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Frank Edelblut
Commissioner

Christine M. Brennan
Deputy Commissioner

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

October 8, 2018

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

REQUESTED ACTION

Authorize the Department of Education to enter into a **sole source** contract with Paradigm Consulting, LLC., (Vendor Code #284894), in an amount not to exceed \$15,629.86, to provide professional development, technical assistance, support, and resources to school districts and families on screening, identification of risk factors for dyslexia and related disorders, and intervention strategies based on RSA 200:59, for the period effective upon Governor and Council approval through February 28, 2019. 100% General Funds

Funding is available in the account titled Educational Improvement-State as follows:

	<u>FY 19</u>
06-56-56-562010-64010000-102-500731 Contracts for Program Services	\$15,629.86

EXPLANATION

In accordance with RSA 21-I:11, the Department is requesting a **sole source** contract in order to allow Paradigm Consulting, LLC, to continue to provide technical assistance, support and resources to school districts and families on screening, identification of risk factors for dyslexia and related disorders, and intervention strategies based on RSA 200:59. In the current instance, the best interest of the state would be served by granting the requested **sole source** contract. Paradigm Consulting, LLC, has already conducted six regional trainings and twenty on-site school technical assistance sessions between March 22 and September 27. An additional six trainings have been scheduled for October. Several other schools and districts have requested this training beyond the contract end date. It is in the best interest of the state not to cause unnecessary delay in providing this critical screening, identification, and intervention training to New Hampshire schools and families. Further, the purchase does not involve a total expenditure of more than \$10,000. While the contract calls for \$15, 629.86, this is actually a request to utilize funds granted under the current contract, approved by Governor and Council on February 21, 2018 (Item #54). The aforementioned funds have not been depleted.

His Excellence, Governor Christopher T. Sununu
and the Honorable Council
October 8, 2018
Page 2

The Professional Learning Network (PLN) is up and running on Facebook and is gaining momentum. A Dyslexia Tool Kit has been created and shared with every principal in the state and attendees of training sessions. The resource banks are in process, and research has begun on the Reading and Writing Specialist critical shortage.

Several times a week, Paradigm Consulting, LLC has been speaking with parents regarding their experiences in regards to dyslexia supports in schools. These conversations have been helpful in better understanding what is happening in the field, and identifying patterns and areas for professional learning.

Natasha Ondzes Kolehmainen is the Chief Innovation Officer for Paradigm Consulting, LLC. She started her career as a grade 4 teacher, enrolling in the Master's of Education program at Rivier College where she concentrated in Reading. She received her Master's degree and certification as a Reading and Writing Specialist a few years later. She has served as a Director of Curriculum, Instruction and Assessment and a Reading Specialist. She possesses both the education and extensive experience necessary to continue to deliver these services.

Respectfully submitted,



Frank Edelblut
Commissioner of Education

FE:emr.

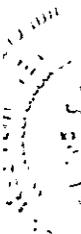
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

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

GENERAL PROVISIONS

I. 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 Paradigm Consulting, LLC		1.4 Contractor Address 10 Cooper Lane #305 Bedford, NH 03110	
1.5 Contractor Phone Number 603-508-8373	1.6 Account Number See Exhibit B	1.7 Completion Date February 21, 2018 ^{2019 NH} <i>[Signature]</i>	1.8 Price Limitation \$15,629.86
1.9 Contracting Officer for State Agency Heather Gage, Director, Division of Educational Improvement		1.10 State Agency Telephone Number 603-271-5992	
1.11 Contractor Signature <i>Natasha Kolehmainen</i>		1.12 Name and Title of Contractor Signatory Natasha Kolehmainen, Chief Innovation Officer	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Merrimack</u> On <u>October 9, 2018</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="text-align: center;">  <i>Tamara J. Feener</i> [Seal] </div>			
1.13.2 Name and Title of Notary or Justice of the Peace <div style="text-align: right;"> TAMARA J. FEENER, Notary Public State of New Hampshire My Commission Expires January 27, 2021 </div>			
1.14 State Agency Signature <i>[Signature]</i> Date: <u>10-10-18</u>		1.15 Name and Title of State Agency Signatory Frank Edelblut <i>Commissioner</i>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: <i>Carol B. [Signature]</i> Acting Director, On: <u>10/16/18</u>			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: <i>[Signature]</i> <u>LIAMMO K. SNA</u> On: <u>OCTOBER 15, 2018</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.

