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Frank Edelblut
Commissioner

Christine Brennan
Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
TEL. (603) 271-3495
FAX (603) 271-1953

December 6, 2018

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

REQUESTED ACTION

Authorize the Department of Education, Bureau of Student Wellness to enter into a contract with Cookson Strategies Corporation, Manchester, New Hampshire (Vendor Code 218944), in an amount not to exceed \$200,000.00, to implement a social media campaign using existing public service announcements written, directed, and produced by New Hampshire youth, effective upon Governor and Council approval through December 31, 2019. 100% Other Funds

Funds to support this request are available in the account titled Positive Student Outcomes Fund for FY 19, and are anticipated to be available in FY 20, upon the availability and continued appropriation of funds in the future operating budget, with the ability to adjust encumbrances between Fiscal Years through the Budget Office without further Governor and Council approval, if needed and justified:

	<u>FY 19</u>
06-56-56-562010-19660000-102-500731 Contracts for Program Services	\$117,000.00
	<u>FY 20</u>
06-56-56-562010-19660000-102-500731 Contracts for Program Services	\$83,000.00

EXPLANATION

A request for proposals was posted on the Department's website and in the Union Leader July 26 & 27, 2018 and July 29, 2018. The Department was seeking proposals from individuals, agencies, or organizations to work in conjunction with the Bureau of Student Wellness for implementation of a social media campaign that will use public service announcements written, directed, and produced by New Hampshire youth. Four proposals were received and were reviewed and rated (see Attachment A) by an evaluation team consisting of the Department's Communication Specialist, the Office of Social and Emotional Wellness Communications Coordinator, and me. The team has recommended this organization for funding.

His Excellency, Governor Christopher T. Sununu
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December 6, 2018
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New Hampshire has been disproportionately impacted by the Opioid Epidemic. The NH Department of Education is committed to supporting NH youth, families, and educators as they experience this public health crisis first hand. To support these efforts, the NH Department of Education would like to contract with Cookson Strategies Corporation to conduct a social media campaign that will use public service announcements written, directed, and produced by New Hampshire youth to raise public awareness and education related to preventing substance misuse behaviors.

Since the founding of Cookson Strategies Corporation in 2010, they have done a significant amount of work across New Hampshire on projects that provide visibility around causes or actions designed to improve quality of life, education and economic development. Some of their current and past clients include the University System of New Hampshire, the Community College System of New Hampshire, Regional Services and Education Center, Alvirne High School, and the NH High Tech Council. Education, workforce development, and state-driven projects have been a focal point for this organization. They have extensive experience in social media marketing, managing and completing social media audits, running campaigns and providing services to target and connect messages with the intended audiences.

In the event Other Funds no longer become available, General Funds will not be requested to support this request.

Respectfully submitted,



Frank Edelblut
Commissioner of Education

FE:ku:emr

Attachment A

Scoring for review of the Social Media Campaign that will use public service announcements written, directed, and produced by NH youth

Proposal Criteria in the RFP

Significance of Proposal: Description of applicant's capabilities to deliver the services, including a brief description of their personal experience and/or company's experience in developing and implementing a program of this type, to include references as applicable. Please identify the specific subsections of 1.0 as they are addressed (see 1.0 Minimum Requirements) 10 points

Quality of Services: Describe how you will accomplish the Services to be Provided, including activities and strategies that will achieve the purpose of this Request for Proposals. Please identify the subsection(s) of the Services to be Provided as you address them in your narrative.

- Plan, develop, and execute a strategic social marketing campaign leveraging public service announcements written, directed, and produced by New Hampshire youth (2.1). Provide a detailed explanation of how you will address the core services of the proposal 20 points
- Leveraging other initiatives, committees and agencies/organizations to enhance outcomes (2.2). Provide a detailed explanation of how you will accomplish each of these subsections to develop and implement a local capacity building system 10 points
- Management Plan (2.3). Provide a work plan that includes a timeline, persons responsible and milestones or benchmarks in accordance with the activities to carry out Services to be Provided 15 points
- Evaluation Plan (2.4). Describe your comprehensive plan for the evaluation of the proposed project's activities, effectiveness and impact 10 points
- Personnel and Partners: Provide a listing of the individuals who will have responsibilities within this proposed project, their titles, qualifications and duties, and the amount of time each will devote to the project. Identify key partners, describe their anticipated participation and provide documentation of their commitment 10 points
- Adequacy of Resources: Provide a detailed budget, including budget notes/justification, which clearly explains the relationship between proposed activities and expenditures 25 points

Total Possible Points 100 Points

Attachment A cont.

Scoring for review of the Social Media Campaign that will use public service announcements written, directed, and produced by NH youth continued

Four (4) RFPs were receive and scored

	Frank E.	Tony S.	Kelly U.	Average
Cookson Strategies	95	75	75	81.6
The LMC Group	80	85	30	65
JSI Research	65	75	80	73.3
Yellin/McCarron	90	75	70	78.3

Reviewer Qualifications

Frank E. – Frank was sworn in as Commissioner on Feb. 16, 2017. In his role as Commissioner, Edelblut serves on a number of boards, including as a trustee for the University System of New Hampshire, which includes the University of New Hampshire, Plymouth State University, Keene State College and Granite State College; as an ex-officio trustee for the Community College System of New Hampshire; a member of the New Hampshire Higher Education Commission; among others.

Tony S. – Tony is the Department of Education's Communications Specialist. In that role, Tony is responsible for all of the Department's communication and marketing efforts. Prior to working at the Department, Tony served as a reporter for several web-based, radio, and print organizations.

Kelly U. – Kelly has worked in the Office of Social & Emotional Wellness for three and a half years as the Communications Coordinator. In that role, she oversees marketing, communication, and outreach campaigns to educate NH communities about the Office of Social & Emotional Wellness as well as behavioral and mental health issues and the risks for behavioral health problems, including substance abuse. Kelly has fifteen years' experience in the fields of communications and marketing.

