

W

Virginia M. Barry, Ph.D.
Commissioner of Education
Tel. 603-271-3144



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Paul Leather
Deputy Commissioner of Education
Tel. 603-271-3801

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
FAX 603-271-1953
Citizens Services Line 1-800-339-9900

May 16, 2016

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Education, Division of Program Support to exercise a renewal option of a contract with GEM Consulting, Hollis, NH (vendor code 204409), by increasing the price limitation in the amount of \$80,000.00 from \$80,000.00 to \$160,000.00, for the period effective July 1, 2016 through June 30, 2017, to develop systems and programs to analyze state assessment and other Division of Program Support data. This contract was originally approved by Governor and Council on July 22, 2015 (Item #101). 100% Federal Funds

Funding is available in the account entitled State Assessment-Federal Program as follows:

	<u>FY17</u>
06-56-56-562110-4993000-102-500731 Contracts for Program Services	\$80,000.00

EXPLANATION

The Department of Education is legislatively mandated to develop and implement methods for assessing what students should know and be able to do. New Hampshire Education Law 193-C:1 Statewide Education Improvement and Assessment Program states:

A statewide education improvement and assessment program built upon the establishment of educational standards specifying what students should know and be able to do is an important element in educational improvement. Such a program also serves as an effective measure of accountability when the assessment exercises or tasks are valid and appropriate representations of the curriculum standards that students are expected to achieve.

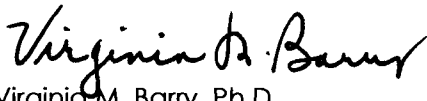
In addition, the assessment results must be reported to students, parents, teachers, administrators, school board members, and to all other citizens of New Hampshire in order that informed decisions can be made concerning curriculum, in-service education, instructional improvement, teacher training, resource allocation, and staffing.

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
May 16, 2016
Page Two

The Department of Education would like to continue to contract with GEM Consulting in order to allow Ms. Heiter to continue her work in assisting the NH Assessment Team, Data Management Team, and NH Accountability Task Force with data analysis, preparation and reporting. Ms. Heiter's diverse skill set, database experience, and detailed knowledge of New Hampshire assessments and data systems have been a valuable asset to the Department.

In the event that Federal Funds no longer become available, General Funds will not be requested to support this program.

Respectfully submitted,



Virginia M. Barry, Ph.D.
Commissioner of Education

VB:emr

**AMENDMENT TO
PROFESSIONAL SERVICES CONTRACT**

Now come the New Hampshire Department of Education, Bureau of Accountability and Assessment, hereinafter "the Agency," and GEM Consulting, Hollis, NH, hereinafter "the Contractor", and, pursuant to an agreement between the parties that was originally approved by Governor and Council on July 22, 2015 (Item #101) hereby agree to modify same as follows:

1. Amend Section 1.7 by extending the Completion Date to June 30, 2017
2. Amend Section 1.8 by increasing the Price Limitation from \$80,000.00 to \$160,000.00
3. Remove Exhibit B (Budget) and replace with Exhibit B-1 (Budget)
4. Amend Exhibit C by inserting "Amend Section 14.1.1 by increasing the comprehensive general liability insurance from \$250,000 per claim and \$2,000,000 per occurrence to \$1,000,000 per occurrence and \$2,000,000 per aggregate."
5. All other provisions of the contract shall remain in effect.
6. This modification shall be effective on the date of Governor and Council approval.

This modification of an existing agreement is hereby incorporated by reference to the existing agreement by the parties and must be attached to the said agreement.

IN WITNESS WHEREOF, the parties, hereto have set their hands as of the day and year first above written.

THE STATE OF NEW HAMPSHIRE
Department of Education

By: Virginia M. Barry
Virginia M. Barry, Commissioner of Education

By: Lauren Heiter
GEM Consulting
Lauren Heiter, Sole Proprietor

STATE OF New Hampshire

County of Merrimack

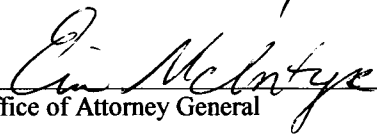
On this the 16th day of May 2016 before me, Patricia T. Butler, the undersigned officer, personally appeared Lauren Heiter who acknowledged herself to be the Sole Proprietor of GEM Consulting a trade name, and that she, as such Sole Proprietor, being authorized so to do, executed the foregoing instrument for the purposes therein contained, by signing the name of the trade name by herself as Sole Proprietor.

In WITNESS WHEREOF I hereto set my hand and official seal.

Patricia T. Butler
Notary Public/Justice of the Peace

PATRICIA T. BUTLER
NOTARY PUBLIC - NEW HAMPSHIRE
My Commission Expires February 6, 2018

Approved as to form, substance and execution by the Attorney General this 20th day of May, 2016.

