



**THE STATE OF NEW HAMPSHIRE
INSURANCE DEPARTMENT**

21 SOUTH FRUIT STREET SUITE 14
CONCORD, NEW HAMPSHIRE 03301

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LR

Roger A. Seigny
Commissioner

Alexander K. Feldvebel
Deputy Commissioner

April 28, 2017

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the New Hampshire Insurance Department (NHID) to enter into a contract with Strategy Matters, LLC. vendor # 279111 of Boston, MA in the amount of \$51,049 to provide a Strategic Plan and Implementation Plan to the Insurance Department upon Governor and Council approval through August 1st, 2017. 100% Other Funds.

Funding is available in account titled Administration as follows, for Fiscal Years 2017:

<u>Administration</u>	<u>FY2017</u>
02-24-24-240010-25200000-046-500464 Consultants	\$51,049

EXPLANATION

The New Hampshire Insurance Department has received a proposal to perform consulting services to provide the New Hampshire Insurance Department with a Strategic Plan and Implementation Plan to improve the department's operational effectiveness and efficiency. The Contractor shall be responsible for conducting examinations of the department's mission statement, performance measurements, values and goals for each individual division using a structured results-based and performance based approach, for the NHID divisions.

The strategic plan and implementation plan shall include:

- Vision: developing a common vision for the future based on a shared understanding of mission, with goals and objectives.
- Assessment: an environmental scan of the strengths and weaknesses of the insurance department and its work units
- Strategies: devising detailed operational plans for achieving the goals and objectives
- Measurement: evaluating the progress in implementing the action strategies and achieving the goals.

Under the contract, the vendor will provide a strategic plan and a implementation plan to enable the Department to analyze agency-wide operational areas for both effectiveness and efficiency by assisting the NHID with developing and executing the following objectives:

1. Department and Unit-Level Mission Statements
2. Department Vision
3. Unit level SWOT analysis
4. Further develop Performance Based Inputs and Outputs for each Unit
5. Further develop Performance Measurements for each Unit
6. Develop Strategic Plan based upon Performance Based Measurements
7. Develop Action Plans for each Unit

The Request for Proposal was posted on the Department's website February 8th, 2017 and sent to past bidders for Department contract work and companies doing work in this field. Six bids were received. The bids were evaluated by NHID staff familiar with the project goals using a scoring system included in the RFP. After reviewing the bid response, the Commissioner selected Strategy Matters, LLC proposal as responsive and cost effective to the Request for Proposals (RFP).

The New Hampshire Insurance Department respectfully requests that the Governor and Council authorize funding for this contract to provide a strategic plan and implementation plan. Your consideration of the request is appreciated.

Respectfully submitted,



Roger A. Sevigny

RFP- PROPOSALS EVALUATIONS

Evaluation Committee members: Theodore Perkins, John Elias, Frances DeCinto, Danielle Barrick, Alain Couture

Evaluation process: Every member reviewed and independently evaluated the bids.

On March 24, 2017 the Evaluation Committee members met, and as a group assigned points to each bid per the "Specific comparative scoring process" described in each RFP.

All members agreed with the points assigned to each category for each bid depicted in the table below.

RFPVENDOR	CONTRACTOR Specific Expertise with Strategic Planning Ability to Document Plan (25% or points)	CONTRACTOR Related Experiences & Qualifications in Developing Strategic & Action Plans (30% or points)	Proposed Timeline (15% or points)	Bid Price- BUDGET AMOUNT	Derivation of Cost for Contractor Time (30% or points)	TOTAL SCORE (100% or Points)	Score without \$\$\$	NOTES
RFP 2017-RFP-Insurance Department Strategic Planning Initiative								
Strategy Matters	24.00%	28.00%	14.00%	\$51,049	26.74%	92.74%	66.00%	
Brook Hollow Advisory	23.00%	24.00%	14.00%	\$45,500	30.00%	91.00%	61.00%	
Benefit Concepts to Completion, Inc	18.00%	24.00%	15.00%	\$96,000	14.22%	71.22%	57.00%	
Sky Business Solutions	22.00%	25.00%	10.00%	\$120,410	11.34%	68.34%	57.00%	
Day Health Strategies	18.00%	20.00%	13.00%	\$99,550	13.71%	64.71%	51.00%	
Examination Resources, LLC	15.00%	10.00%	7.00%	\$117,200	11.65%	43.65%	32.00%	

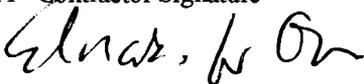
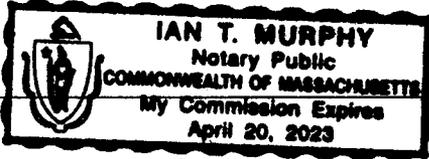
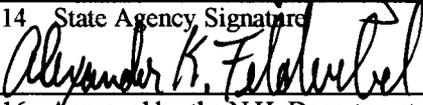
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name New Hampshire Insurance Department		1.2 State Agency Address 21 South Fruit Street, Suite 14, Concord, NH03031	
1.3 Contractor Name Strategy Matters, LLC.		1.4 Contractor Address 560 Harrison Ave, Suite 404, Boston MA. 02118	
1.5 Contractor Phone Number (617) 733-2286	1.6 Account Number 25200000-046-500464	1.7 Completion Date August 1, 2017	1.8 Price Limitation \$ 51,049
1.9 Contracting Officer for State Agency Alexander Feldvebel, Deputy Commissioner		1.10 State Agency Telephone Number (603) 271-2518	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Liz O'Connor - Principal	
1.13 Acknowledgement: State of <u>Ma</u> , County of <u>Norfolk</u> On <u>April 17 2017</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> [Seal]  </div> <div style="width: 45%; text-align: center;">  </div> </div>			
1.13.2 Name and Title of Notary or Justice of the Peace <u>Ian Murphy</u>			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory <u>Alexander K. Feldvebel, Deputy Commissioner</u>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: <u>J Christopher Marshall</u> <u>ATG</u> On: <u>5/1/17</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			

2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.18, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.14 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

Contractor Initials CO
Date 4/28/17

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

- 8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;
- 8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;
- 8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or
- 8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate ; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

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Date 4/28/17

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no

such approval is required under the circumstances pursuant to State law, rule or policy.

19. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

Strategy Matters, LLC.
2017 RFP – NHID Strategic Planning Initiative

Exhibit A

Scope of services

The consultant is responsible for providing a Strategic Plan and Implementation Plan to the New Hampshire Insurance Department (NHID) for the 2017 NHID Strategic Planning Initiative as stated in the RFP process. The contractor shall perform the following consulting services for the NHID.