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 NH Department of Education		1.2 State Agency Address 101 Pleasant Street, Concord NH 03301	
1.3 Contractor Name Cookson Strategies Corporation		1.4 Contractor Address 36 Lowell Street, Manchester, NH 03101	
1.5 Contractor Phone Number 603-782-8192	1.6 Account Number See Exhibit B	1.7 Completion Date 12/31/2019	1.8 Price Limitation \$200,000.00
1.9 Contracting Officer for State Agency Michelle Myler, Administrator		1.10 State Agency Telephone Number 603-271-4018	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Matt Cookson, President & CEO	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Hillsborough</u> On <u>12/4/18</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="border: 1px solid black; padding: 5px; display: inline-block;"> KATHLEEN M. PROCEK Notary Public, State of New Hampshire My Commission Expires February 7, 2023 </div> [Seal]			
1.13.2 Name and Title of Notary or Justice of the Peace <u>Kathleen Procek, Notary Public, State of NH</u>			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory <u>Frank Edilbert Commissioner</u> Date: <u>12-10-18</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:  On: <u>JANUARY 8, 2019</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 80:7-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. 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

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 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 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.

Contractor Initials ml
Date 12/4/18

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.

EXHIBIT A

SCOPE OF SERVICES

Cookson Strategies Corporation will provide the following services to the New Hampshire Department of Education effective upon Governor and Council approval through December 31, 2019:

In collaboration with the Bureau of Student Wellness, plan, develop, and execute a strategic advertising campaign using various social media platforms leveraging existing public service announcements written, directed, and produced by New Hampshire youth to raise public awareness and education related to preventing substance misuse behaviors.

Months 1-2:

- Meet with the NH DOE to discuss the project in detail, review goals, timeline, roles and ongoing plan for evaluation
- Review the videos to evaluate quality, messaging, target audiences and other factors; outline target audiences
- Develop the plan to geo-target videos across the state to specific audiences, align this with core social media vehicles and ways to measure results
- Develop and implement alternative plans to reach populations that are challenged with language and/or internet access barriers

Months 3-11:

- Launch social media marketing efforts
- Monitor and track efforts daily and modify accordingly based on performance and other data
- Rotate videos across the target market to help determine which ones resonate most; increase usage of those with stronger metrics
- Produce monthly reports
- Meet monthly with NH DOE to report on results and make necessary adjustments
- Implement plans to reach populations that are challenged with language and/or internet access barriers

Month 12:

- Craft larger report and presentation on the impact of the campaign
- Report out to NH DOE and other constituencies
- Make recommendations for future outreach efforts based on success metrics

EXHIBIT B

BUDGET (through December 31, 2019)

Task	Timeline	FY 19	FY 20
Plan discovery, research & development phase	Months 1-2	\$8,000.00	\$0
Social media advertising in the numerous outlets most heavily utilized by the middle & high school audiences in NH	9 Months, \$7,000.00/month	\$42,000.00 (6 months)	\$21,000.00 (3 months)
Daily social media campaign oversight, monitoring & reporting, including real-time check ad campaigns, respond to engagement (answer comments, direct messages, like comments, etc.) & update social properties	10 Months, \$2,500.00/month	\$15,000.00 (6 months)	\$10,000.00 (4 months)
Project management, client interaction, meetings, additional work to reach underserved populations, & crafting & presentation of final report	12 Months, \$5,000.00/Month	\$30,000.00 (6 months)	\$30,000.00 (6 months)
Travel & out of pocket expenses	12 Months	\$2,500.00 (6 months)	\$2,500.00 (6 months)
Held in reserve – funds for creative services to brand videos & edit down for PSAs, build landing pages & for additional opportunities	12 Months	\$19,500.00 (6 months)	\$19,500.00 (6 months)
Total		\$117,000.00	\$83,000.00

Limitation on Price: Upon mutual agreement between the state contracting officer and the contractor, line items in this budget may be adjusted one to another, but in no case shall the total budget exceed the price limitation of \$200,000.00.

EXHIBIT B continued

BUDGET (through December 31, 2019)

Funding Source: Funds to support this request are available in the account titled Positive Student Outcomes Fund for FY 19, and are anticipated to be available in FY 20, upon the availability and continued appropriation of funds in the future operating budget, with the ability to adjust encumbrances between Fiscal Years through the Budget Office without further Governor and Council approval, if needed and justified:

	<u>FY 19</u>	<u>FY 20</u>
06-56-56-562010-19660000-102-500731 Contracts for Program Services	\$117,000.00	\$83,000.00

Method of Payment: Payment is to be made monthly on the basis of invoices which are supported by a summary of activities that have taken place in accordance with the terms of the contract, along with a detailed listing of expenses incurred. If otherwise correct and acceptable, payment will be made for 100% of the expenditures listed. Project Report detailing the accomplishments and challenges of the project, based on the evaluation of the project, due by December 31, 2019. This report will include a comprehensive overview of the entire project. Invoices and reports shall be submitted to:

Michelle Myler
Administrator
Bureau of Student Wellness
NH Department of Education
101 Pleasant Street
Concord, NH 03301

EXHIBIT C

None

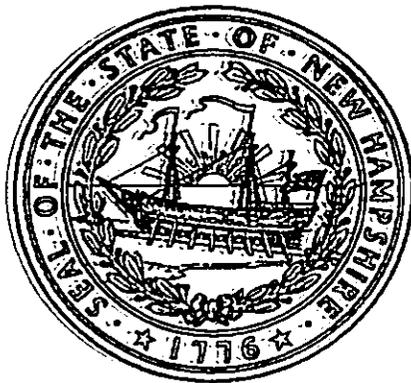
State of New Hampshire
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that COOKSON STRATEGIES CORPORATION is a New Hampshire Profit Corporation registered to transact business in New Hampshire on June 23, 2010. 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: 632563

Certificate Number: 0004199882



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 22nd day of October A.D. 2018.

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

William M. Gardner
Secretary of State

CERTIFICATE OF VOTE

(Corporation without a Seal)

I, Athamatic Habibonas, do hereby certify that:
(Name of the Clerk of the Corporation; cannot be signatory)

(1) I am the duly elected clerk of 12-4-18 Cockson Strategic / operator
(Corporation Name)

(2) The following are true copies of the resolutions duly adopted at a meeting of the Board of Directors of the Corporation duly held on 12-4-18
(Date)

RESOLVED: That this Corporation enter into a contract with the State of New Hampshire, acting through its Department of Education.