By: 
Office of Attorney General

Approved by the Governor and Council this _____ day of _____, 2016

By: _____

EXHIBIT B-1

Budget

Budget (through June 30, 2017)

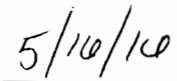
Professional services (\$100.00 per hour/800 hours) not to exceed \$80,000.00	<u>FY 17</u>
06-56-56-562110-49930000-102-500731	\$80,000.00

Method of Payment: Payments shall be made on invoices submitted monthly accompanied by a description of services for that period. Please submit invoices to:

Scott J. Mantie, Ph.D.
Division Director
NH Department of Education
101 Pleasant Street
Concord, NH 03301



Contractor
Initials



Date

EXHIBIT C

"Amend Section 14.1.1 by increasing the comprehensive general liability insurance from \$250,000 per claim and \$2,000,000 per occurrence to \$1,000,000 per occurrence and \$2,000,000 per aggregate."

LH
Contractor
Initials

5/10/10
Date

CERTIFICATE OF AUTHORITY

(Sole Proprietor)

I, Lauren Heiter, as a Sole Owner of my trade name, GEM Consulting, certify that I am authorized to enter into a contract with the State of New Hampshire, Department of Education, on behalf of myself.

IN WITNESS WHEREOF, I have hereunto set my hand as the Sole Owner of the trade name this 16th day of May, 2016.

La Heit
Sole Owner

STATE OF New Hampshire
COUNTY OF Merrimack

On this the 16th day of May, 2016, before me, Patricia T. Butler the undersigned Officer, personally appeared, Lauren Heiter who acknowledged herself to be the Sole Owner of GEM Consulting a trade name and that she, as such Sole Owner being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the trade name by herself as Sole Owner.

IN WITNESS WHEREOF I hereunto set my hand and official seal.

Patricia T. Butler
Notary Public/Justice of the Peace

My Commission expires:

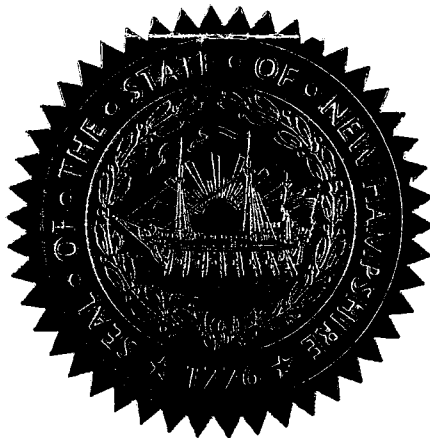
PATRICIA T. BUTLER
NOTARY PUBLIC - NEW HAMPSHIRE
My Commission Expires February 6, 2018

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 GEM Consulting is a New Hampshire trade name registered on May 20, 2009 and that Lauren Heiter presently own(s) this trade name. I further certify that it is in good standing as far as this office is concerned, having paid the fees required by law.



In TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 2nd day of May, A.D. 2016

A handwritten signature in cursive script, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State



CERTIFICATE OF LIABILITY INSURANCE

SRB
R001DATE (MM/DD/YYYY)
5/5/2016

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 METLIFE AUTO & HOME INS AGCY/PHS 180001 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 LAUREN HEITER D/B/A GEM CONSULTING 20 ARBOR LN HOLLIS NH 03049	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Hartford Casualty Ins Co	
	NAIC# 29424	
	INSURER B:	
	INSURER C:	
INSURER D:		
INSURER E:		
INSURER F:		

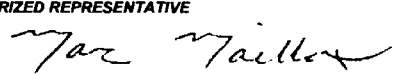
COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY				06/12/2015	06/12/2016	EACH OCCURRENCE	\$2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$300,000
	<input checked="" type="checkbox"/> General Liab						MED EXP (Any one person)	\$10,000
							PERSONAL & ADV INJURY	\$2,000,000
							GENERAL AGGREGATE	\$4,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:						PRODUCTS - COMP/OP AGG	\$4,000,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	\$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> OWNED AUTOS ONLY	<input type="checkbox"/>	<input type="checkbox"/> SCHEDULED AUTOS				BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> HIRED AUTOS ONLY	<input type="checkbox"/>	<input type="checkbox"/> NON-OWNED AUTOS ONLY				PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB						EACH OCCURRENCE	\$
	EXCESS LIAB						AGGREGATE	\$
	<input type="checkbox"/> OCCUR							\$
	<input type="checkbox"/> CLAIMS-MADE							\$
	DED		RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)			N/A			OTHER	
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT	\$
							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 Department Of Education Attn: Ellie Riel 101 PLEASANT ST 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 
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CERTIFICATE OF LIABILITY INSURANCE

