is transmitted or maintained in electronic media; it is limited to the information created, received, maintained or transmitted by Business Associate from or on behalf of Covered Entity.
- f. **Individual.** "Individual" shall have the same meaning as the term "individual" in Section 164.501 and shall include a person who qualifies as a personal representative in accordance with Section 164.502(g).
- g. **Privacy Rule.** "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Part 160 and Part 164, Subparts A and E.
- h. **Protected Health Information.** "Protected Health Information" (PHI) shall have the same meaning as the term "protected health information" in Section 164.503 and is limited to the information created or received by Business Associate from or on behalf of County.
- i. **Required By Law.** "Required by law" shall have the same meaning as the term "required by law" in Section 164.501.
- j. **Secretary.** "Secretary" shall mean the Secretary of the United States Department of Health and Human Services or his or her designee.
- k. **Breach.** The acquisition, access, use, or disclosure of PHI in violation of the Privacy Rule that compromises the security or privacy of the PHI and subject to the exclusions set forth in Section 164.402. Unless an exception applies, an impermissible use or disclosure of PHI *is presumed* to be a breach, unless it can be demonstrated there is a low probability that the PHI has been compromised based upon, at minimum, a four-part risk assessment:
 - 1. Nature and extent of PHI included, identifiers and likelihood of re-identification;
 - 2. Identity of the unauthorized person or to whom impermissible disclosure was made;

3. Whether PHI was actually viewed or only the opportunity to do so existed;
 4. The extent to which the risk has been mitigated.
- l. **Security Rule.** "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 160 and Part 164, Subparts A and C.
 - m. **Unsecured PHI.** "Unsecured PHI" is protected health information that is not rendered unusable, unreadable, or indecipherable to unauthorized individuals through the use of a technology or methodology specified by the Secretary in relevant HHS guidance.
 - n. **Security Incident.** "Security Incident" shall mean the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with systems operations in an information system. "Security Incident" includes all incidents that constitute breaches of unsecured protected health information.

OBLIGATIONS AND ACTIVITIES OF CONTRACTOR AS BUSINESS ASSOCIATE

- a. Business Associate agrees to not use or further disclose Protected Health Information other than as permitted or required by the Agreement or as required by law.
- b. Business Associate agrees to use appropriate safeguards to comply with Subpart C of 45 CFR part 164 with respect to EPHI and PHI, and to prevent the use or disclosure of the Protected Health Information other than as provided for by this Agreement.
- c. Business Associate agrees to make uses and disclosures requests for Protected Health Information consistent with minimum necessary policy and procedures.
- d. Business Associate may not use or disclose protected health information in a manner that would violate subpart E of 45 CFR part 164.504 if used or disclosed by Covered Entity.
- e. Business Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Business Associate of a use or disclosure of Protected Health Information by Business Associate in violation of the requirements of this Agreement.
- f. Business Associate agrees to report to County any use or disclosure of Protected Health Information not authorized by this Agreement.
- g. Business Associate agrees to ensure that any agent, including a subcontractor, to whom it provides Protected Health Information received from, or created or received by Business Associate on behalf of County, agrees to adhere to the same restrictions and conditions that apply through this Agreement to Business Associate with respect to such information.
- h. If Business Associate has Protected Health Information in a Designated Record Set, Business Associate agrees to provide access, at the request of County, and in the time and manner designated by County, to Protected Health Information in a Designated Record Set, to County or, as directed by County, to an Individual in order to meet the requirements under Section 164.524.
- i. If Business Associate has Protected Health Information in a Designated Record Set, Business Associate agrees to make any amendment(s) to Protected Health Information in a Designated Record Set that County directs or agrees to make pursuant to Section 164.526 at the request of County or an Individual, and in the time and manner designed by County.
- j. Business Associate agrees to make internal practices, books, and records relating to the use and disclosure of Protected Health Information received from, or created or received by Business Associate on behalf of County, available to County at the request of County or the

Secretary, in a time and manner designated by County or the Secretary, for purposes of the Secretary determining County's compliance with the Privacy Rule.