RESOLVED: That Matt Cockson, President of CEO
(Name of Contract Signatory) (Title of Contract Signatory)

is hereby authorized on behalf of this Agency to enter into the said contract with the State and to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable or appropriate.

(3) The foregoing resolution(s) have not been amended or revoked, and remain in full force and effect as of the 4 day of December, 2018
(Day) (Month) (Yr) (Must be same date as the contract date)

(4) Matt Cockson is the duly elected President/CEO of the corporation.
(Name of Contract Signatory) (Title of Contract Signatory)

IN WITNESS WHEREOF, I have hereunto set my hand as the Business Representative of the Corporation this 4 day of December, 2018.
(Day) (Month) (Yr) (Must be same date as the contract date)

[Signature]
(Signature of Clerk of Corporation)

STATE OF NEW HAMPSHIRE

COUNTY OF Hillsborough

On December 4, 2018, the foregoing instrument was acknowledged before me.
(Month) (Day) (Yr)

In witness whereof I hereunto set my hand and official seal.

KATHLEEN M. PROCEK
Notary Public, State of New Hampshire
My Commission Expires February 7, 2023

My commission expires on:

Notary Public/Justice of the Peace



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/14/2018

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 FIAI/Cross Insurance 1100 Elm Street Manchester NH 03101	CONTACT NAME: Cara Scala	PHONE (A/C, No, Ext): (603) 669-3218	FAX (A/C, No): (603) 645-4331
	E-MAIL ADDRESS: cscala@crossagency.com		
INSURER(S) AFFORDING COVERAGE		NAIC #	
INSURER A: Travelers Casualty Insurance Co. of America		18046	
INSURER B: The Phoenix Ins Co		25623	
INSURER C: Travelers Indemnity Co		25658	
INSURER D:			
INSURER E:			
INSURER F:			

COVERAGES CERTIFICATE NUMBER: 18/19 Master 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 INSP	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR				11/26/2018	11/26/2019	EACH OCCURRENCE \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						BODILY INJURY (Per person) \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE				11/26/2018	11/26/2019	EACH OCCURRENCE \$ 1,000,000
	DED RETENTION \$						AGGREGATE \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below				11/26/2018	11/26/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER
	Y/N N						E.L. EACH ACCIDENT \$ 500,000

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

CERTIFICATE HOLDER New Hampshire Department of Education 101 Pleasant Street 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 <i>Cara L. Scala</i>

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Key Personnel

Matt Cookson
Julie Demers
Teresa Dainesi
Kathleen Procek
Meredith Noyes
Sam Eaton

Matthew Cookson

SUMMARY

Proven and trusted leader, strategic thinker and advisor with executive-level experience in education, government and business, and a track record of problem solving, developing and advancing partnerships, and designing and implementing strategies to help organizations advance and grow

EXPERIENCE

2010 – Present: President & CEO, Cookson Strategic Communications (CSC)

- Lead strategic, operational, business development, and client functions for our growing strategic public relations and marketing firm that has become an industry leader in New Hampshire
- Manage numerous prominent client accounts in several core industry areas – higher education, technology, not-for-profit and more, including numerous grants in workforce development
- Lead a staff of nine and that has served over 100 clients with a variety of needs requiring strategic thinking and consultation to take them to the next level
- Serve in a dual role as executive director of the NH High Technology Council
- Regularly tapped for executive level consulting roles

2010 – Present: Executive Director, NH Tech Alliance (formally NH High Technology Council)

- Manage day to day operations of this member-based organization; have grown revenues by 50% and membership by 40% over three years
- Run several prominent events for the Alliance including the Entrepreneur of the Year, Product of the Year, TechOut and others that engage more than 3,000 people a year
- Manage membership, Board relations, marketing and promotion, operations, marketing, finance, budgeting, and strategy through the staff at CSC
- Serve as a spokesperson for the Alliance and on the technology economy and workforce in New Hampshire, and represent the Alliance at public events on a regular basis

2012 – 2015: Chief Communications Officer (consulting role), Antioch University

- Working directly with the Chancellor, analyzed, realigned and managed communications and marketing functions, staffing, and services across five Antioch University campuses
- Served on the executive management team and played a lead role in promoting and leading all communications efforts regarding the University's strategic vision and plan
- Developed strategies to leverage campus resources, encourage collaboration across campuses, and created a more unified communications strategy and messaging
- Provided these services and combined them with in-house resources at CSC to serve the University's needs in communications, marketing, strategic advice, web management and social media

2005 – 2010*: Associate Vice Chancellor for External Relations, University System of NH

- Directed outreach efforts, including developing, marketing, and promoting initiatives that have an impact on public higher education in New Hampshire

Cookson resume, page 2

- Served as primary spokesperson, oversaw public relations efforts, and web-based communications, developed publications and collateral materials, including the USNH Annual Report
- Provided advice and assistance to the Board of Trustees and the USNH Chancellor
- Managed targeted outreach efforts on issues including college awareness and readiness, economic development and entrepreneurship, efforts to retain graduates in-state (including co-founding Stay Work Play NH), and served as the System's primary liaison to the business community

**From 2010-13, served as a communications consultant to the Chancellor at USNH*

2003 – 2005: Director of Public Information, New England College

- Developed and implemented a strategic communications plan and worked with faculty and staff to improve communication flow and public relations efforts
- Directed all public and media relations efforts, and placed major stories with C-SPAN, the Associated Press, and regional news-related web sites, and television stations; served as college spokesperson
- Was chief writer and editor of the college magazine and employee newsletter
- Planned, coordinated, and promoted major events, including commencement, convocation, and guest appearances, including presidential candidates in the 2003-04 New Hampshire Primary
- Taught marketing management at the graduate level

2002 – 2003: Legislative Director, NH Department of Health & Human Services

- Served on the senior management team for New Hampshire's largest state agency; managed the state legislative process and oversaw 11 division legislative liaisons
- Created an annual department-wide legislative agenda, tracked over 200 bills each session, and advocated the Department's position in the State Legislature and with external organizations
- Integrated legislative, communications, and outreach functions to improve overall messaging
- Created and implemented a comprehensive legislative communications strategy that includes personal, print, and web-based components designed to explain the role and impact of the Department across the state

1997 – 2001: Director of Public Affairs, PC Connection, Inc.