The contractor shall provide the NHID with assistance to develop and execute the following objectives:

1. Department and Unit-Level Mission Statements
2. Department Vision
3. Unit level SWOT analysis
4. Further develop Performance Based Inputs and Outputs for each Unit
5. Further develop Performance Measurements for each Unit
6. Develop Strategic Plan based upon Performance Based Measurements
7. Develop Action Plans for each Unit
8. Develop Implementation Plan

Specific responsibilities of this vendor include:

The contractor shall assist the NHID in developing a detailed and customized program to facilitate the development a strategic plan for the NHID and the individual units that make up the Department.

- The strategic plan shall include:
 - Vision: developing a common vision for the future based on a shared understanding of mission, with goals and objectives.
 - Assessment: an environmental scan of the strengths and weaknesses of the insurance department and its work units
 - Strategies: devising detailed operational plans for achieving the goals and objectives

- Measurement: evaluating the progress in implementing the action strategies and achieving the goals.

The Contractor shall be responsible for conducting examinations of the department's mission statement, performance measurements, values and goals for each individual division using a structured results-based and performance based approach, for the following NHID divisions:

- Executive Office
- Financial Regulation Unit
- Market Regulation Unit
- Business & Project Management Unit
- Health Policy & Analysis Unit
- Producer Licensing Unit
- Fraud Investigation Unit
- Legal & Enforcement Unit
- Life, Accident & Health Unit
- Property & Casualty Unit
- Property and Casualty Analysis Unit
- Premium Tax Unit
- Communications Unit

The services will be provided within the Operations / Business Division at the NH Insurance Department. NHID staff managing this project will include the Director of Operations, the Director of Planning and Personnel and the Director of Finance and Administration.

strategy matters

Helping those who do great work do it better.

Proposal to Provide Strategic Planning Support to
the New Hampshire Insurance Department

February 28, 2017

Strategy Matters, LLC works with organizations to develop creative solutions to complex problems. We are expert at working across issue areas and sectors, and our consultants work with businesses, nonprofits, government agencies, collaboratives, and public-private partnerships to address organizational and societal changes and challenges.

**HELPING
THOSE WHO DO
GREAT WORK**

DOING GREAT WORK

Strategy Matters Overview

Strategy Matters, LLC is a Boston based certified woman-owned consulting group founded in 2000 by Liz O'Connor, Principal Consultant. We work with mission-driven organizations to develop creative solutions to complex problems. Our services include:

- Strategic planning
- Meeting design and facilitation
- Organizational assessment and development
- Training and technical assistance
- Succession planning
- Research
- Formative and summative evaluation
- Resource development

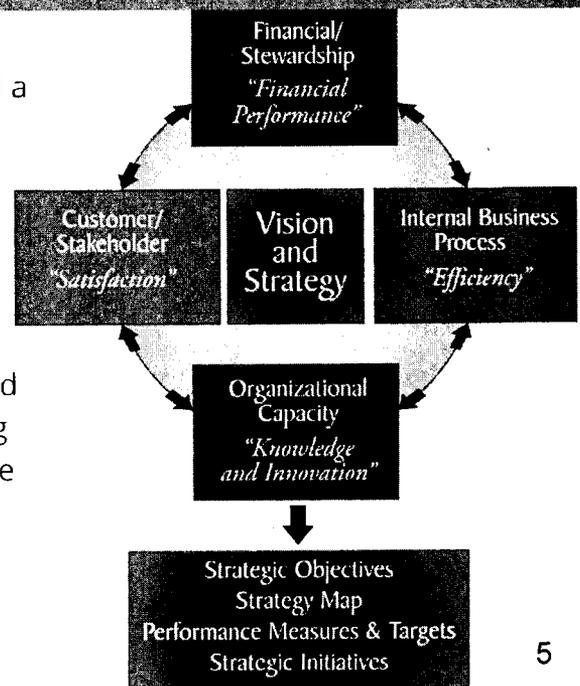
Our clients include nonprofits, government agencies, and partnerships ranging in size from the very small (volunteer, unincorporated) to the very large (international membership organizations, national foundations, government agencies). We are expert at customizing processes to meet the needs and budgets of our clients across issue areas.

Qualifications

Our approach to working with groups in goal-setting and planning processes is tailored to meet each organization's specific needs and is highly results-oriented. We have been trained in a wide range of planning methodologies, including Public Conversations, Technologies of Participation (Institute for Cultural Affairs), Open Space Technology, and Future Search, but rarely use any of these methods off-the-shelf. Instead, we work with our client teams to identify the best tools and custom design approaches for meeting unique and specific organizational goals.

Qualifications

We are focused on processes which yield strong results and build a culture among the implementing team which will support performance. We are committed to using metrics within the final plans that include leading and lagging indicators of goal attainment, and to building workplans which encourage action (course corrections or accelerations) on leading indicators. We support clients in developing internal accountability mechanisms which enable frequent assessment of progress and problems, and create interpersonal relationships which support problem-solving in an accountability framework. All of our work is informed by the premises and principles within the Balanced Scorecard approach(see image right) and The Four Disciplines of Execution.



References

The Massachusetts Department of Elementary and Secondary Education: Strategy Matters provides planning, research support and meeting facilitation for multiple divisions within the Adult and Community Learning Services area, including the statewide Technology Task Force and the Performance Based Accountability Task Force. Specifically relevant here may be our [strategic planning research report](#) which answered the question: *How would performance-based funding change our ABE/ESOL system? How might we best incorporate performance based funding into our grants programs to catalyze better results across the entire system?*

Contact: Bob Bickerton, Senior Associate Commissioner, Massachusetts Department of Elementary & Secondary Education, (retired).

C. 617-365-7899

The Massachusetts Executive Office of Labor and Workforce Development: Strategy Matters provides planning, research support and meeting facilitation for EOLWD as well as the Workforce Skills Cabinet. In 2015, we took primary responsibility for both writing the State's Workforce Investment Opportunity Act plan and in 2016, we convened a statewide conference of over 400 stakeholders who came together to identify and plan for improving performance in the state workforce system.

Contact: Jenn James, Undersecretary for Workforce Development, Executive Office of Labor and Workforce Development.

O. 617-626-7100

Community Resources for Justice: Strategy Matters provides ongoing strategic planning support for this regional vendor of multiple human services and community-based corrections programs. Working with the Executive Team on setting leadership vision and goals, we also support managers and line staff in creating aligned work plans and objectives to ensure that this \$40M company is performing at its highest levels and that employee engagement is always on an upward trend.