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R001

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PRODUCER METLIFE AUTO & HOME INS AGCY/PHS 180001 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 E-MAIL ADDRESS: <hr/> INSURER(S) AFFORDING COVERAGE NAIC# INSURER A: Hartford Casualty Ins Co 29424 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
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COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC						PERSONAL & ADV INJURY \$2,000,000
	OTHER:						GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> OTHER:						\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR						EACH OCCURRENCE \$
	EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE \$
	DED: RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N			N/A			E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE- EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

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LAUREN A. HEITER
20 Arbor Lane
Hollis, New Hampshire 03049
(603) 465-3392

STRENGTHS:

- Detailed knowledge of New Hampshire assessment, accountability, student growth and adequacy data.
- Excellent technical, analytical, problem solving and communication skills.
- Strong knowledge of databases, reporting and data analysis.
- Ability to work with all skill levels to integrate technology into effective solutions.
- Knowledge of wide variety of business domains.
- Proven ability to learn both business and technical concepts quickly.

SOFTWARE/TOOLS:

- Visual Basic
- Visual C++
- SQL Reporting Services
- Crystal Reports
- SQL views, stored procedures
- HTML
- Microsoft SQLServer
- Microsoft Excel
- Microsoft Access

EXPERIENCE:

NEW HAMPSHIRE DEPARTMENT OF EDUCATION, Concord, NH **part time 2009 - present**

Data Analyst Consultant to Assessment Department, i4see Analyst Bureau of Data Management

- Part of team implementing new Smarter Balanced and DLM assessments. This includes helping to define new rules for student inclusion in accountability and set up new student registration process.
- Designed and developed set of NECAP longitudinal reports for each school and district in the state. Generated html used by state website to make reports available to the public.
- Documented business rules and gathered data from multiple sources for State's New Accountability system and Federal Reporting of Assessment results (EDEN, Table6, CSPR).
- Provided multiple analyses on Assessment data including Blue Ribbon and Focused Monitoring selection process.

HOLLIS SCHOOL DISTRICT, Hollis, NH

part time 2009

Data Analyst Consultant

- Created Access database to temporarily house NECAP, NWEA and DRA student assessment data. Prototyped custom Crystal reports: Student Profile, NECAP strand analysis, Released Item GLE analysis.
- Increased Leadership team's knowledge of: data available/missing, functionality of current analysis tool (Performance Tracker) and potential of custom analysis.

RIVERBEND COMMUNITY MENTAL HEALTH Inc., Concord, NH

part time 2008 - 2010

Crystal Report writer

- Designed, developed, tested and implemented Crystal Reports for behavioral health organization from SQLServer database.

MANAGEDOPS.COM/THE TAYLOR GROUP, Bedford, NH
Senior Software Engineer/ Senior Business Systems Analyst

1997 – 2002

- Designed, developed and implemented solutions which interfaced with Siebel Call Center and Great Plains/Microsoft Dynamics financial and manufacturing products.
- Participated in advanced business analysis and development tasks including Visual Basic coding, prototyping using Siebel development tools, application and database design, complex SQL stored procedures, UI design, complex report generation, and cross-application roll-back/recovery design. .
- Produced feasibility documents, functional specifications, design documents, test plans and acceptance criteria.
- Managed customer expectations, determined project scope and managed project risks.
- Projects included customized billing system, customized invoice generation system, manufacturing physical inventory and costing system, manufacturing engineering change management system, time tracking and invoicing system, automobile leasing system, web reporting system and purchasing landed cost system.

CODEM SYSTEMS, Merrimack, NH
Senior Software Engineer

1995 – 1997

- Member of team that developed automated world-wide electronic shelf labeling product using C++, SQLServer, Oracle 7, ODBC, Microsoft Foundation Class Library and Rogue Wave tools.
- Led database-related tasks including design, implementation, performance tuning, writing stored procedures, extended stored procedures, triggers and backup and recovery strategy.
- Designed and implemented SQLServer database for government agency in Singapore to locate illegal radio and cell phone activity.
- Investigated data warehousing and data mining tools to analyze large quantities of data for retailers such as Kraft, Frito-Lay, and Gillette.