- k. Business Associate agrees to document such disclosures of Protected Health Information and information related to such disclosures as would be required for County to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with Section 164.528.
- l. Business Associate agrees to provide to County or an Individual in the time and manner designated by County, information collected in accordance with Section (k) of this Schedule, in order to permit County to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with Section 164.528.
- m. Business Associate shall implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of EPHI that Business Associate creates, receives, maintains, or transmits on behalf of County.
- n. Business Associate shall conform to generally accepted system security principles and the requirements of the final HIPAA rule pertaining to the security of health information.
- o. Business Associate shall ensure that any agent to whom it provides EPHI, including a subcontractor, agrees to implement reasonable and appropriate safeguards to protect such EPHI.
- p. Business Associate shall report to County any Security Incident within three (3) business days of becoming aware of such incident. Business Associate shall also facilitate breach notification(s) to the appropriate governing body (i.e. HHS, OCR, etc.) as required by law. As appropriate and after consulting with County, Business Associate shall also notify affected individuals and the media of a qualifying breach.
- q. Business Associate understands that it is directly liable under the HIPAA rules and subject to civil and, in some cases, criminal penalties for making uses and disclosures of Protected Health Information that are not authorized by this Attachment, the underlying contract as or required by law.

PERMITTED USES AND DISCLOSURES BY CONTRACTOR AS BUSINESS ASSOCIATE

Except as otherwise limited in this Schedule, Business Associate may use or disclose Protected Health Information to perform functions, activities, or services for, or on behalf of, County as specified in the Agreement; provided that such use or disclosure would not violate the Privacy Rule if done by County.

OBLIGATIONS OF COUNTY

- a. County shall provide Business Associate with the notice of privacy practices that County produces in accordance with Section 164.520, as well as any changes to such notice.
- b. County shall provide Business Associate with any changes in, or revocation of, permission by Individual to use or disclose Protected Health Information, if such changes affect Business Associate's permitted or required uses and disclosures.
- c. County shall notify Business Associate of any restriction to the use or disclosure of Protected Health Information that County has agreed to in accordance with Section 164.522.

PERMISSABLE REQUESTS BY COUNTY

County shall not request Business Associate to use or disclose Protected Health Information in any manner that would not be permissible under the Privacy Rule if so requested by County, unless the Business Associate will use or disclose Protected Health Information for, and if the Agreement provides for, data aggregation or management and administrative activities of Business Associate.

DUTIES UPON TERMINATION OF AGREEMENT

- a. Upon termination of the Agreement, for any reason, Business Associate shall return or destroy all Protected Health Information received from County, or created, maintained, or received by Business Associate on behalf of County, that Business Associate still maintains in any form. This provision shall apply to Protected Health Information that is in the possession of subcontractors or agents of Business Associate. Business Associate shall retain no copies of the Protected Health Information.
- b. In the event that Business Associate determines that returning or destroying Protected Health Information is infeasible, Business Associate shall provide to County notification of the conditions that make return or destruction infeasible. Upon mutual agreement of the Parties that return or destruction of Protected Health Information is infeasible, Business Associate shall extend the protections of the Agreement to such Protected Health Information and limit further uses and disclosures of such Protected Health Information to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such Protected Health Information.

MISCELLANEOUS

- a. **Regulatory References.** A reference in this Schedule to a section in the HIPAA Privacy Rule means the section as in effect or as amended, and for which compliance is required.
- b. **Amendment.** The Parties agree to take such action as is necessary to amend this Schedule from time to time as is necessary for County to comply with the requirements of the Privacy Rule and the Health Insurance Portability and Accountability Act, Public Law 104-191.
- c. **Survival.** The respective rights and obligations of Business Associate under this Schedule shall survive the termination of the Agreement.
- d. **Interpretation.** Any ambiguity in this Schedule shall be resolved in favor of a meaning that permits County to comply with the Privacy Rule.
- e. **Reservation of Right to Monitor Activities.** County reserves the right to monitor the security policies and procedures of Business Associate.