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

Paradigm Consulting, LLC will provide the following services to the New Hampshire Department of Education effective upon Governor and Council approval through February 28, 2019:

- Provide regional trainings (3 hours each) in five locations across the state, three times a year, in locations to be determined with input from the Department
- Provide individual district trainings (3 hours each) for districts unable to attend regional trainings or larger districts that warrant individual trainings as determined with input from the Department
- Provide technical assistance via face to face meetings, phone, the virtual learning network, and email. Preparation for technical assistance sessions may include research or creation of materials. Ongoing technical assistance in the virtual learning network will include creation of online resources and moderation of discussions.
- Provide research. Creation of regional trainings and technical assistance materials. Creation and review of feedback and evaluation surveys
- Meet with experts in the field, Department staff, and IHE representatives

**EXHIBIT B
BUDGET**

Budget (through February 28, 2019)

Item	Amount	Unit	# of Units	Total
Regional Trainings (3 hours each) to be offered in five locations across the state, three times a year, in locations to be determined with input from the Department	\$500	per training	4	\$2,000.00
Individual District Trainings (3 hours each) provided for districts unable to attend Regional Trainings or larger Districts that warrant individual trainings as determined with input from the Department	\$500	per training	4	\$2,000.00
Technical Assistance to districts to be provided via face to face meetings, phone, the virtual learning network, and email. Preparation for technical assistance sessions may include research or creation of materials. Ongoing technical assistance in the virtual learning network will include creation of online resources and moderation of discussions.	\$100	per hour	93	\$9,300.00
Preparation and Evaluation - Research, creation of regional trainings and technical assistance materials. Creation and review of feedback and evaluation surveys	\$100	per hour	15	\$1,500.00
Meetings with Stakeholders - experts in the field, Department staff, IHE representatives	\$50	per hour	6	\$300.00
Travel Time to and from regional and individual district training, face to face technical assistance sessions, and meetings at the Department	\$0.545	per mile	750	\$408.75

**EXHIBIT B
BUDGET continued**

Budget (through February 28, 2019) Cont.

Technology needs associated with hardware and software for presentations, virtual professional learning network, and subscriptions to online learning tools	\$100.00		1	\$100.00
Supplies - Paper, folders, printing services associated with handout for trainings and technical assistance sessions	\$21.11		1	\$21.11
Total				\$15,629.86

Limitation on Price: In no case shall the total budget exceed the price limitation of \$15,629.86

Funding Source: Funding for this contract is available in the account titled Educational Improvement-State:

06-56-56-562010-64010000-102-500731 Contracts for Program Services FY 19
\$15,629.86

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. Invoices and reports shall be submitted to:

Heather Gage
Director
Division of Educational Improvement
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 PARADIGM CONSULTING LLC is a New Hampshire Limited Liability Company registered to transact business in New Hampshire on August 03, 2016. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned; and the attached is a true copy of the list of documents on file in this office.

Business ID: 748602

Certificate Number: 0004189202



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 25th day of September A.D. 2018.

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

William M. Gardner
Secretary of State

CERTIFICATE OF AUTHORITY

(Sole Proprietor)

I, Natasha Kolehmainen, as a Sole Owner of my Business, Paradigm Consulting, LLC 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 9th day of October, 2018.

Natasha Kolehmainen
Sole Owner

STATE OF New Hampshire
COUNTY OF Merrimack

On this the 9th day of October, 2018, before me, Tamara J. Feener the undersigned Officer, personally appeared Natasha Kolehmainen who acknowledged herself to be the Sole Owner of Paradigm Consulting, LLC 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.

Tamara J. Feener
Notary Public/Justice of the Peace

My Commission expires:

TAMARA J. FEENER, Notary Public
State of New Hampshire
My Commission Expires January 27, 2021



Natasha Kolehmainen, CAGS

Profile

Experienced system level leader with a proven record of managing the change process. Results through collaborative leadership practices, clear vision, and winnable goals.

Education

Plymouth State University, Plymouth, NH; CAGS, Educational Leadership

Rivier College, Nashua, NH, M.Ed., Reading

Smith College, Northampton, MA, B.A., Education and Psychology

Work Experience

DIRECTOR OF CURRICULUM, INSTRUCTION, AND ASSESSMENT, PELHAM, NH 2011-2017

Pelham School District serves roughly 2000 students and 200 staff in a suburban NH town. Oversight of the K-12 educational program, the professional learning model for educators, as well as the federal grants program. As part of the leadership team, lead the school district through the digital transformation and successfully transitioned educators to a new way of thinking about resources, personalization, and competency based learning.