DIGITAL EQUIPMENT CORPORATION, Marlboro, MA
1995

1984 –

Senior Software Engineer (earned positions of increasing responsibility)

- Proposed, led, designed, developed, tested, implemented, documented and integrated 7x24 statistical process control and engineering data analysis tools and automated data collection systems to improve yields for Semiconductor Computer Integrated Manufacturing team. Provided technical and business recommendations for many projects within the group including manufacturing analysis and reporting, resource tracking and document control software.
- Proposed, led, designed, developed, tested, implemented, documented and integrated various business, management and analysis tools for the Solutions Configuration Infrastructure Engineering department. Developed project proposals, plans, specifications and schedules. Provided consulting for Bethesda Naval Hospital to define and develop hardware and software alternatives to solve healthcare problems.
- Formalized requirements/functionality for Eastman Kodak and Xerox projects.
- Developed New York State Workman's Compensation system as member of implementation team.
- Installed and supported wholesale and manufacturing order entry/financial system for small businesses.

EDUCATION:

Clark University, Worcester, MA B.A. Computer Science and Economics
 G.P.A. 3.64/4.0, Magna Cum Laude, Phi Beta Kappa

2v/01



Virginia M. Barry, Ph.D.
Commissioner of Education
Tel. 603-271-3144

Paul Leather
Deputy Commissioner of Education
Tel. 603-271-3801

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
FAX 603-271-1953
Citizens Services Line 1-800-339-9900

June 22, 2015

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

1. Authorize the Department of Education, Division of Educational Improvement to contract with GEM Consulting, Hollis, NH (vendor code 204409), to develop systems and programs to analyze state assessment and other Division of Instruction data, in an amount not to exceed \$80,000.00, effective upon Governor & Council approval through June 30, 2016, pending legislative approval of the next biennial budget. 100% Federal Funds

Funding is available in the account entitled State Assessment-Federal Program as follows:

	<u>FY16</u>
06-56-56-562010-64220000-102-500731 Contracts for Program Services	\$80,000.00

2. Subject to Governor and Council approval, authorize the Department of Education to include a renewal option on this contract for up to one additional fiscal year, subject to the contractor's acceptable performance of the terms therein.

EXPLANATION

The Department of Education is legislatively mandated to develop and implement methods for assessing what students should know and be able to do. New Hampshire Education Law 193-C:1 Statewide Education Improvement and Assessment Program states:

A statewide education improvement and assessment program built upon the establishment of educational standards specifying what students should know and be able to do is an important element in educational improvement. Such a program also serves as an effective measure of accountability when the assessment exercises or tasks are valid and appropriate representations of the curriculum standards that students are expected to achieve.

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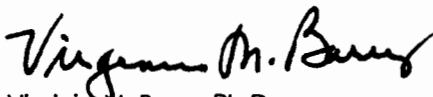
Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
June 22, 2015
Page Two

A Request for Proposals was developed and posted on the Department website on May 8, 2015 with a deadline for receipt of proposals being May 18, 2015. Only one proposal was received. It was reviewed and rated by the Administrator for the Bureau of Accountability and Assessment using the attached score sheet. He has recommended that Gem Consulting be brought forward for approval.

The Department of Education would like to contract with GEM Consulting in order to allow Ms. Heiter to continue her work in analyzing assessment data and assisting the NH Assessment team and NH Accountability Task Force. This contract will enable the Department to utilize Ms. Heiter's diverse skill set, experience, and detailed knowledge of New Hampshire assessments and data systems.

In the event that Federal Funds no longer become available, General Funds will not be requested to support this program.

Respectfully submitted,



Virginia M. Barry, Ph.D.
Commissioner of Education

VB:hg:emr

**Data Analyst to Develop Systems and Programs to Analyze
State Assessment and Other Division of Instruction Data**

Scoring Rubric

NAME	Significance of Proposal – Description of applicant's abilities to meet or exceed the Minimum Requirements (4.0) including a description of their work experience and educational background in database development and Assessment analysis. This will include a review of the letter of interest, letters of recommendation and resume. (40 pts.)	Content Knowledge, including but not limited to state and federal laws, assessment data knowledge and other areas of specialized knowledge that support the accomplishment of the Services to be Provided. Previous work samples will be evaluated. (60 pts.)	Total (100 pts.)
Lauren Heiter d/b/a Gem Consulting	40	60	100

The individual responsible for the review of the proposal was Scott Mantie, Ph.D., Administrator, Bureau of Accountability and Assessment. His role was advisory in nature. He scored the application and provided a recommendation to the Commissioner of Education. The Commissioner of Education reviews the information provided and makes the final decision to bring forward for G&C approval.