- Led external relations efforts from pre-IPO stage to when company sales exceeded \$1 billion
- Developed and implemented communications plans resulting in a 75% increase in media hits over a three-year period and established strong ties in national, local, and industry media
- Initiated community relations efforts that substantially increased the company's local presence and strengthened recruiting efforts, as well as the company's corporate giving program
- Developed internal communications efforts, including regular communications forums and a corporate intranet, that helped foster improved communications across the company
- Managed public appearances and speeches for the company CEO and president
- Developed and planned company-wide events that received local and national exposure

1994-1997: Managing Director, En Technology Corporation

- Oversaw operations and served as general manager of this high technology data broadcasting start-up company launched by the founders of PC Connection, Inc.
- Directed public relations efforts that led to over 500 media placements in two-years
- Developed and conducted product demonstrations and presentations at major national trade shows
- Directed business development and marketing efforts that led to product distribution in 12 countries

1993- 1994: Co-Executive Director of National Service, Connecticut Department of Higher Education

- Directed efforts to help the State of Connecticut participate in the National and Community Service Trust Act
- Drafted Connecticut's first-ever state plan for national service, requests for proposals, promotional materials, and grant applications
- Conducted outreach activities to help colleges and universities, non-profit organizations, the general public, and communities understand and learn how to participate in national service programs
- Helped secure ongoing state funding for national service programs from the Connecticut State Legislature
- Oversaw the coordination and planning for all Board of Directors' meetings

1990 – 1993: Assistant Director of Governmental Relations, University of Connecticut

- Established and coordinated the first comprehensive federal relations program for the University of Connecticut that resulted in a cohesive, system-wide, annual federal legislative agenda
- Led lobbying efforts with the state's congressional delegation and Governor's office that helped increase federal funding by over \$20 million in one year
- Established a Washington DC-based office for the University and enhanced relationships with federal officials, and national higher education lobbying organizations
- Assisted with the state legislative agenda by helping raise awareness of the University, establishing community-based support and creating momentum for a significant increase in state support

1989 – 1990: Legislative Assistant, Washington Office of Connecticut Governor William A. O'Neill

- Researched and tracked federal legislation on the environment, energy, housing, and economic development
- Worked with State of Connecticut officials and members of Congress and their staff to draft, support, and fund legislation of benefit to Connecticut
- Wrote the Washington Report, a newsletter that summarized legislative activity for state officials

1987 – 1988: Press Secretary, U.S. Representative Barbara Kennelly

- Developed and implemented local and national media strategies for a senior member of Congress and Deputy Majority Whip
- Drafted all press releases, speeches, columns, and radio and television scripts
- Arranged local and national press conferences, special events, and interviews

EDUCATION

1981 - 1986 BA in English and Journalism, University of Connecticut
1990 - 1993 MA in Political Science, University of Connecticut, graduated with distinction
2002 – 2003 Leadership New Hampshire Associate

RECENT BOARD AND OTHER EXPERIENCE

1998 – 2000 Corporate Board of Directors, New Hampshire Campus Compact
1999 – 2001 Board of Directors, Merrimack Chamber of Commerce
2000 – 2008 Board of Directors, NetworkNH
2001 Interim Executive Director, Leadership New Hampshire
2001 – 2008 Communications and external affairs consultant – clients included En Technology Corp., High Point Communications, Accentus, LLC, New England College, the New York Times, and the University System of NH
2003 – 2007 Member of the Board of Directors, PlusTime NH
2006 – 2008 Planning Committee, State Higher Education Executive Officers Professional Development Conference (chair in 2007)
2006 – 2010 Support staff for the Governor’s P-16 Counsel
2007 – 2012 Adjunct faculty member, University of NH Communications Arts program
2007 – 2010 Board of Directors, New Hampshire High Technology Council and Chair of the Education Committee
2007 – 2010 Staff Member of the Governor’s Jobs Cabinet
2008 – 2009 Appointed Member, Governor’s Task Force on Young Worker Retention in NH
2008 – 2010 Planning Committee, Entrepreneurship Day NH
2009 – 2010 Interim Executive Director (President as of May 2010), Stay Work Play NH
2010 – 2017 Co-founder and Member of the Board of Directors, Stay Work Play NH
2010 – Present Ex-officio member of the NH Tech Alliance Board of Directors and the Executive, Nominations and Workforce Development Committees
2010 – Present Technology Councils of North America Board of Advisors
2013 – Present Board of Directors of NH Scholars
2013 – Present Volunteer and donor, NHHEAF College Equals Opportunity scholarship program
2014 – Present NH Charitable Foundation’s Entrepreneurs Foundation of NH donor and advisory group
2016 – Present Business Advisory Board for Granite State College
2016 – Present Computer Science for NH (CS4NH) Steering Committee
2017 – Present Board of Directors of Granite State Management and Resources
2018 – Present Greater Manchester Chamber of Commerce Board of Directors
2018 – Present Northeast Delta Dental Board of Directors
2018 – Present Association for Corporate Development Board of Directors

JULIE DEMERS

**COLLABORATIVE, STRATEGIC AND VISIONARY THINKER WITH A PASSION FOR BUILDING COMMUNITY;
A SEASONED EVENT AND PROJECT MANAGER**

EDUCATION

UNIVERSITY OF
NEW HAMPSHIRE
Manchester, NH
Master of Public Administration

HIGH POINT UNIVERSITY
High Point, NC
BA Strategic Communication

PROFESSIONAL DEVELOPMENT

GRANTSMANSHIP CERTIFICATE
UNH Professional Development and
Training

LEADERSHIP GREATER
MANCHESTER
Class of 2013

AWARDS

UNION LEADER 40 UNDER 40
Class of 2015

COMMUNITY INVOLVEMENT

February 2016-Present
CURRIER MUSEUM OF ART
Advisory Board

April 2016-January 2018
AVIATION MUSEUM OF NH
Board Member

January 2014-April 2015
GIRLS AT WORK
Board Member

November 2013-January 2017
BIG BROTHERS BIG SISTERS OF
GREATER MANCHESTER
Big Sister, Fund Development
Committee