Contact: Ellen Donnarumma, Vice President for Justice Services

O. 617-780-6681

Meet the Team



Liz O'Connor
Principal

Liz will serve as lead facilitator and meeting designer.



Josh Moulton, PhD
Senior Consultant

Josh will serve as project manager, and co-facilitator.



Lingling Shao, MSW
Consultant

Lingling will serve as researcher, data analyst, and designer.



Marcos Darcy
Associate Consultant

Marcos will serve as researcher, data analyst, and writer.

Proposed Strategic Planning Process

Project Coordination

Form Process Management Team: the Strategy Matters consulting team will work with the point of contact at NHID to identify team members for a Process Management Team (PMT). The role of the PMT is to guide and inform the consulting team as we get to know your organization's culture, strengths, challenges, and opportunities. The NHID has identified the NHID Director of Operations, the Director of Planning and Personnel, and the Director of Finance and Administration, as members of the PMT; we would advise several additional members, perhaps from outside of the leadership circle, to participate in this group as well.

Launch Meeting: the consulting team will meet with the PMT to confirm logistics for the duration of the planning process and to draft a plan for engaging stakeholders. Stakeholder engagement is likely to include interviews with heads of each unit, and a department-wide survey. The results will inform department-wide and unit level SWOT analyses.

Proposed Strategic Planning Process

What is the current reality?

NHID Division Engagement: Upon PMT approval of survey and interview questions, the consulting team will an NHID division engagement phase. This will include interviews with identified leaders in each division and a department-wide survey. The results of the interviews and surveys, along with a review of NHID documents, will inform department-wide and unit level SWOT analyses.

Where do we want to go? Part I

Meet with PMT and Unit Representatives: The consulting team will meet with the PMT and representatives from each of the NHID units to present initial findings from department-wide and unit level SWOT analyses. We will also work together to formulate draft version of department-wide vision and mission statements for review at the strategic planning retreat.

Proposed Strategic Planning Process

Where do we want to go? Part II

Strategic Planning Retreat: the consulting team will facilitate a two day retreat for the NHID team. The goals of the retreat will be to:

- confirm department-wide mission and vision;
- confirm unit level mission;
- present key findings from department-wide and unit level SWOT analyses;
- develop unit level performance-based inputs, outputs, metrics, and SMART (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime-based) goals; and
- build consensus around a strategy for achieving performance goals.

We envision beginning the retreat with discussion and exercises designed to support department-wide thinking and strategizing. We will then break into groups by unit and work on unit level mission statements, and performance inputs, outputs, metrics, and SMART goals. We will close the retreat by returning to department-wide exercises designed build consensus and motivation around newly acquired goals and a strategy for achieving them.

Proposed Strategic Planning Process

How will we get there?

Strategic Plan: The consulting team will compose a draft strategic plan that will include:

- Department-wide mission and vision statements;
- 13 unit level mission statements;
- Summary of findings from department-wide and unit level SWOT analyses;
- Summary of unit level performance-based inputs, outputs, metrics, and SMART goals;
- A strategy for achieving performance goals; and
- An action plan intended to guide the implementation of the strategy.

After approval from the PMT, the consulting team will finalize the strategic plan and present it to NHID leadership for approval and ratification.

Workplan and Costs

Our proposed consulting budget for this project is \$51,049. On the following slide, you will find our workplan for the proposed strategic planning process. The workplan includes a timeline of project milestones and deliverables. The quoted price includes all of our consulting time for the project as well as travel expenses for the consulting team, but assumes that meeting costs, including space, catering, and meeting supplies/materials will be covered by NHID.

Lastly, please note that our proposed workplan and its associated cost, timeline, and process steps are subject to modification at the request of NHID. We will work with you to design a process that is tailored to *your needs* in terms of modifications to budget, timeline, and steps in the process.

Proposed Workplan for New Hampshire Insurance Department (NHID) Strategic Planning Process									
Phase	Date	Strategy Matters	NHID	LO	JM	LS	MD	Total	
				\$200	\$150	\$100	\$75		
0. Project Coordination	Late March	Establish the Project Management Team (PMT). Conference call to confirm the workplan, timeline and budget		1.5	1.5	1.5	1.5	6	
			Provide departmental background materials for desk review, points of contact for each division (1 hour)					0	
1. What is the current reality?	Early - Mid April	Draft interview guide and organization wide survey based on desk review of documents and orientation to the NHID		3	6	10	8	27	
			Review the engagement plan, prepare edits and questions for conference call (approximately 1.5 hours)					0	
		Conference call to review materials, maximizing the engagement of the 13 NHID divisions to establish mission, vision, and values		1	1	1	1	4	
	Late April - Mid May	Final edit of materials for division engagement	Review and approve final materials (1.5 hours)	1	2	3	2	8	
		Conduct phone interviews with the head of each NHID division		8	8	8	8	32	
		Issue and monitor department wide survey via survey monkey		1	6	15	10	32	
2. Where do we want to go? Part I	Late May - Mid June	Survey and interview analysis		6	12	24	16	58	
		Draft department wide SWOT analysis, and SWOT reports by division based on survey data, interviews and desk review of background documents	Review of reports and analysis, prepare questions and recommendations for possible participant follow up (2 hours)	8	12	12	20	52	
		PMT conference call with consulting team to walk through data and reports, address remaining questions, and plan Strategic Planning retreat		1	1	1	1	4	
		Refine data and reports, based on PMT feedback, for presentation to unit representatives	Review and approve data and report presentation	1	2	4	4	11	
		Meet with PMT and unit representatives/leaders for a briefing on the process thus far, to present findings, and work together to formulate draft vision and mission. This meeting will prepare participants to lead their division teams in the strategic planning retreat.		4	4	4	4	16	
2. Where do we want to go? Part II	Late June - Early July	Prepare agenda and supporting materials for two day strategic planning retreat.		6	6	4	8	24	
			Review draft agenda and materials, prepare edits and questions for conference call (1.5 hours)					0	
		Conference call to discuss edits, updates and additions to retreat agenda and materials		1	1	1	1	4	
		Finalize agenda and materials for retreat, share with the NHID PMT		2	2	2	2	8	
		Conference call to confirm logistics and walk through the retreat agenda and materials		1	1	1	1	4	
		Facilitate department wide two day strategic planning retreat		16	16	16	16	64	
3. How will we get there?	Mid - Late July	Draft strategic plan		8	12	12	8	40	
		Present draft to PMT for feedback					0		
			Review draft plan, provide SM with notes/edits (2 hours)					0	
			Finalize Strategic Plan		2	4	2	6	14
	August 1, 2017	Meeting to present final Strategic Plan to PMT for approval		2	2	0	2	6	
*Boxes shaded in gray indicate consultant will be working in New Hampshire, white boxes indicate remote work				Other	Consultant mileage			\$311.88	
				Total Cost of Labor	\$14,700	\$14,925	\$12,150	\$8,963	\$50,737.50
				Total Project Cost					\$51,049.38