Subject: Technical Assistance in Analysis of State Assessment Data FORM NUMBER P-37 (version 1/09)

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name <u>NH State Department of Education, Bureau of Accountability</u>		1.2 State Agency Address <u>101 Pleasant Street, Concord, New Hampshire 03301</u>	
1.3 Contractor Name <u>Lauren Heiter d/b/a GEM Consulting</u>		1.4 Contractor Address <u>20 Arbor Lane, Hollis, NH 03049</u>	
1.5 Contractor Phone Number <u>603-465-3392</u>	1.6 Account Number <u>See Exhibit B</u>	1.7 Completion Date <u>June 30, 2016</u>	1.8 Price Limitation <u>\$80,000.00</u>
1.9 Contracting Officer for State Agency <u>Scott J. Mantie, PhD, Administrator, Bureau of Accountability</u>		1.10 State Agency Telephone Number <u>603-271-3844</u>	
1.11 Contractor Signature <u><i>Lauren Heiter</i></u>		1.12 Name and Title of Contractor Signatory <u>Lauren Heiter, the sole proprietor</u>	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Merrimack</u> On <u>6-11-15</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 [Seal] <u><i>Dawn M. Laflam</i></u> DAWN M. LAFLAM, Justice of the Peace My Commission Expires March 20, 2018			
1.13.2 Name and Title of Notary or Justice of the Peace <u></u>			
1.14 State Agency Signature <u><i>Virginia M. Barry</i></u>		1.15 Name and Title of State Agency Signatory <u>Virginia M. Barry, Ph. D., Commissioner of Education</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) By: <u><i>[Signature]</i></u> On: <u>6/30/15</u>			
1.18 Approval by the Governor and Executive Council 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, this Agreement, and all obligations of the parties hereunder, shall not become effective until the date the Governor and Executive Council approve this Agreement ("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 80:7-c 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. 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 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.

Contractor Initials JH
Date 6-11-15

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 91-A 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 consent of the N.H. Department of Administrative Services. None of the Services shall be subcontracted by the Contractor without the prior written 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 \$250,000 per claim and \$2,000,000 per occurrence; and

14.1.2 fire and extended coverage insurance 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.

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 fifteen (15) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be

Contractor Initials JH
Date 6-11-15

attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to endeavor to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than ten (10) 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.

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.

Contractor Initials PH
Date 10-11-15

EXHIBIT A

SCOPE OF SERVICES

GEM Consulting will provide the following services to the New Hampshire Department of Education from the date of Governor and Council approval through June 30, 2016:

- Analyze assessment data and create procedures and reports in response to the needs of the NH Assessment Team and NH Accountability Task Force;
- Provide consulting for delivery of Federal and State accountability systems and related data structures. This includes consulting on the definition of business rules, design, implementation and testing;
- Assist in the data preparation required for the Smarter Balanced, Dynamic Learning Maps, NECAP, and NH-ALT state-wide assessments;
- Report assessment and accountability data to the field and for internal use in multiple formats;
- Manipulate data in collaboration with the Data Management Team in order to fulfill federal reporting requirements;
- Create business rules for current and future reporting needs;
- Work with both Data Management and Assessment in assuring the validity of data in the data warehouse;
- Be available for Assessment Team and Data Management meetings;
- Participate in Bureau and Department meetings periodically to share information as required.

REPORTING

Ms. Heiter, the sole proprietor of GEM Consulting, will provide the Administrator reports that document the work accomplished and a log of time spent.

Page 1 of 3


Contractor
Initials

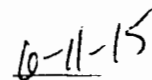

Date

EXHIBIT B

Budget

Budget (through June 30, 2016)

Professional services (\$80.00 per
hour/1,000 hours) not to exceed
\$80,000.00

FY 16

06-56-56-562110-49930000-102-500731 \$80,000.00

Method of Payment: Payments shall be made on invoices submitted monthly
accompanied by a description of services for that period. Please submit invoices to:

Scott J. Mantie, PhD
Administrator
NH Department of Education
101 Pleasant Street
Concord, NH 03301

Page 2 of 3

SH
Contractor
Initials

6-11-15
Date

EXHIBIT C

Subject to Governor and Council approval, authorize the Department of Education to include a renewal option on this contract for up to one additional fiscal year, subject to the contractor's acceptable performance of the terms therein.

Page 3 of 3

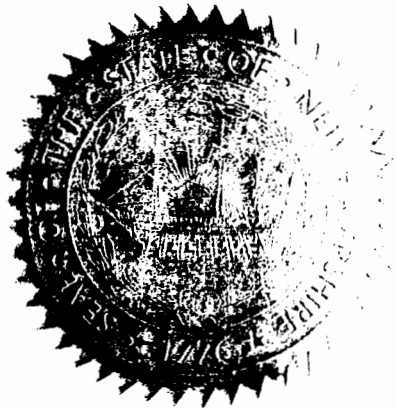
 LH
Contractor
Initials

 6-11-15
Date

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 GEM Consulting is a New Hampshire trade name registered on May 20, 2009 and that Lauren Heiter presently own(s) this trade name. I further certify that it is in good standing as far as this office is concerned, having paid the fees required by law.



In TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 13th day of April, A.D. 2015

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

William M. Gardner
Secretary of State

CERTIFICATE OF AUTHORITY

(Sole Proprietor)

I, Lauren Heiter, as a Sole Owner of my Business, GEM Consulting, certify that I am authorized to enter into a contract with the State of New Hampshire, Department of Education, on behalf of myself.

IN WITNESS WHEREOF, I have hereunto set my hand as the Sole Owner of the Business this 11th day of June, 2015.

Lauren Heiter
Sole Owner

STATE OF New Hampshire
COUNTY OF Merrimack

On this the 11th day of June, 2015, before me, Dawn M. Laflam the undersigned Officer, personally appeared, Lauren Heiter who acknowledged herself to be the Sole Owner of GEM Consulting a Business, and that she, as such Sole Owner being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the Business by herself as Sole Owner.

IN WITNESS WHEREOF I hereunto set my hand and official seal.

Dawn M. Laflam
~~Notary Public~~/Justice of the Peace

My Commission expires:

DAWN M. LAFLAM, Justice of the Peace
My Commission Expires March 20, 2018



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
5/30/2015

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 METLIFE AUTO & HOME INS AGCY/PHS 190001 P:(866) 467-9730 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
	E-MAIL ADDRESS	
INSURER(S) AFFORDING COVERAGE		
INSURER A		
INSURER B		
INSURER C		
INSURER D		
INSURER E		
INSURER F		

INSURED
LAUREN HEITER D/B/A GEM CONSULTING
20 ARBOR LN
HOLLIS NH 03049

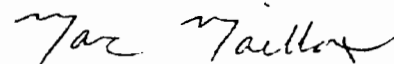
COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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	ADDITIONAL INSURED	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY					EACH OCCURRENCE 2,000,000
	CLAIMS-MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/>					DAMAGE TO RENTED PREMISES (Each occurrence) 300,000
	<input checked="" type="checkbox"/> General Liab					MED EXP (Any one person) 10,000
						PERSONAL & ADV INJURY 2,000,000
	GEN. AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PRO <input type="checkbox"/> LOC <input checked="" type="checkbox"/> OTHER:					GENERAL AGGREGATE 4,000,000
						PRODUCTS - COMP/OP AGG 4,000,000
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Each accident)
	ANY AUTO					BODILY INJURY (Per person)
	ALL OWNED AUTOS	SCHEDULED AUTOS				BODILY INJURY (Per accident)
	HIRED AUTOS	NON-OWNED AUTOS				PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB	OCCUR				EACH OCCURRENCE
	EXCESS LIAB	CLAIMS-MADE				AGGREGATE
	RETENTION \$					
	HOLDERS COMPENSATION AND EMPLOYERS LIABILITY					PER STATUTE / OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		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 / VEHICLE RECORD 101. Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

CERTIFICATE HOLDER New Hampshire Department Of Education 101 PLEASANT ST 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 
---	--

METLIFE AUTO & HOME INS AGCY/PHS
301 WOODS PARK DRIVE
CLINTON NY 13323

MB 01 008298 56379 B 27 A



New Hampshire
Department Of Education
101 PLEASANT ST
CONCORD NH 03301-3860



RECEIVED
JUN 03 2015
NH Dept Educ-OBM



POLICY NUMBER: POLICY TERM: FROM 12/19/2014 TO 12/19/2015, 12 NOON STANDARD TIME AT THE ADDRESS OF THE INSURED AS STATED HEREIN.	PAGE 1 OF 2 TRANSACTION TYPE: POLICY CHANGE-03 EFFECTIVE: 01/26/2015 BILL TO: CREDIT CARD
NAMED INSURED: LAUREN HEITER 20 ARBOR LANE HOLLIS NH 03049	FOR SERVICE CALL: 800-GET-MET8 OR WRITE TO: METLIFE AUTO & HOME P.O. BOX 48020 DAYTON, OH 45475 FOR CLAIMS, SEE CLAIMS DIRECTORY

COVERAGE DESCRIPTIONS	APPLICABLE LIMITS	ANNUAL PREMIUM
LIABILITY	\$ 2,000,000	\$ 325.00
UNINSURED/UNDERINSURED MOTORISTS	\$ 1,000,000	\$ 92.00
UNDERLYING LIMITS DISCOUNT		-\$ 13.00
	TOTAL ANNUAL PREMIUM	\$ 404.00
INSURED'S RETAINED LIMIT \$ 500	A SPECIAL GROUP RATE APPLIES	
CHANGE IN PREMIUM FROM 01/26/2015 THROUGH 12/19/2015		\$ 0.00

YOUR POLICY HAS BEEN ISSUED AND RATED BASED ON THE FOLLOWING INFORMATION. PLEASE NOTIFY US OF ANY CHANGES.