January 2014-January 2015
GRANITE UNITED WAY
Emerging Leader Society, Board Chair

EXPERIENCE

January 2018-Present

TECHNOLOGY SECTOR WORKFORCE ADVISOR

Sector Partnerships Initiative and NH Tech Alliance

- Serve as an intermediary/advisor to technology companies throughout NH that are faced with workforce and training challenges
- Provide regular activity reports to stakeholders as well as the NH Tech Alliance Workforce Development Committee
- Convene technology stakeholders on a regular basis to provide opportunities to collaborate and solve workforce challenges throughout the state
- Responsible for coordinating and executing programming for NH's Technology Month
- Draft newsletters and social media content to keep technology sector stakeholders engaged and informed
- Work with educators and industry professionals to expand work-based learning opportunities in the sector

January 2018-Present

PROJECT MANAGER

Cookson Strategic Communications

- Participate in committee work, event management and member recruitment for Cookson's client, the NH Tech Alliance
- Assist Cookson team with crafting and implementing communications strategies that support clients' organizational goals
- Serve as a project manager for proposals and business development activities

August 2014-January 2018

PUBLIC RELATIONS PROGRAM COORDINATOR

University of New Hampshire, Manchester, NH

- Manage all aspects of events and programs in support of institutional engagement, outreach, and advancement
- Develop programs and coordinate the use of campus resources and services while working with university faculty, staff, students and external organizations
- Assist in developing and enhancing mutually beneficial relationships between the university and the greater Manchester community

AREAS OF EXPERTISE

EVENT PLANNING

FUNDRAISING

MARKETING

VOLUNTEER MANAGEMENT

PROJECT MANAGEMENT

PROGRAM DEVELOPMENT

APPLICATIONS:

Microsoft Office Suite

Adobe Creative Suite

MailChimp

Constant Contact

MindBody Software

Google AdWords & Analytics

Basecamp Project Management

Hootsuite

eVents

Team Dynamix

SOCIAL MEDIA FOR

BUSINESS:

Facebook

Instagram

November 2016-present

CO-OWNER

Barre Life, LLC Manchester, NH

- Lead re-branding efforts to enhance the existing logo, website and social media presence
- Increased sales by 10% and client acquisition by 23% in the first 8 months
- Utilize CRM functionality, specifically setting up email templates and campaigns, to communicate with potential, existing and former clients
- Manage operational budget, staff and independent contractors
- Increase studio's community presence through events, workshops and partnerships

June 2011-August 2014

PROGRAM DIRECTOR

Greater Manchester Chamber of Commerce, Manchester, NH

- Developed, planned and implemented each of the Chamber's 120 annual programs while meeting all budgeted goals
- Responsible for developing each event as a revenue program by soliciting, securing, and sustaining corporate sponsorship and/or advertising of the event
- Managed numerous committees and volunteers by assuming total administrative responsibility for all events, including vision, strategies, timelines, logistics and execution

January 2011-June 2011

ASSISTANT MARKETING DIRECTOR

Workout Club and Wellness Center, Londonderry, NH

- Developed detailed and strategic marketing budgets
- Coordinated special events including: wellness fairs; open houses; member and employee appreciation receptions
- Maintained all social media platforms for company
- Built partnerships and business relationships within local community
- Acted as a liaison for the club's direct marketing and media partners

January 2011-May 2011

MARKETING INTERN

m5 Marketing Communications, Manchester, NH

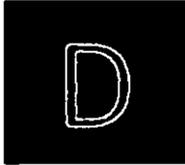
- Researched and identified potential clients for new business development
- Wrote copy for radio scripts, client newsletters and website content
- Assisted with radio/TV production and photo shoots
- Provided administrative support for account executives

May 2008-June 2011

SPECIAL EVENTS & PROMOTIONS ASSOCIATE

Candia Woods Golf Course, Candia, NH

- Coordinated and assisted with the execution of special events including weddings, golf outings, fundraisers and other social gatherings



**Teresa J.
Dainesi**

SUMMARY

- Senior-level writer/communications professional with demonstrated experience in the successful creation and implementation of marketing communications strategies.
- Proven ability to manage multiple priorities in a fast-paced, deadline-driven environment.
- Published author featured in "Huffington Post" and other print and online publications.

SKILLS

- Creative, innovative thinker
- Client-focused
- Deadline-driven
- Ability to work effectively with a wide variety of personalities
- Results-oriented

EXPERIENCE

Project Manager

Cookson Strategic Communications, Apr 2016 to Present

- Works with a wide variety of clients across all industries to create project scopes and implement strategic initiatives.
- Assists with blog development including content, strategy, and execution.
- Serves as speech writer and author of various internal and external communications pieces.
- Manages marketing and communications efforts clients including media and public relations, advertising and collateral development.
- Works with executive team to craft and execute crisis communications strategies.
- Develops innovative employee communications strategies to improve organization morale.

Marketing Communications Consultant/Freelance Writer, Mar 2001 to Apr 2016

- Develops and produces marketing communications strategies for a variety of clients in the healthcare, startup, and not-for-profit sectors.
- Implements comprehensive media relations programs including the creation of press release strategy, and the cultivation of positive, ongoing media relationships.
- Builds and maintains effective community relations programs.
- Published author and freelance writer for local newspapers and publications.

Vice-President

Elliot Health System, Jan 1998 to Mar 2001

- Developed and implemented a comprehensive marketing and communications program for Elliot Hospital and its affiliates including the development of marketing plans and strategies, media relations, advertising, brochure and collateral development, and special event management.

- Served as hospital spokesperson with local and national media.
- Produced WMUR-TV's weekly, live "Living Well" television program featuring hospital clinicians and staff providing the community with wellness information.
- Produced and served as on-air talent in over 20 television commercials providing the community with timely and relevant health care information.