Attachment IP

Intellectual Property Rights

1. The County of San Mateo ("County"), shall and does own all titles, rights and interests in all Work Products created by Contractor and its subcontractors (collectively, "Vendors") for County under this Agreement. Contractor may not sell, transfer, or permit the use of any Work Product without the express written consent of County.
2. "Work Products" are defined as all materials, tangible or not, created in whatever medium pursuant to this Agreement, including without limitation publications, promotional or educational materials, reports, manuals, specifications, drawings and sketches, computer programs, software and databases, schematics, marks, logos, graphic designs, notes, matters and combinations thereof, and all forms of intellectual property.
3. Contractor shall not dispute or contest, directly or indirectly, County's exclusive right and title to the Work Products nor the validity of the intellectual property embodied therein. Contractor hereby assigns, and if later required by County, shall assign to County all titles, rights and interests in all Work Products. Contractor shall cooperate and cause subcontractors to cooperate in perfecting County's titles, rights or interests in any Work Product, including prompt execution of documents as presented by County.
4. To the extent any of the Work Products may be protected by U.S. Copyright laws, Parties agree that County commissions Vendors to create the copyrightable Work Products, which are intended to be work-made-for-hire for the sole benefit of County and the copyright of which is vested in County.
5. In the event that the title, rights, and/or interests in any Work Products are deemed not to be "work-made-for-hire" or not owned by County, Contractor hereby assigns and shall require all persons performing work pursuant to this Agreement, including its subcontractors, to assign to County all titles, rights, interests, and/or copyrights in such Work Product. Should such assignment and/or transfer become necessary or if at any time County requests cooperation of Contractor to perfect County's titles, rights or interests in any Work Product, Contractor agrees to promptly execute and to obtain execution of any documents (including assignments) required to perfect the titles, rights, and interests of County in the Work Products with no additional charges to County beyond that identified in this Agreement or subsequent change orders. County, however, shall pay all filing fees required for the assignment, transfer, recording, and/or application.
6. Contractor agrees that before commencement of any subcontract work it will incorporate this **ATTACHMENT IP** to contractually bind or otherwise oblige its subcontractors and personnel performing work under this Agreement such that County's titles, rights, and interests in Work Products are preserved and protected as intended herein.



Policy Number:

Date Entered: 6/4/2015

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/4/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER COLLINS INSURANCE AGENCY 520 S. EL CAMINO REAL STE 300 SAN MATEO, CA 94402	CONTACT NAME:	
	PHONE (A/C, No, Ext): (650) 342-6461	FAX (A/C, No): (650) 342-5072
INSURED Viva Strategy & Communications 1580 Laurel Street Ste A San Carlos, CA 94070	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Farmers Insurance Group	
	INSURER B: Mid-Century Insurance Company	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		
NAIC #		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

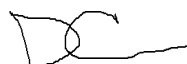
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY	<input checked="" type="checkbox"/>		605110538	06/13/2015	06/13/2016	EACH OCCURRENCE
	CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)
							MED EXP (Any one person)
							PERSONAL & ADV INJURY
GEN'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE
POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/>							PRODUCTS - COMP/OP AGG
OTHER:							
A	AUTOMOBILE LIABILITY			190074934	05/20/2015	11/20/2015	COMBINED SINGLE LIMIT (Ea accident)
	ANY AUTO	<input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS	BODILY INJURY (Per person)				
	ALL OWNED AUTOS		BODILY INJURY (Per accident)				
	HIRED AUTOS		PROPERTY DAMAGE (Per accident)				
	UMBRELLA LIAB						EACH OCCURRENCE
	EXCESS LIAB						AGGREGATE
	DED <input type="checkbox"/>	RETENTION \$ <input type="checkbox"/>					
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			A09457185	06/13/2015	06/13/2016	PER STATUTE <input type="checkbox"/> OTH-ER <input checked="" type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N <input type="checkbox"/>	N/A				E.L. EACH ACCIDENT
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE
							E.L. DISEASE - POLICY LIMIT

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate Holder listed as Additional Insured

CERTIFICATE HOLDER**CANCELLATION**

San Mateo County 555 County Center Redwood City, CA 94063	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

© 1988-2014 ACORD CORPORATION. All rights reserved.

ACORD 25 (2014/01)

The ACORD name and logo are registered marks of ACORD