ELIZABETH O'CONNOR

617.733.2286  Liz@strategymatters.org  www.strategymatters.org

PROFESSIONAL EXPERIENCE

Principal **2000-present**
Strategy Matters, LLC, Boston, MA

Strategy Matters works with mission-driven organizations to improve their effectiveness. Services include strategic planning, meeting facilitation, training, program development, and evaluation for associations, consortia, government agencies and non-profit organizations. Please see following page for representative client listing and website for further details (www.strategymatters.org)

Deputy Director, Strategic Planning & Resource Development **1994-2000**
City of Boston Police Department, Boston, MA

Managed federal grant development and administration, and worked as part of BPD senior staff to identify and address challenges related to the Department's shift from reactive policing to proactive crime prevention. Initiated new projects to fulfill the department's commitment to community policing, and worked as part of an organizational development team. Specific accomplishments include:

- Facilitated design and implementation of a successful citywide truancy reduction initiative;
- Worked as a member of design/management team for Boston Police strategic planning projects;
- Advised and facilitated a team to design, implement and monitor a grants program for the police department to fund community based organizations - the first of its kind in the nation;
- Wrote articles, speeches, press releases, and other public relations materials for the Police Commissioner, Mayor and Police Department

Executive Director, Adult Learning Program **1992-1994**
Boston Community Centers, Jamaica Plain, MA

Provided leadership and management for a community-based, 100% grant-funded literacy program, including supervision of a professional staff of 12 and a volunteer corps of 80.

- Expanded services to welfare recipients by approximately 30%;
- Built the first computer lab for community and program usage at the center;
- Expanded offerings to include Spanish language GED classes and job training;
- Created a satellite program at the local office of Head Start to provide ESL and literacy services to 50 parents of enrolled children.

Lecturer in Philosophy **1991-present**

Northeastern University, Boston, MA
The State University of New York, New Paltz, NY
The University of Massachusetts, Boston, MA
Quincy College, Quincy, MA

National Production Staff **1990-1991**
KCTS Television, Seattle, WA

Member of national production staff, worked on grant prospecting and research, development of program treatment, data analysis on viewers, and cost-to-station per viewer reached.

❧ REPRESENTATIVE CLIENT LIST ❧

- ACEDONE, Boston, MA
- The Association of American University Women, Washington, DC
- Attorney General's Office, Boston, MA
- The Boston Adult Literacy Fund, Boston, MA
- After School for All Partnership, Boston, MA
- The Better Oral Health for Massachusetts Coalition, Boston, MA
- The Black Ministerial Alliance, Boston, MA
- The Boston Children's Museum, Boston, MA
- The Boston Foundation, Boston, MA
- Boston Private Industry Council, Boston, MA
- Boston Public Health Commission, Boston, MA
- Boston EITC, Boston, MA
- Boston Area Rape Crisis Center, Boston, MA
- Boston Redevelopment Authority, Boston, MA
- BOTEK Analysis, Cambridge, MA.
- Bunker Hill Community College, Boston, MA
- Cape and Islands Workforce Investment Board
- Center For Family Connections, Cambridge, MA
- Centerboard, Lynn, MA
- Child Care Capital Investment Fund, Boston, MA
- Citizens for Juvenile Justice, Boston, MA
- CityStage, Boston, MA
- City of Boston, MA
- City of Lawrence, MA
- Community Learning Center, Cambridge, MA
- Company One, Boston, MA
- Committee for Public Counsel Services, Boston, MA
- Dimock Community Health Center, Roxbury, MA
- The Dorchester Community Roundtable, Dorchester, MA
- Dudley Street Neighborhood Initiative, Roxbury, MA
- Greater Lowell Workforce Investment Board
- Hyde Square Task Force, Jamaica Plain, MA
- The Institute on Race and Justice, Northeastern University, Boston, MA
- The International Association of Chiefs of Police, Alexandria, VA
- The Lenny Zakim Fund, Boston, MA
- Mass Interaction, Cambridge, MA
- Massachusetts 2020, Boston, MA
- The Massachusetts Departments of Social Services, Education, and the Executive Office of Public Safety and Security, Boston, MA
- The Massachusetts Afterschool Partnership
- Massachusetts Police Leadership Institute, UMASS/Lowell Mid-Management Program
- The MetroNorth Regional Employment Board, Malden, MA
- Middlesex Community College, Lowell, MA
- SafeHavens Interfaith Partnership, Boston, MA
- Carl and Ruth Shapiro Foundation, Boston, MA
- Training, Inc., Boston, MA
- Tutoring Plus of Cambridge, MA
- Urban College, Boston, MA
- Workman's Circle, Brookline MA
- The Young People's Project, Boston, MA
- The YMCA of Greater Boston, Boston, MA
- Youth Opportunity Boston, Boston, MA
- The Zero to Eight Coalition, Dorchester, MA

❧ REPRESENTATIVE PUBLICATIONS AND REPORTS ❧

Achieving, Connecting, Thriving: A Results Framework for Boston's Youth. In 2009, Kathleen Traphagen and I developed a framework which was informed by both research on youth development and learning, and the views of a cross-section of stakeholders. It is used widely in Boston today by providers, families, schools and grantmakers.

Preventing Identity Crime: A Toolkit for Police Chiefs. A workbook developed for IDSafety.org, a project of Bank of America and the International Association of Chiefs of Police, November 2007.

Re-Entry: Strategies and Practices. A curriculum developed for the International Association of Chiefs of Police, November 2007.

Performance Based Funding in Adult Basic Education: Opportunities & Challenges for Massachusetts at the Intersection of Program Accountability and Funding. A Briefing Paper for the Massachusetts Department of Education, August 2006

Room To Grow: A report to the City of Boston, June 2002. Available online:
www.cityofboston.gov/bcyf/publications.asp

What Makes Distance Learning Effective? A report to Mass Interaction, June, 2001. Available online: <http://www.anywhereanytimeabe.org/publish.html>

The Boston Strategy: A Lesson in the Power of Partnership. Common Ground, November, 1999.