Public Affairs and Marketing Manager

Optima Healthcare, Inc./Elliot Hospital, Jan 1996 to Jan 1999

- Provided support for special event planning including community outreach initiatives, publicity, collateral development, and event management.
- Developed press releases and information for promotional marketing materials in support of hospital classes, events and programs.

Underwriter Technician

Chubb Life America, Jan 1991 to Jan 1996

- Communications liaison between corporate management and sales force through articulating complex and confidential medical decisions.

EDUCATION AND TRAINING

Bachelor of Arts: Communication

University of New Hampshire, Durham

COMMUNITY SERVICE

Trustee, Birch Hill Terrace, Manchester, NH, 2013 to present

Kathleen M. Procek

SUMMARY

Current Communications Coordinator with a passion for all aspects of Public Relations and Communication, events, event coordination, volunteerism, and social justice. Versatile, reliable, efficient, with a variety of experiences in a multitude of fields. A self-motivated, passionate, organized, and determined self-starter with proven dedication to innovative thinking and implementation of new techniques and technologies. Proven skills in writing, social media, event planning, marketing, volunteer coordination, project management, community outreach, public speaking, and customer service.

RELATED EXPERIENCE

Social Media, Marketing, Public Relations, and Communication

Communications Coordinator, Cookson Strategic Communications, Manchester, NH, July 2017 - Present

Worked as part of the Cookson team to develop and implement client service plans, delivering quality work that met and exceeded expectations and goals.

- Drafted messaging and content for social media, media releases and other outreach efforts to grow and reach appropriate audiences and deliver targeted messaging, tailored to the individual client
- Authored numerous articles for company blog
- Scheduled content using third party platforms such as Sprout Social and TweetDeck, as well as used native scheduling platforms
- Implemented social media plans, including running, writing, and analyzing reports
- Managed client projects from start to finish, including communications and delegation of tasks to achieve intended outcomes in an effective and efficient manner
- Conducted market research to educate clients and staff and to determine best marketing strategy and methods to approach project objectives

Communications Coordinator, New Hampshire Tech Alliance, Manchester, NH, July 2017 - Present

Took a lead role in managing the Alliance membership relations software to support member engagement and relations, including tracking member gains and renewals, as well as taking a lead role on Alliance social media, writing, project management, and all logistics and staffing for all Alliance events.

- Managed Alliance events, including promotion, event attendance tracking, event sponsorship tracking and related functions
- Took the lead role in coordinating and planning the logistics of events such as annual Product of the Year, Entrepreneur of the Year, TechOut, and bi-monthly BioMed | Tech events
- Took a lead role in staffing events
- Drafted Alliance press releases, collected and created content for bi-weekly e-blast
- Proactively managed the Alliance's social media channels and created content
- Worked with the Alliance through the strategic merger and acquisition of Alpha Loft and Live Free and Start by the Alliance, as well as the rebranding of the former New Hampshire High Tech Council into the New Hampshire Tech Alliance (effective October 2018)
- Provided support to the Alliance Board of Directors, Executive Committee and Event Committees, as needed
- Worked on member recruitment and established and fostered relationships with member companies and those interested in becoming members
- Tracked Board engagement

Guest Relations Professional Intern, Walt Disney World, Orlando, FL, Jan 17, 2016- June 4, 2016

Assisted guests with their experiences in Walt Disney World's Magic Kingdom and Walt Disney World in general. Engaged guests in My Magic+ components including My Disney Experience profiles, entitlements and itineraries. Made dining reservations, sold, upgraded, and solved ticketing problems, handled special requests, handled cash and other payment methods, demonstrated proficiency with guest-facing and cast-facing My Disney Experience technologies, handled difficult guest situations, answered and resolved guest questions. Communicated extensively and partnered with other areas within each specific park and other Walt Disney World Parks and Resorts properties. Maintained the high level of show quality associated with the Disney brand in stationary as well as mobile roles.

- Demonstrated abilities and proficiency in *Cast Apps*, *Lilo*, *A la Carte*, *ATS*, *MAGIC*, and other software platforms within a Windows environment
- Demonstrated strong written and verbal communication skills, telephone etiquette skills, strong guest service skills, problem solving and independent decision-making skills partnered with conflict resolution
- Demonstrated exceptional guest services based in the Four Keys of the Walt Disney Company: Safety, Courtesy, Show, and Efficiency
- Demonstrated willingness and flexibility to learn in new environments and adaptability to new ideas and software platforms

Marketing Intern, Single Digits, Inc., Bedford NH, January 19 - April 2015

Assisted in all aspects of the marketing process for Single Digits with a focus on social media content planning,

market research, graphic design, and web design.

- Worked on and managed Facebook, Twitter, and LinkedIn sites for the corporate aspect of the company
- Worked on new product launch projects
- Data mined for customer contact information
- Established and implemented customer satisfaction survey best practices

Marketing Assistant, Southern New Hampshire University, Manchester NH, May 2014 - Aug 2014

Worked in collaboration with the Marketing Department.

- Managed various social networking sites, including Pinterest, two Facebook pages, and Twitter
- Created, filmed, and edited Question of the Week videos for the On Campus Facebook page

Social Media Intern, Jayme's Fund for Social Justice, Bedford NH, May 2014 - Jul 2014

Worked as social media manager for a small non-profit with the mission of increasing social justice for children.

- Managed various social networking sites, including Twitter and Facebook
- Performed administrative tasks
- Assisted with event planning

Student Government Association Marketing Manager, Saint Anselm College, Manchester NH, Nov 2013 - Jun 2014

Collaborated with Student Government on various marketing projects and events.

- Worked to gather information on companies offering potential discounts to students throughout Southern New Hampshire

Non-Profit and Human Services

Intern to the Director of Immigration and Refugee Services for New Hampshire Catholic Charities, Manchester NH, May 2013 - Aug 2013

Aided in any projects that needed completion, and worked with the local refugee population.