- Redesigned the Professional Growth Model which includes Teacher Supervision and Evaluation, Professional Learning, and New Teacher Induction.
- Through collaborative vertical teams, revised or created K-12 aligned curriculum in ELA, Math, Science, and Social Studies based on the most current standards for student learning.
- Using a cohort model, trained teachers in the use of digital tools and resources and lead them through the process of transforming their pedagogy to a more innovative approach and selecting new resources, including open educational resources.

READING SPECIALIST, McKELVIE INTERMEDIATE SCHOOL, BEDFORD, NH

McKelvie Intermediate was the second Intermediate school in the state of NH serving roughly 750 students in grades 5 and 6 with a staff of 50. Experienced educator with proven record of positively affecting student achievement. Results through individual work with students needing direct instruction in reading skills, supervision of self-designed reading support program staffed by two reading teachers implementing a Tier II intervention program, and oversight of the core reading program for an intermediate school serving over 775 students.

- Provide direct instruction to students in need of systematic, sequential, and multi-sensory decoding programs
- Design and supervise the implementation of a Tier II reading support program.
- Oversight of the implementation of the core reading program; Reading Street by Scott Foresman
- Provided Professional Development offerings for staff on topics related to literacy and Response to Intervention

TEACHER, GREENVILLE ELEMENTARY SCHOOL, GREENVILLE, NH

Novice educator with responsibility in all content areas working with students in a small rural community with many under-resourced students. Worked to improve my knowledge and skills by completing my Masters Degree in Reading while teaching full-time.

- Classroom teacher with responsibility for students in all academic areas.
- Responsible for curriculum design and resource selection based on standards in the areas of math, science, and social studies.
- Reading instruction through Houghton Mifflin's Invitations to Literacy and authentic literature.

Certifications

New Hampshire Experienced Educator

Certificate # 53943 Expires June, 2018

Endorsements: Elementary Education K-8 (1811); Reading Specialist (0037); Curriculum Administrator (0008), Superintendent (0000)

Wilson Level I Certification

Leadership Experience

- **Designed and implemented professional development workshops** on topics including: Tier II interventions, differentiated instruction, comprehension strategy instruction, and teaching inference skills.
- **Member of the Building Leadership Team**, a PLC group tasked to improve student achievement and evaluate building efficiency.
- **Proposed, defended and managed three budget accounts** totaling over \$60,000 annually.
- **Created comprehension strategy information sheets** which were delivered to all teachers and followed up with informal, voluntary discussion groups.
- **Oversight of the core reading program:** Reading Street by Scott Foresman including: pacing; material acquisition; professional development through workshops, modeling lessons, and walk-throughs; and selection and design of supplemental materials.
- **Designed and delivered professional development opportunities** in reading comprehension and assessment for staff through monthly department meetings
- **Supervised a 3-week summer reading intervention program** serving twenty-four students; program includes a professional development component for four teachers focusing on reading comprehension and writing instruction (2011, 2009, 2008)
- **Oversight of the adoption of a new core reading program:** Reading Street by Scott Foresman; supply acquisition, designed professional development opportunities, provided feedback through a walk-through model, set pacing guidelines, set weekly, unit and yearly core expectations (2007-2008).
- **Design of a new reading support program:** selection of students, training/supervision of new staff, curriculum design (2007-2008).

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54 18



Frank Edelblut
Commissioner

Christine Brennan
Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
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January 30, 2018

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REQUESTED ACTION

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Funding is available in the account titled Educational Improvement-State as follows:

	<u>FY 18</u>
06-56-56-562010-64010000-102-500731 Contracts for Program Services	\$88,980.00

EXPLANATION

RSA 200:60 requires that the commissioner of the department of education issue a request for proposals pursuant to RSA 21-G to secure the contract services of a reading specialist to enable the department to provide school districts with the support and resources necessary to assist students with dyslexia and related disorders and their families. The reading specialist must be qualified by education and experience and shall provide technical assistance for dyslexia and related disorders to school districts.