Detective Case Management: How to Make it Work for Your Department. With John Boyle. Police Chief, April 1997. Available online at www.iacptechnology.org/Library/TechTalk/TechTalk0497.htm

Leveraging Technology & Partnerships in Criminal Investigations. With John Boyle. Police Chief, July 1996.

❧ EDUCATION ❧

University of Washington, Seattle, WA	1991
Master of Arts, Philosophy	
Mount Holyoke College, South Hadley, MA	1988
BA in Philosophy and Political Science with Honor in Philosophy	
Spelman College, Atlanta, GA	1986
Exchange Program, Trained as a Future Search, Open Space and Technologies of Participation Facilitator	2004

❧ **COMMUNITY & PROFESSIONAL ASSOCIATIONS
AND INVOLVEMENT** ❧

Co-Founder The West Roxbury Courthouse Neighborhood Association	2005
Suffolk Co. District Attorney's Office Chair of the Asset Forfeiture Reinvestment Board	2002-06
Department of Social Services, Boston, MA Volunteer Foster Care Case Reviewer	2000-02
Innovations in American Government, Harvard University Rounds I & II Evaluator and Site Visitor for Round III For Public Safety and Management/Governance Tracks	1999-present
Member, Association of Fundraising Professionals	
Member, Nonprofit Consultant's Network	2000-present
Member, Boston Trainer's Roundtable	2004-present
Member, International Association of Facilitators	2004-present
Member, Boston Facilitator's Roundtable	2004-present
Member, International Association of Chiefs of Police	2010-present

❧ **SELECTED PRESENTATIONS, COURSES AND WORKSHOPS** ❧

Introduction to Philosophy and Ethics

Instructor, Northeastern University, School of Continuing and Professional Studies. Design and deliver an online, 3 credit course in the major topics and themes of philosophy. Summer, 2007 - present

Project Safe Neighborhoods Gang Prevention Summit

Training design and delivery for the United States Attorney's Office, District of Massachusetts, Bentley University, March 15, 2012.

Theory + Context for Grant Development, Writing A Great Grant

Training series design and delivery for the Massachusetts Department of Education, Department of Afterschool and Out of School Time. Spring, 2006.

Promoting Nonprofit Organizations

Instructor, Northeastern University, School of Leadership and Management, Fall 2006- present.

Basic Grant Development, Prospecting for Foundation Grants and Developing a Fundable Program

Course designer and instructor, Northeastern University, School of Professional and Continuing Studies, since 2005

Sustainability Seminars

The Boston Full Service Schools Roundtable and the Boston Community Learning Centers
A series of four workshops designed with a team of 3 other consultants and delivered to teams from 27 Boston schools. Boston, MA, Winter-spring, 2006

Strategic Planning for Family Justice Centers Chaplaincy Programs

A workshop for chaplains opening new service centers in Family Justice Centers. Minneapolis, MN, Fall 2005.

Emerging Leaders in Policing

With Jack McDevitt and Jim Jordan, designed and delivered a day long seminar on the application of community policing and its history to a group of emerging police leaders, through Northeastern University's school of criminal justice. Boston, Mass., Spring 2005

Northeastern University, School of Professional and Continuing Studies

Instructor and course developer for the new Fundraising Certificate program.. Burlington, Mass., Spring, 2005.

More than Money: Understanding Grants

A workshop for after-school program providers designed to help expand their understanding of the role of grants in promoting program quality, evaluation and in developing a deeper understanding of the expectations of potential funders. Westborough, Mass. November, 2004.

Victory Generation Grant Development Seminar

A 4-week course offered through the Black Ministerial Alliance to help build development skills among after-school program providers working in faith-based organizations. Roxbury, Mass., October 2004.

Building Stronger Centers

A training seminar for child care center executive directors, focused on aligning mission with resource development work, as part of a series offered by the Child Care Capital Investment Fund, Boston, Mass., October, 2003 and in Warren, Mass., May 2004. Six month seminar course delivered Fall 2004-Spring 2005, and Spring 2006.

Generating New Capacity

A training and technical assistance workshop series for small community based organizations, designed and delivered for the Attorney General's Office, Commonwealth of Massachusetts, 2002-2003.

Promoting Healthy Choices for Grades K-12 in Out of School Time

A professional development workshop for members of Project Alliance, Middlesex Co. District Attorney's Office, Somerville, MA. April, 2002.

When Pigs Fly: How Distance Learning Can Work in Adult Education

A presentation to the MA Adult Basic Education community at Network '01, Marlborough, MA. Oct. 2001

Winning Grant Proposals: Strategies for Solid Program Development

A workshop for Bunker Hill Community College faculty and staff, with Toni Borge, Charlestown, MA Spring, 2001.

Funding a Public Information Campaign: A Four-Part Grantwriting Workshop

A workshop for child care directors, Boston, MA Spring, 2001.

Strategic Planning: A workshop for middle managers

An interactive afternoon training for health care and family services management. Roxbury, MA. Fall, 2000.

Grantwriting: You Can Do It!

A series of writing, coaching and training sessions for child care workers and managers. Jamaica Plain, MA Spring-Summer 2000.

Combating Truancy: Boston's Approach

A presentation to the National League of Cities, Los Angeles, CA, December 1999.

Seminar on Community Safety Diagnosis as a Partnership Tool for Crime Prevention

A presentation to the International Centre for the Prevention of Crime, Ottawa, Canada, April 1999.

Truancy: What Can Youthworkers Do to Help?

A speech to the City's Youthworkers at City Year Boston, Boston, MA April 1999.

Youth Violence Reduction: The Boston Story.

Featured guest on "The Chief," an interactive Internet talk show hosted by former Los Angeles Police Chief Daryl Gates. <http://www.talkspot.com>, March 1999.

Boston's Approach to Strategic Planning and Other Initiatives

A presentation to Governor Cellucci's Transition Team at the Executive Office of Public Safety, Boston, MA December, 1998.

Community Justice Principles and Practice: A presentation with Bernie Fitzgerald and Bill Stewart

American Correctional Association's 16th Annual Training Conference and Exposition, Long Branch, NJ October 1998

Boston's Youth Violence Prevention Strategy: A Work in Progress

Keynote address to the Education Committee of the Southern Legislative Conference at the SLC Annual Meeting, Charleston, SC, August 1998

Grantwriting: A Seminar

A Workshop for Members of the Massachusetts Municipal Association

Presented at their Joint Conference for Selectmen, Aldermen and Councilors, Sturbridge, MA, June 1998

Partnerships for Youth: The Boston Success Story - A panel presentation with Reverend Eugene Rivers

Presented to the Annual Health and Human Services Institute at the Federation for Community Planning, Cleveland, OH, March 1998

Building on Strengths: Follow Through on the Boston Plan for Neighborhood Policing

An in-service training segment for Boston police officers, and superior officers at the Boston Police Academy, Hyde Park, MA 1996 and 1997

Josh Moulton, PhD

560 Harrison Ave, Suite 404 – Boston, MA 02118

☎ +1 (413) 230 9479 • ✉ josh@strategymatters.org

Experience

Strategy Matters www.strategymatters.org

Boston, MA

Senior Consultant

2016–Present

Strategy Matters is a consulting firm specializing in strategy, organizational change and design, and facilitation. We work with businesses, non-profits, associations, and government agencies to develop creative solutions to complex problems.