VEHICLES:

YEAR	MANUFACTURER	MODEL	BODY TYPE
1995	HONDA	ACCORD	4DR
2008	TOYOTA	HIGHLAN	ST WAG
2006	TOYOTA	CAMRY	ST WAG

RESIDENCES:

20 ARBOR LANE HOLLIS NH 03049

***** HOUSEHOLD DRIVERS *****
 *
 * LAUREN HEITER *
 *
 * IF YOU HAVE A DRIVER IN YOUR HOUSEHOLD WHO IS NOT *
 * LISTED ABOVE, PLEASE NOTIFY US IMMEDIATELY. *

FORMS AND ENDORSEMENTS: 7501-000(0698)
 M159 M190000300 C116NH M180280300 M155
 THESE DECLARATIONS DO NOT SUPERSEDE ANY CANCELLATION NOTICES.



POLICY NUMBER: ; POLICY TERM: FROM 12/19/2014 TO 12/19/2015, 12 NOON STANDARD TIME AT THE ADDRESS OF THE INSURED AS STATED HEREIN.	PAGE 2 OF 2 TRANSACTION TYPE: POLICY CHANGE-03 EFFECTIVE: 01/26/2015
NAMED INSURED: LAUREN HEITER 20 ARBOR LANE HOLLIS NH 03049	BILL TO: CREDIT CARD FOR SERVICE CALL: 800-GET-MET8 OR WRITE TO: METLIFE AUTO & HOME P.O. BOX 48020 DAYTON, OH 45475 FOR CLAIMS, SEE CLAIMS DIRECTORY

UNDERLYING POLICY INFORMATION

REQUIRED UNDERLYING INSURANCE LIMITS IF UNDERLYING INSURER IS METROPOLITAN

AUTOMOBILE: \$100,000/\$300,000 BODILY INJURY AND \$50,000 PROPERTY DAMAGE OR
 \$300,000 SINGLE LIMIT (\$325,000 IN TEXAS)
 \$100,000/\$300,000 UNINSURED/UNDERINSURED MOTORISTS BODILY INJURY AND
 \$10,000PROPERTY DAMAGE OR \$300,000 SINGLE LIMIT PER OCCURRENCE
 HOMEOWNERS OR COMPREHENSIVE PERSONAL: \$100,000 LIMIT PER OCCURRENCE FOR
 PERSONAL INJURY AND PROPERTY DAMAGE
 WATERCRAFT: \$100,000/\$300,000 BODILY INJURY AND \$50,000 PROPERTY DAMAGE OR
 \$100,000 SINGLE LIMIT
 ALL OTHER LIABILITY (RECREATIONAL VEHICLES, ETC.): \$100,000 SINGLE LIMIT PER
 OCCURRENCE FOR BODILY INJURY AND PROPERTY DAMAGE OR \$100,000/\$100,000
 BODILY INJURY AND \$50,000 PROPERTY DAMAGE

REQUIRED UNDERLYING INSURANCE LIMITS IF UNDERLYING INSURER IS NOT METROPOLITAN

AUTOMOBILE: \$250,000/\$500,000 BODILY INJURY AND \$100,000 PROPERTY DAMAGE OR
 \$300,000 SINGLE LIMIT (\$325,000 IN TEXAS)
 \$250,000/\$500,000 UNINSURED/UNDERINSURED MOTORISTS BODILY INJURY AND
 \$10,000PROPERTY DAMAGE OR \$300,000 SINGLE LIMIT PER OCCURRENCE
 HOMEOWNERS OR COMPREHENSIVE PERSONAL: \$300,000 LIMIT PER OCCURRENCE FOR
 PERSONAL INJURY AND PROPERTY DAMAGE
 WATERCRAFT: \$300,000 LIMIT PER OCCURRENCE FOR BODILY INJURY AND PROPERTY DAMAGE
 ALL OTHER LIABILITY (RECREATIONAL VEHICLES, ETC.): \$300,000 LIMIT PER OCCURRENCE
 FOR BODILY INJURY AND PROPERTY DAMAGE

UNDERLYING POLICY TYPE	UNDERLYING INSURER	UNDERLYING LIABILITY LIMITS
AUTOMOBILE	METROPOLITAN	\$ 100,000/ 300,000/ 50,000
HOMEOWNERS	METROPOLITAN	\$ 300,000

SUMMARY OF CHANGES:

BILLING METHOD CHANGED
 BILLING PAYMENT PLAN CHANGED

LAUREN A. HEITER
20 Arbor Lane
Hollis, New Hampshire 03049
(603) 465-3392

STRENGTHS:

- Detailed knowledge of New Hampshire assessment, accountability, student growth and adequacy data.
- Excellent technical, analytical, problem solving and communication skills.
- Strong knowledge of databases, reporting and data analysis.
- Ability to work with all skill levels to integrate technology into effective solutions.
- Knowledge of wide variety of business domains.
- Proven ability to learn both business and technical concepts quickly.