An RFP was posted on September 6, 2017. The Department was seeking proposals from individuals, agencies or organizations to provide professional development, technical assistance, support, and resources to school districts and families on screening, identification of risk factors for dyslexia and related disorders, and intervention strategies based on RSA 200:59. The Division of Educational Improvement received one (1) proposal. A team reviewed the proposal based on the criteria outlined in the RFP. It was determined that it did not meet the requirements, thus a contract was not awarded.

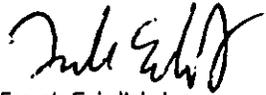
The RFP was posted once again on the Department website on November 14, 2017 and in the Manchester Union Leader on November 17, 2017 and November 19-20, 2017. Two proposals

His Excellence, Governor Christopher T. Sununu
and the Honorable Council
January 30, 2018
Page 2

were received. They were reviewed and rated using the attached scoring rubric (See Attachment A) by a team consisting of a Reading Specialist and Title I Coordinator; a retired Superintendent of Schools, Principal and Special Education Director; an active member of the Reading Specialist Task Force representing The Reading Foundation; and an Education Consultant for Special Education. They recommended this organization be brought forward for approval.

Natasha Ondzes Kolehmainen is the Chief Innovation Officer for Paradigm Consulting, LLC. She started her career as a grade 4 teacher, enrolling in the Master's of Education program at Rivier College where she concentrated in Reading. She received her Master's degree and certification as a Reading and Writing Specialist a few years later. She has served as a Director of Curriculum, Instruction and Assessment and a Reading Specialist. She possesses both the education and extensive experience necessary to deliver these services.

Respectfully submitted,



Frank Edelblut
Commissioner of Education

FE:emr

ATTACHMENT A

Reviewer Bios:

Diane Eaton is a Reading Specialist and Title I Coordinator in Pembroke. She has actively worked with the NH Department of Education and NEA NH in a leadership role, serving teachers in the state through the Student Learning Objectives Grant.

Karen Soule is a retired superintendent, principal, and special education director. She has worked for the NH Department of Education as the Leader for Teacher Effectiveness.

Elaine Holden is an active member of the Reading Specialist Task Force and represents The Reading Foundation.

Joanne DeBello is an employee of the NH Department of Education, and she works in the Bureau of Special Education as an Education Consultant. She has served on the Reading Specialist Task Force.

Scores

Reviewer	Role	Paradigm Consulting, LLC	Strong Foundations Charter
Elaine Holden	The Reading Foundation	73	100
Karen Soule	Retired Educator	76	63
Diane Eaton	Reading Specialist	78	79
Joanne DeBello	NH Dept. of Education	82	43
Avg.		77.25	71.25

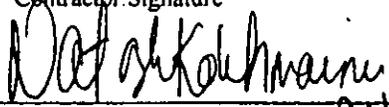
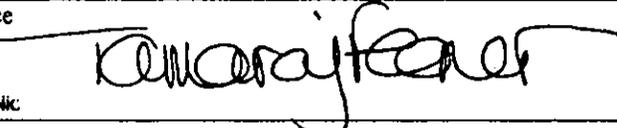
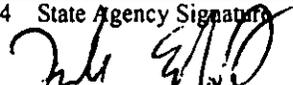
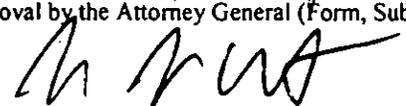
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

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

GENERAL PROVISIONS

I. 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 Paradigm Consulting, LLC		1.4 Contractor Address 10 Cooper Lane #305 Bedford, NH 03110	
1.5 Contractor Phone Number 603-508-8373	1.6 Account Number See Exhibit B	1.7 Completion Date October 30, 2018	1.8 Price Limitation \$88,980.00
1.9 Contracting Officer for State Agency Heather Gage, Director, Division of Educational Improvement		1.10 State Agency Telephone Number 603-271-5992	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Natasha Kolehmainen, Chief Innovation Officer	
1.13 Acknowledgement: State of <u>NH</u> , County of <u>Merrimack</u> On <u>1/29/18</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  [Seal] TAMARA J. FEENER, Notary Public State of New Hampshire My Commission Expires January 27, 2022			
1.14 State Agency Signature  Date: <u>2-2-18</u>		1.15 Name and Title of State Agency Signatory <u>FRANK EDELOVIC, COMMISSIONER OF EDUCATION</u>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: <u>Dana J. Sullivan</u> Director, On: <u>2/6/18</u>			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: <u>2/7/18</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 JK
Date 1/29/18