- Aided in research on the topic of domestic violence in the Manchester refugee community
- Worked with a local Sister to deliver necessities to the refugee population
- Collected oral histories from refugees
- Instructed ESL classes for several Iraqi families

Leadership

Southern New Hampshire University

Center for Community Engaged Learning

Service Learning Coordinator, Manchester NH, Aug 2016 - May 2017

Worked with various community partners to coordinate 10-30+ children at various after school programs throughout the Manchester area. Supervised SNHU Service Learners at the sites to ensure they were engaged and on task. Served as liaison between community partners and Center for Community Engaged Learning.

- Worked with other Center staff to coordinate sites and partner across sites if necessary
- Planned events for students participating in after school programs
- Worked in the Center for Community Engaged Learning office performing administrative tasks

Saint Anselm College

Office of Residential Life and Education

Resident Assistant, Joan of Arc Hall and Alumni Streets, Manchester NH, Jan 2014 - May 7, 2015

Worked to provide a positive, fun, and creative living and learning environment for roughly forty freshmen women.

- Worked with other Residential Life staff to ensure safety of residents
- Planned and participated in programs and events to foster community and individual development
- Acted as representative of the college and department and served as a resource for residents
- Chosen to serve as Campus Events Liaison based on promotional ability and knowledge of campus activities
 - Worked on campus wide events and sat on committees to do so
 - Facilitated communication between departments and Residential Life staff in an effort to promote collaboration

Vice President, Residence Hall Council, 2011 - 2012

- Made improvements to the area housing freshmen women.

Advisor, Residence Hall Council, 2014 - 2015

- Served as a resource for the Residence Hall Council.

EDUCATION

MA in Communications, Public Relations concentration (May 2017)

Southern New Hampshire University, Manchester, NH

4.0 GPA

Conference Presenter – 2017 IMPACT National Conference: *From the Blue Glow of the Computer Screen to Daylight: How to Inspire Students to Action Using Social Media*

Honors Bachelor of Arts, Peace and Justice Studies, Minor: French Language (May 2015)

Saint Anselm College, Manchester, NH

Honors: 3.4 GPA, Dean's List

Honors Program: Followed an accelerated academic track

Presidential Scholarship Recipient: Awarded based on academic performance and potential

Delta Epsilon Sigma National Scholastic Honor Society Vice President and member

Pi Gamma Mu International Scholastic Honor Society for the Social Sciences member

Pi Delta Phi National French Honor Society Kappa Epsilon Chapter member

Authored Honors Senior Thesis: *The Effectiveness of Social Media Used as a Tool by Nonprofits: Examining the Present and Exploring the Future*

Disney Marketing and Sales

Course completed during the Disney College Program (August 31, 2015 - January 4, 2016)

Environmentality and Sustainability

Course completed during the Disney College Program (August 31, 2015 - January 4, 2016)

Meredith Noyes |

Award-winning Designer and Creative Director with 15+ years' experience in digital and print media, bringing a proven knowledge of creative strategy, vision, communications, branding, graphic design, illustration, and team management.

Skills: creative/management

- I've led creative teams consisting of copywriters, web developers, designers, illustrators, digital marketing specialists, social media strategists, and videographers
- I'm a highly organized, motivated and deadline-oriented project manager
- As a previous company owner, I managed self-acquired clients and projects for over 12 years
- I've got extensive experience with budget creation and management
- I come from a background in experiential marketing for global brands such as Kraft, Petco, and Naked Juice
- I'm an experienced presenter. I welcome butterflies
- I'm a multi-faceted designer with skills in UI/UX, web project management, and prototyping
- I think big. I'm not afraid of change, but always do what's best to maintain brand consistency
- If I don't know it, I learn it

Skills: software/tools

- NATIVE SOFTWARE: Mac OS, Adobe Creative Suite, MS Office
- PROJECT MANAGEMENT: Basecamp, Monday.com/DaPulse, Slack, Asana
- WEB AND DIGITAL MARKETING: Unbounce, WordPress, basic HTML, Google Suite (Analytics, Data Studio, AdWords), Mailchimp, Constant Contact, Yoast SEO
- SOCIAL: Facebook and Facebook Business Manager, Instagram, Twitter, Sprout Social

Work experience

2016 - PRESENT | CHIEF CREATIVE OFFICER AT COOKSON STRATEGIES. NH.

- Lead all creative projects from start to finish
- Instrumental in creating and managing tight budgets
- Assist in business development efforts by creating dynamic and effective presentations
- Manage and lead all web projects
- Lead internal team of 9 in focus groups and brainstorming
- Develop and enforce brand guidelines and lead clients through the branding process
- Hire and manage videographers, photographers, printers, and freelancers

KEY BRANDS & PROJECTS

- APPRENTICESHIPNH: Branding, web launch, marketing strategy, and program management. Nationally recognized by ApprenticeshipUSA as the standard in marketing and web design for Apprenticeship programs across the country
- NH SECTOR PARTNERSHIPS: Branding, web launch, and video production management of multi-sector brand
- ANTIOCH UNIVERSITY: Newsletter creation
- MANCHESTER PROUD: Logo design and development, brand strategist
- 603 PEST CONTROL: Branding, web design, messaging, and writing direction

2004 - 2016 | OWNER/CREATIVE DIRECTOR OF MSNCREATE. MANCHESTER, NH.

- Lead creative teams of staff and freelancers to execute branding projects including web and digital design, messaging, photography, print, illustration, video, and events
- Design style guides, print and digital media
- Uphold brand standards for global brands
- Direct and lead creative meetings and focus groups
- Design and manage web projects from start to finish
- Work with copywriters to develop custom messaging, taglines, and content
- Create custom presentations
- Direct animation and video projects
- Manage budgets and timelines

KEY BRANDS & PROJECTS

- JACK IN THE BOX LATE-NIGHT EVENTS, USA: Creative design
- PETCO, USA: Creative design for experiential marketing
- NAKED JUICE, USA: Event creative direction and design
- MEGAFOOD, NEW HAMPSHIRE. USA: Rebrand execution
- SENIOR LIVING RESIDENCES, MASSACHUSETTS, USA: Creative direction, design and rebrand
- LIFESHARE USA, FLORIDA, USA: Creative direction and rebrand strategy
- NEW SKY PRODUCTIONS, NEW HAMPSHIRE, USA: Brand launch
- THE CLINTON HEALTH MATTERS INITIATIVE: Event creative direction and design, presentation, brand direction

2010 - 2013 | GRAPHIC DESIGN/DIGITAL ILLUSTRATION INSTRUCTOR AT NEW HAMPSHIRE INSTITUTE OF ART. NH.