Scope of work:

- Strategy; meeting design and facilitation; project management.
-

Massachusetts Office for Victim Assistance www.mass.gov/mova

Boston, MA

Member, Board of Directors

2013–present

The Massachusetts Office for Victim Assistance (MOVA) was established in 1984 with the enactment of the Commonwealth's first Victim Bill of Rights. Its purpose is to advocate for and assist victims of crime. MOVA's activities, including allocation of approximately \$50 million in annual funding, are governed by its Board of Directors, chaired by the Attorney General.

Ayuda Directa USA www.ayudadirecta.org

Washington, DC

Founder and Director

2000–2010

Ayuda Directa USA (ADUSA) is a federally-recognized non-profit organization involved in the design and implementation of development projects in rural South America.

Achievements:

- **Achievement 1:** Management of budget and on-site operations for sanitation project in Guarumal, Ecuador, 2004.
 - Project description: Guarumal is a remote community in Sigchos, Ecuador. ADUSA overcame extreme logistical challenges to improve sanitation conditions by transporting and assembling construction materials for compost septic systems in over a dozen locations. Facilitated local support to have ADUSA efforts matched by the community.
- **Achievement 2:** Management of budget and on-site operations for construction project, as well as coordination of medical and education staff in Monte Nuevo, Ecuador, 2005.
 - Project description: Monte Nuevo is a remote community in Sigchos, Ecuador. During July and August of 2005 ADUSA planned and executed the construction of a secondary school and a medical clinic. Extraordinary challenges overcome, including land disputes between rival factions of the local population, and challenges inherent in the transport of 10 tons of fragile material over 100 miles of nearly impassable Andean roadways. Successfully completed the project and stocked and staffed both facilities.

ADUSA has now been absorbed by its parent organization Ayuda Directa. Ayuda Directa has offices in Quito, Ecuador, München, Germany, and Bormio, Italy.

Education

University of Massachusetts Amherst

Ph.D., Philosophy

Amherst, MA

2016

Awards: • Robison Teaching Award, 2011 • Dissertation fellowship, 2014.

Reed College

B.A., Philosophy

Portland, OR

2004

Awards: • Commendation for Excellence in Academic Achievement.

Languages

English: native speaker

Preferred language for analytical writing.

Spanish : conversational

Comfortable with verbal and informal, written communication.

Lingling Shao

Email: Lingling@strategymatters.org Tel: +1-617-615-2758

SKILLS

Language: Mandarin: Native language

English: Professional proficiency

Others:

- Program Evaluation
- Strategic Planning and Implementation
- Quantitative and Qualitative Research
- Proposal Writing
- Stakeholder Communication and Engagement
- Budgeting and Financial Analysis
- Policy Analysis

WORK EXPERIENCE

Consultant Intern/Consultant

September 2015 - Present

Strategy Matters LLC, Boston, MA

- Serving as a project manager, marketing specialist and researcher in consulting projects with nonprofit organizations and public agencies.
- Providing administrative and logistic support to the Strategy Matters team, including maintaining calendars, scheduling meetings, and purchasing supplies.
- Conducting research and analyses on education systems, children welfare, social justice, immigration issues and public policy to inform the consulting practice.

Social Work Intern

September 2014 - April 2015

The Salvation Army South End Corps Community Center, Boston, MA

- Developed the ESL program, and reached out to and met with related professionals to consult about the program development.
- Engaged in case management, client advocacy, staff meetings, and collaborated with coworkers in the Senior Program and Holiday Assistance Program.
- Represented The Salvation Army South End Corps at several outreach activities, and spoke for the community center and its clients.
- Planned a fundraising event for the Senior Program, drafted a proposal for funding.
- Served as a liaison between the Salvation Army staff and the Chinese clients.

Executive Assistant

February 2012-August 2014

HEPF of China Education Development Foundation, Shanghai, China

- Developed and managed the nationwide community of 5,300 sponsored college students, and empowered them to become the next generation of social innovators.
- Assisted the Executive Director in communicating, engaging with and managing individual and corporate donors, as well as the board members.
- Traveled around China and organized events nationwide to promote social justice.

- Provided a full range of academic, vocational, and personal counseling services for students of diverse background.
- Supervised interns.
- Conducted an evidence-based research on financial aid programs in high school around China to inform the program design and granting plan.

EDUCATION

Boston College

Chestnut Hill, MA
May 2016

Master of Social Work (MSW), Macro Practice

- Concentration in Children, Youth and Families
- Certificate in Policy & Community Organizing
- Relevant Courses:

Macro

Research Methods, Program Evaluation, Financial Management & Resource Development, Strategic Planning, Policy Issues in Family and Child Services, Management of Organizations Serving Children Youth and Families, Policy Analysis, Social Innovation, Leadership and Social Transformation.

Clinical

Impact of Traumatic Victimization on Child and Adolescent, Human Behavior and Social Environment, Cognitive Behavior Therapy.

Sichuan University

Chengdu, China
June 2012

BS in Mathematics and Applied Mathematics

VOLUNTEER ACTIVITIES

<i>Conducted a program evaluation project on Hildebrand shelter program</i>	Jan.-May, 2016
<i>Member of Advisory Council, Boston College Center for Social Innovation Symposium</i>	Spring 2016
<i>Volunteer, Children's Trust Massachusetts 2015 Gala</i>	November 2015
<i>Curriculum Designer & Project Manager, Harvard SEED for Social Innovation</i>	Apr. - Nov. 2015
<i>DACA & DAPA Free Screening Clinic, Mayor's Office of New Bostonians</i>	May 2015
<i>Auction Assistant, Thompson Island Outward Bound Education Center Annual Gala</i>	April 2015
<i>Fundraiser, Chinese Young Volunteers Association</i>	Dec. 2008-Dec. 2009
<i>Volunteer of Hongzhi Shanghai Summer Camp, HEPF of CEPF</i>	August 2010