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

Paradigm Consulting, LLC will provide the following services to the New Hampshire Department of Education effective upon Governor and Council approval through October 30, 2018:

- Provide regional trainings (3 hours each) in five locations across the state, three times a year, in locations to be determined with input from the Department
- Provide individual district trainings (3 hours each) for districts unable to attend regional trainings or larger districts that warrant individual trainings as determined with input from the Department
- Provide technical assistance via face to face meetings, phone, the virtual learning network, and email. Preparation for technical assistance sessions may include research or creation of materials. Ongoing technical assistance in the virtual learning network will include creation of online resources and moderation of discussions.
- Provide research. Creation of regional trainings and technical assistance materials. Creation and review of feedback and evaluation surveys
- Meet with experts in the field, Department staff, and IHE representatives

**EXHIBIT B
BUDGET**

Budget (through October 30, 2018)

Item	Amount	Unit	# of Units	Total
Regional Trainings (3 hours each) to be offered in five locations across the state, three times a year, in locations to be determined with input from the Department	\$500	per training	15	\$7,500
Individual District Trainings (3 hours each) provided for districts unable to attend Regional Trainings or larger Districts that warrant individual trainings as determined with input from the Department	\$500	per training	21	\$10,500
Technical Assistance to districts to be provided via face to face meetings, phone, the virtual learning network, and email. Preparation for technical assistance sessions may include research or creation of materials. Ongoing technical assistance in the virtual learning network will include creation of online resources and moderation of discussions.	\$100	per hour	500	\$50,000
Preparation and Evaluation - Research, creation of regional trainings and technical assistance materials. Creation and review of feedback and evaluation surveys	\$100	per hour	160	\$16,000
Meetings with Stakeholders - experts in the field, Department staff, IHE representatives	\$50	per hour	10	\$500
Travel Time to and from regional and individual district training, face to face technical assistance sessions, and meetings at the Department	\$0.545	per mile	3700	\$2016.50

**EXHIBIT B
BUDGET continued**

Budget (through October 30, 2018) Cont.

Lodging for trainings or technical assistance for districts more than 2.5 hours from trainers home	\$150	per night	5	\$750
Technology needs associated with hardware and software for presentations, virtual professional learning network, and subscriptions to online learning tools	\$1,000		1	\$1,000
Supplies - Paper, folders, printing services associated with handout for trainings and technical assistance sessions	\$713.50		1	\$713.50
Total				\$88,980.00

Limitation on Price: In no case shall the total budget exceed the price limitation of \$88,980.00.

Funding Source: Funding for this contract is available in the account titled Educational Improvement-State:

06-56-56-562010-64010000-102-500731 Contracts for Program Services **FY 18** \$88,980.00

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. Invoices and reports shall be submitted to:

Heather Gage
Director
Division of Educational Improvement
NH Department of Education
101 Pleasant Street
Concord, NH 03301

EXHIBIT C

None

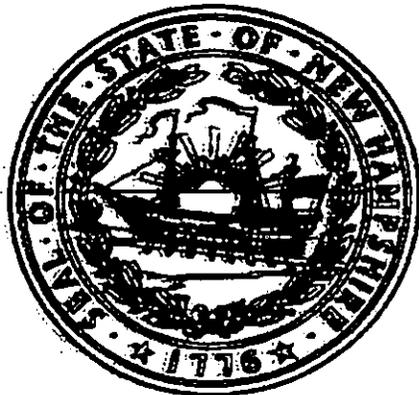
State of New Hampshire

Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that PARADIGM CONSULTING LLC is a New Hampshire Limited Liability Company registered to transact business in New Hampshire on August 03, 2016. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 748602



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 9th day of January A.D. 2018.

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

William M. Gardner
Secretary of State

CERTIFICATE OF AUTHORITY

(Sole Proprietor)

I, Natasha Kolehmainen, as a Sole Owner of my Business, Paradigm Consulting, LLC 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 29th day of January, 2018.

Natasha Kolehmainen
Sole Owner

STATE OF New Hampshire
COUNTY OF Merrimack

On this the 29th day of January, 2018, before me, Tamara J. Feener the undersigned Officer, personally appeared Natasha Kolehmainen who acknowledged herself to be the Sole Owner of Paradigm Consulting, LLC 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.