- Instruct college students in the basics of graphic design and digital illustration
- Work closely in a team/group setting and manage class structure
- Lead critiques with young creative talent

2003 - 2004 | SENIOR DESIGNER AT GIGUNDA GROUP EXPERIENTIAL MARKETING AGENCY. NH.

- Lead designer on experiential marketing client projects and proposals, specifically the Charmin Restroom Makeover

- Work with Creative Director to brainstorm concepts
- Manage design projects from concept to completion by designing promotional materials, signage, client web sites, web and creative mockups, PowerPoint presentations, POS materials, newspaper and magazine ads, brochures, conceptual illustrations, vehicle graphics, logos, multi-page documents, and all materials associated with proposals and events
- Work closely with account managers and vendors
- Perform site visits to manage creative
- Manage all client web needs, design all client micro sites

KEY BRANDS & PROJECTS

- CHARMIN RESTROOM MAKEOVER: Event creative, design and concept development
- POP TARTS/AMERICAN IDOL TOUR: Creative design and concept development
- SHELL: Design and concept development
- CAMPBELL'S CHUNKY SOUP: Design and concept development

2002 – 2003 | GRAPHIC DESIGNER AT STUDENT ADVANTAGE AND SA MARKETING GROUP. BOSTON, MA.

- Designed client reports, presentations, sell sheets, summary reports, ads, and other print media
- Created detailed layout illustrations which were influential in acquiring clients
- Designed numerous banners, promotional materials, and other collateral under strict deadlines
- Assisted Art Director in production and vendor management

KEY BRANDS & PROJECTS

- NEW BALANCE: Event creative & illustration
- AT&T: Creative design & illustration
- MTV: Event creative and design
- VOLKSWAGEN: Creative design

1998 | FASHION INTERN AT SEVENTEEN MAGAZINE AND BETSEY JOHNSON. NEW YORK, NY.

Education

'00 SYRACUSE UNIVERSITY.

- BFA in Illustration
- NCAA Division 1 Women's Rowing

'96 TRINITY HIGH SCHOOL, MANCHESTER, NH.

Samuel Eaton

Creative Senior Digital Marketing Director with more than 8 years in brand management, celebrity public relations and marketing. Specializing in engagement and brand awareness.

EXPERIENCE

Mascoma Media/Sam Eaton Digital, Enfield, NH — Co-Owner

2012 - PRESENT

Mascoma Media is a boutique marketing company that specializes in helping business owners optimize their social media properties by designing and implementing customized and innovative digital strategies. Mascoma Media works with a variety of customers, from startups to high-profile clientele.

Responsibilities:

- One-on-one consulting with business owners to assess needs and goals
- Detailed digital analyses of social media properties
- Building and implementation of comprehensive, custom multi-step strategies built for each business owner
- Extensive consulting and mentoring throughout marketing implementation to foster confidence and ensure success
- Additional consulting subsequent to execution of digital marketing strategies

Anthem Blanchard, Entrepreneur

August 2017 - August 2018

Anthem Blanchard is a successful entrepreneur buying and/or starting several companies that include Anthem Vault, Amagi Metals, Anthem Gold, and HERC Supply Chain Protocol. Anthem is well known in the precious metals and blockchain communities.

Responsibilities:

- Community Management
- Digital Ad Buys
- Content Strategy
- Content Editing

SKILLS

Google Adwords

Organic Engagement & Awareness

Paid Social Media Advertising

Ability to connect with audience

Creative problem solving

Deadline driven results

Maximizing budgets

Wordpress management

Basic image and video design

DFP

Self-driven

AWARDS

Twitchy Finalist Overall vote getter (Ben Swann - Journalist)

Isegoria, Atlanta, GA — Co-Founder/CMO

August 2018 - PRESENT

Isegoria was founded by multi Emmy-winning Journalist Ben Swann. His brand reaches tens of millions of people a week and receives tens of millions of video views a month.

Responsibilities:

- Overall marketing strategy
- Brand awareness for Isegoria
- Website creation and management
- Social media strategy and management (including ad buys)
- Managing tech, ad, creative, and community development
- Video production
- Brand management
- Vendor relations
- Influencer management

Cookson Communications, Manchester, NH — Freelancer

December 2016 - PRESENT

Freelancing for Cookson Communications. Go-to person for all their AdWords clients and campaigns. SEO and keyword strategy.

Responsibilities:

- Adwords PPC strategy
- SEO
- Social Media Strategy

PROJECTS

Truth In Media Crowdfunding

By leveraging Ben Swann's social network, we raised over \$500,000 to create a series of Truth In Media episodes.

Global Activist Indiegogo

By leveraging Ben Swann's social network, we raised over \$50,000 to film the pilot for a TV series Global Activist.

Vice News

Oversaw negotiation and planning of the collaboration between Ben Swann and Vice News. This led to Ben Swann/Truth In Media joining Vice News' YouTube network and other advertising opportunities.

Samuel Eaton

WGN America

Negotiated, oversaw and managed a large digital ad buy between WGN and Truth in Media. This led to additional advertising opportunities for Truth In Media.

OTHER

Town of Enfield Budget Committee, Town Manager Search Committee, CIP Committee, Strategic Planning Committee

- 9 years on the Town of Enfield's Budget Committee
- 4 years as Vice Chair and for the last 4 years have been the Chairman
- Chair of the Regional Association Sub-Committee for 2 years
- Member of the Capital Improvement Plan Committee, which oversees and plans all major capital projects for the town, for the last 3 years
- Appointed to the Search Committee to help find and vet a new town manager.
- Member of the town's Strategic Planning Committee.

EDUCATION

University of Maine, Farmington— Political Science