Marcos R. Darcy

marcos.r.darcy@gmail.com, 813-758-8004
140 Commonwealth Avenue
Chestnut Hill, MA 02467

EDUCATION

Jesuit High School

Tampa, FL
May 2012

Boston College

Bachelor of Arts in Psychology

Master of Social Work, Macro Concentration

Chestnut Hill, MA
May 2016
May 2017

INTERNSHIPS AND WORK EXPERIENCE

Strategy Matters, LLC

Boston, MA

Strategic Planning Consulting Intern

Fall 2016 - Spring 2017

- Research and report on social political, and economic trends relevant to client services
- Balance deadlines for a large number of clients with diverse needs
- Facilitate strategic planning using staff input, researched data, SWOT analysis, environmental scans, financials, client needs, and surveying tools
- Grant and proposal writing

Somerville Community Health Agenda (CHA)

Somerville, MA

Intern at Food Security Coalition

Fall 2015 - Spring 2016

- Compile, analyze, and present food security data and food policy research to supervisors, community groups, city leaders, and stakeholders
- Represent the Somerville Community Health Agenda at inter-agency meetings, record and present notes and findings
- Plan and facilitate community events including neighborhood meals and educational outreach

Boston College Campus Ministry

Chestnut Hill, MA

Office Assistant

Fall 2012 - Fall 2015

- Brainstorm new ways of implementing Campus Ministry programs
- Aid in preparation and setup of Campus Ministry event spaces and materials
- Inventory and manage office and ministry resources

Annapolis Yacht Club

Annapolis, MD

Race Team Sailing Coach: Green Fleet

Summer 2016

- Coordinate transportation logistics for a 12 boat traveling race team
- Instruct 20 children aged 7-14 in their entry into competitive sailboat racing
- Manage the maintenance and transportation of coach boats and company vehicles
- Make judgement calls on weather conditions, dangers to sailors, and team capabilities.

ACTIVITIES

- **Resident Assistant, Boston College:** Working to ensure the wellbeing of 65 students.
- **Boston College Varsity Sailing Team:** Skipper and crew positions, 2012-2016. Raced, organized training, and facilitated team building and. 20hrs+ Weekly.

SKILLS

- Strategic Planning initiatives and Consulting Toolkits
- Survey, research data analysis, and experimental study design
- Microsoft Office Suite: Word, Excel (Including statistical tools), and Power Point
- Clear and concise writing for memos, reports, and presentations

STATE OF NEW HAMPSHIRE
2017 RFP – Insurance Department Strategic Planning Initiative
Operations Division
REQUEST FOR PROPOSAL

INTRODUCTION

The New Hampshire Insurance Department (NHID) is requesting proposals for a contractor to perform consulting services for the NHID.

The NHID seeks assistance with developing and executing the following objectives:

1. Department and Unit-Level Mission Statements
2. Department Vision
3. Unit level SWOT analysis
4. Further develop Performance Based Inputs and Outputs for each Unit
5. Further develop Performance Measurements for each Unit
6. Develop Strategic Plan based upon Performance Based Measurements
7. Develop Action Plans for each Unit

This contract will continue through August, 1, 2017.

GENERAL INFORMATION/INSTRUCTIONS

The contractor is expected to use their experience in aspects of corporate or business performance based analysis to successful completion the objectives.

Electronic proposals will be received until 4 pm Local time local time, on February 28th, 2017, at the New Hampshire Insurance Department, 21 South Fruit Street, Suite 14, Concord, New Hampshire, 03301. Email should be send to Theodore.PerkinsJr@ins.nh.gov and include in the subject line: “**2017 RFP – Insurance Department Strategic Planning Initiative**”.

Proposals should be prepared simply and economically, providing a straightforward, concise description of bidder capabilities that satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.

A successful proposal must include all of the objectives outlined in this RFP including a proposed detailed program and timeline.

SERVICES REQUESTED

The contractor shall assist the NHID in developing a detailed and customized program to facilitate the development a strategic plan for the NHID and the individual units that make up the Department.

- The strategic plan shall include:
 - Vision: developing a common vision for the future based on a shared understanding of mission, with goals and objectives.
 - Assessment: an environmental scan of the strengths and weaknesses of the insurance department and its work units
 - Strategies: devising detailed operational plans for achieving the goals and objectives
 - Measurement: evaluating the progress in implementing the action strategies and achieving the goals.

The Contractor shall be responsible for conducting examinations of the department’s mission statement, performance measurements, values and goals for each individual division using a structured results-based and performance based approach, for the following NHID divisions:

- Executive Office
- Financial Regulation Unit
- Market Regulation Unit
- Business & Resource Unit
- Health Policy & Analysis Unit
- Producer Licensing Unit
- Fraud Investigation Unit
- Legal & Enforcement Unit
- Life, Accident & Health Unit
- Property & Casualty Unit
- Property and Casualty Analysis Unit
- Premium Tax Unit
- Communications Unit

BACKGROUND INFORMATION

The services will be provided within the Operations / Business Division at the NH Insurance Department. NHID staff managing this project will include the Director of Operations, the Director of Planning and Personnel and the Director of Finance and Administration.

EVALUATION OF BID PROPOSALS

Evaluation of the submitted proposals will be accomplished as follows:

- (A) General. An evaluation team will judge the potential contractor capabilities and appropriateness for the services to the NHID.

Officials responsible for the selection of a contractor shall ensure that the selection process accords equal opportunity and appropriate consideration to all who are capable of meeting the specifications.

Failure of the applicant to provide in its proposal all information requested in this request for Specifics.

(B) Specific. A comparative scoring process will measure the degree to which each proposal may result in disqualification of the proposal.

(1) Demonstrate expertise relevant to business performance based measurements and evaluations:

- a) Expertise with strategic planning, action plans, performance based measurements and operational processes and procedures. Please identify role, title of each individual and attach resume,
- b) Knowledge of performance based measurements and efficiency ratings,
- c) Ability to document proposed work plan, strategy, action plan, performance measurement and the ability to work with the Executive staff and each individual Division Director.

25% of total score

General qualifications and related experience of the contractor: Industry experience in developing strategic plans, action plans and results-based reports related to developing individual division performance measurements.

The proposal must include a listing of references of recent engagements of the Contractor that reflect the skills appropriate for work on this project, including telephone numbers and specific persons to contact.

Not required, but strongly recommended to provide samples of the following documents: Mission Statements, Action Plans, Strategic Planning and Performance Based Measurements.

30% of total score

(2) Proposed program with timeline.