Tamara J. Feener
Notary Public/Justice of the Peace

My Commission expires:

TAMARA J. FEENER, Notary Public
State of New Hampshire
My Commission Expires January 27, 2021

Natasha Kolehmainen, CAGS

Profile

Experienced system level leader with a proven record of managing the change process. Results through collaborative leadership practices, clear vision, and winnable goals.

Education

Plymouth State University, Plymouth, NH; CAGS, Educational Leadership
Rivier College, Nashua, NH, M.Ed., Reading
Smith College, Northampton, MA, B.A., Education and Psychology

Work Experience

DIRECTOR OF CURRICULUM, INSTRUCTION, AND ASSESSMENT, PELHAM, NH 2011-2017

Pelham School District serves roughly 2000 students and 200 staff in a suburban NH town. Oversight of the K-12 educational program, the professional learning model for educators, as well as the federal grants program. As part of the leadership team, lead the school district through the digital transformation and successfully transitioned educators to a new way of thinking about resources, personalization, and competency based learning.

- Redesigned the Professional Growth Model which includes Teacher Supervision and Evaluation, Professional Learning, and New Teacher Induction.
- Through collaborative vertical teams, revised or created K-12 aligned curriculum in ELA, Math, Science, and Social Studies based on the most current standards for student learning.
- Using a cohort model, trained teachers in the use of digital tools and resources and lead them through the process of transforming their pedagogy to a more innovative approach and selecting new resources, including open educational resources.

READING SPECIALIST, McKELVIE INTERMEDIATE SCHOOL, BEDFORD, NH

McKelvie Intermediate was the second Intermediate school in the state of NH serving roughly 750 students in grades 5 and 6 with a staff of 50. Experienced educator with proven record of positively affecting student achievement. Results through individual work with students needing direct instruction in reading skills, supervision of self-designed reading support program staffed by two reading teachers implementing a Tier II intervention program, and oversight of the core reading program for an intermediate school serving over 775 students.

- Provide direct instruction to students in need of systematic, sequential, and multi-sensory decoding programs
- Design and supervise the implementation of a Tier II reading support program.
- Oversight of the implementation of the core reading program; Reading Street by Scott Foresman
- Provided Professional Development offerings for staff on topics related to literacy and Response to Intervention

TEACHER, GREENVILLE ELEMENTARY SCHOOL, GREENVILLE, NH

Novice educator with responsibility in all content areas working with students in a small rural community with many under-resourced students. Worked to improve my knowledge and skills by completing my Masters Degree in Reading while teaching full-time.

- Classroom teacher with responsibility for students in all academic areas.
- Responsible for curriculum design and resource selection based on standards in the areas of math, science, and social studies.
- Reading instruction through Houghton Mifflin's Invitations to Literacy and authentic literature.

Certifications

New Hampshire Experienced Educator

Certificate # 53943 Expires June, 2018

Endorsements: Elementary Education K-8 (1811); Reading Specialist (0037); Curriculum Administrator (0008), Superintendent (0000)

Wilson Level I Certification

Leadership Experience

- **Designed and implemented professional development workshops** on topics including: Tier II interventions, differentiated instruction, comprehension strategy instruction, and teaching inference skills.
- **Member of the Building Leadership Team**, a PLC group tasked to improve student achievement and evaluate building efficiency.
- **Proposed, defended and managed three budget accounts** totaling over \$60,000 annually.
- **Created comprehension strategy information sheets** which were delivered to all teachers and followed up with informal, voluntary discussion groups.
- **Oversight of the core reading program:** Reading Street by Scott Foresman including: pacing; material acquisition; professional development through workshops, modeling lessons, and walk-throughs; and selection and design of supplemental materials.
- **Designed and delivered professional development opportunities** in reading comprehension and assessment for staff through monthly department meetings
- **Supervised a 3-week summer reading intervention program** serving twenty-four students; program includes a professional development component for four teachers focusing on reading comprehension and writing instruction (2011, 2009, 2008)
- **Oversight of the adoption of a new core reading program:** Reading Street by Scott Foresman; supply acquisition, designed professional development opportunities, provided feedback through a walk-through model, set pacing guidelines, set weekly, unit and yearly core expectations (2007-2008).
- **Design of a new reading support program:** selection of students, training/supervision of new staff, curriculum design (2007-2008).