SOFTWARE/TOOLS:

- Visual Basic
- Visual C++
- SQL Reporting Services
- Crystal Reports
- SQL views, stored procedures
- HTML
- Microsoft SQLServer
- Microsoft Excel
- Microsoft Access

EXPERIENCE:

NEW HAMPSHIRE DEPARTMENT OF EDUCATION, Concord, NH **part time 2009 - present**

Data Analyst Consultant to Assessment Department, i4see Analyst Bureau of Data Management

- Part of team implementing new Smarter Balanced and DLM assessments. This includes helping to define new rules for student inclusion in accountability and set up new student registration process.
- Designed and developed set of NECAP longitudinal reports for each school and district in the state. Generated html used by state website to make reports available to the public.
- Documented business rules and gathered data from multiple sources for State's New Accountability system and Federal Reporting of Assessment results (EDEN, Table6, C SPR).
- Provided multiple analyses on Assessment data including Blue Ribbon and Focused Monitoring selection process.

HOLLIS SCHOOL DISTRICT, Hollis, NH

part time 2009

Data Analyst Consultant

- Created Access database to temporarily house NECAP, NWEA and DRA student assessment data. Prototyped custom Crystal reports: Student Profile, NECAP strand analysis, Released Item GLE analysis.
- Increased Leadership team's knowledge of: data available/missing, functionality of current analysis tool (Performance Tracker) and potential of custom analysis.

RIVERBEND COMMUNITY MENTAL HEALTH Inc., Concord, NH

part time 2008 - 2010

Crystal Report writer

- Designed, developed, tested and implemented Crystal Reports for behavioral health organization from SQLServer database.

MANAGEDOPS.COM/THE TAYLOR GROUP, Bedford, NH
Senior Software Engineer/ Senior Business Systems Analyst

1997 – 2002

- Designed, developed and implemented solutions which interfaced with Siebel Call Center and Great Plains/Microsoft Dynamics financial and manufacturing products.
- Participated in advanced business analysis and development tasks including Visual Basic coding, prototyping using Siebel development tools, application and database design, complex SQL stored procedures, UI design, complex report generation, and cross-application roll-back/recovery design. .
- Produced feasibility documents, functional specifications, design documents, test plans and acceptance criteria.
- Managed customer expectations, determined project scope and managed project risks.
- Projects included customized billing system, customized invoice generation system, manufacturing physical inventory and costing system, manufacturing engineering change management system, time tracking and invoicing system, automobile leasing system, web reporting system and purchasing landed cost system.

CODEM SYSTEMS, Merrimack, NH
Senior Software Engineer

1995 – 1997

- Member of team that developed automated world-wide electronic shelf labeling product using C++, SQLServer, Oracle 7, ODBC, Microsoft Foundation Class Library and Rogue Wave tools.
- Led database-related tasks including design, implementation, performance tuning, writing stored procedures, extended stored procedures, triggers and backup and recovery strategy.
- Designed and implemented SQLServer database for government agency in Singapore to locate illegal radio and cell phone activity.
- Investigated data warehousing and data mining tools to analyze large quantities of data for retailers such as Kraft, Frito-Lay, and Gillette.

DIGITAL EQUIPMENT CORPORATION, Marlboro, MA
 1995

1984 –

Senior Software Engineer (earned positions of increasing responsibility)

- Proposed, led, designed, developed, tested, implemented, documented and integrated 7x24 statistical process control and engineering data analysis tools and automated data collection systems to improve yields for Semiconductor Computer Integrated Manufacturing team. Provided technical and business recommendations for many projects within the group including manufacturing analysis and reporting, resource tracking and document control software.
- Proposed, led, designed, developed, tested, implemented, documented and integrated various business, management and analysis tools for the Solutions Configuration Infrastructure Engineering department. Developed project proposals, plans, specifications and schedules. Provided consulting for Bethesda Naval Hospital to define and develop hardware and software alternatives to solve healthcare problems.
- Formalized requirements/functionality for Eastman Kodak and Xerox projects.
- Developed New York State Workman's Compensation system as member of implementation team.
- Installed and supported wholesale and manufacturing order entry/financial system for small businesses.

EDUCATION:

Clark University, Worcester, MA B.A. Computer Science and Economics
 G.P.A. 3.64/4.0, Magna Cum Laude, Phi Beta Kappa