15% of total score

(4) Derivation of cost for the Contractor time: The proposal should include the hourly and/or daily rate for the Contractor and the number of days the Contractor will require to complete the proposed examinations of the department and each division, to include a start date and anticipated end date. The proposal should include amounts

for any material expenses related to performing the work (any unexpected out-of-pocket or travel expenses). The proposal must include an overall not-to-exceed amount, through contract termination. No benefits in addition to payment for services other than those specifically identified above or included in the proposal shall be provided by the NHID under the contract.

30% of total score

(C) Conflict of Interest. The applicant shall disclose any actual or potential conflicts of interest.

(D) Other Information.

The New Hampshire Insurance Department will accept written questions related to this RFP from prospective bidders with the deadline being February 17th, 2017 at 12:00 pm. Questions should be directed to Ted Perkins via email at Theodore.PerkinsJr@ins.nh.gov. Please include in the subject line: **“2017 RFP - Insurance Department Strategic Planning Initiative”**.

A consolidated written response to all questions will be posted on the New Hampshire Insurance Department’s website: www.nh.gov/insurance, by February 21st, 2017.

Potential contractors may be interviewed by staff of the NHID.

The successful bidder or bidders will be required to execute a state of New Hampshire Contract. A form P-37 contains the general conditions as required by state of New Hampshire purchasing policies and the Department of Administrative Services. Although this standard contract can be modified slightly by mutual agreement between the successful bidder and the New Hampshire Insurance Department, all bidders are expected to accept the terms as presented in this RFP. Any required modifications to the P-37 must be explicitly stated in the proposal.

All proposals will be publicly opened at the above stated date and time. Proposals received after the above date and time will not be considered. The state reserves the right to reject any or all proposals.

The NHID plans to seek Governor and Council approval of the contract in March of 2017. NHID will need to obtain all necessary documentation for the state contract approval from the winning bidder in an expedient manner in order to meet the contract closing date.

Bidders should be aware that New Hampshire’s transparency law, RSA 9-F, requires that state contracts entered into as a result of requests for proposal such as this be accessible to the public online. Caution should be used when submitting a response so that trade secrets, social security numbers, home addresses and other personal information are not included.

Strategy Matters, LLC.
2017 – RFP NHID Strategic Planning

Exhibit B

Contract Price, Price Limitations and Payment

The services will be billed at the rates set forth in the Contractors Proposal, dated February 28, 2017, not to exceed the total contract price of \$ 51,040. The services shall be billed at least monthly and the invoice for the services shall identify the person or person providing the service. Payment shall be made within 30 days of the date the service is invoiced.

Agreement with Strategy Matters, LLC

**2017-RFP
NHID Strategic Planning**

Exhibit C-1

**New Hampshire Insurance Department
Contractor Confidentiality Agreement**

As a contractor for the New Hampshire Insurance Department (Department) you may be provided with information and/or documents that are expressly or impliedly confidential. All contractors are required to maintain such information and documents in strict confidence at all times. Disclosure, either written or verbal, of any confidential information and documents to any entity or person, who is not in a confidential relationship to the particular information or documents will result in termination of your firm's services

The undersigned acknowledges she or he understands the foregoing and agrees to maintain all confidential information in strict confidence at all times. The undersigned further acknowledges that if she or he is unsure of whether or not particular information or documents are confidential, it is the undersigned's responsibility to consult with the appropriate Department personnel prior to any disclosure of any information or document.

Elizabeth Connor

Printed Name of Contractor

4/28/17

Date



Contractor Signature

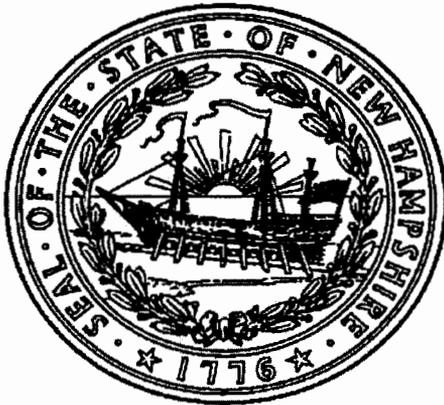
State of New Hampshire

Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that STRATEGY MATTERS, LLC is a New Hampshire Limited Liability Company registered to transact business in New Hampshire on January 08, 2016. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 736967



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 27th day of April A.D. 2017.

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State

Sole Proprietor Certification of Authority

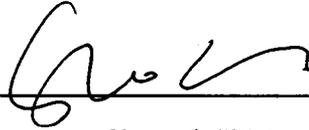
I, Elizabeth O'Connor, hereby certify that I am the
(Name)

Sole Proprietor of STRATEGY MATTERS LLC which is a tradename registered with the
(Name of Business)

Secretary of State under RSA 349. I certify that I am the sole owner of my business and of the tradename.

I further certify that it is understood that the State of New Hampshire will rely on this certification as evidence that the person listed above currently occupies the position indicated and that they have full authority to bind the business.

DATED: 4/28/17

ATTEST: 

(Name & Title)

ELIZABETH O'CONNOR
PRINCIPAL



CERTIFICATE OF LIABILITY INSURANCE

AJG
R054DATE (MM/DD/YYYY)
4/27/2017

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 have ADDITIONAL INSURED provisions or 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 TECHNOLOGY INS SPCL RISKS, LLC/PHS 088165 P:(866) 467-8730 F:(888) 443-6112 301 WOODS PARK DRIVE CLINTON NY 13323	CONTACT NAME:	
	PHONE (A/C, No, Ext): (866) 467-8730	FAX (A/C, No): (888) 443-6112
INSURED STRATEGY MATTERS LLC 560 HARRISON AVE BOSTON MA 02118	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Sentinel Ins Co LTD	NAIC# 11000
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	

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	ADDE INSR	SUBR WTD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY			08 SBM IL8585	05/30/2016	05/30/2017	EACH OCCURRENCE	\$2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000
	<input checked="" type="checkbox"/> General Liab						MED EXP (Any one person)	\$10,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:						PERSONAL & ADV INJURY	\$2,000,000
A	AUTOMOBILE LIABILITY			08 SBM IL8585	05/30/2016	05/30/2017	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY						BODILY INJURY (Per person)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS ONLY	<input checked="" type="checkbox"/>					BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	\$
	UMBRELLA LIAB						EACH OCCURRENCE	\$
	EXCESS LIAB						AGGREGATE	\$
	DED: RETENTION \$							\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<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)

Those usual to the Insured's Operations.

CERTIFICATE HOLDER New Hampshire Insurance Department 21 S FRUIT ST STE 14 CONCORD, NH 03301	CANCELLATION 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

