



John Elias  
Commissioner

MAY 20 19 PM 3:43 DAS  
**THE STATE OF NEW HAMPSHIRE**  
**INSURANCE DEPARTMENT**

21 SOUTH FRUIT STREET SUITE 14  
CONCORD, NEW HAMPSHIRE 03301

YOR  
63

Alexander K. Feldvebel  
Deputy Commissioner

May 21, 2019

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

**REQUESTED ACTION**

Authorize the New Hampshire Insurance Department (NHID) to enter into a contract with Strategy Matters, LLC. vendor # 279111 of Boston, MA in the amount of \$61,609 to provide services to update strategic plan goals and objectives to the Insurance Department upon Governor and Council approval through June 30<sup>th</sup>, 2020. 100% Other Funds.

Funding is available in account titled Administration as follows: for Fiscal Year 2019 and is anticipated to be available for Fiscal Year 2020, subject to legislative approval of the next biennial budget with the authority to adjust encumbrances in each of the State fiscal years through the Budget Office if needed and justified:

<u>Administration</u>	<u>FY2019</u>	<u>FY2020</u>
02-24-24-240010-25200000-046-500464 Consultants	\$5,300	\$56,309

**EXPLANATION**

The New Hampshire Insurance Department has received a proposal to perform consulting services to provide the New Hampshire Insurance Department with an updated Strategic Plan and measurable goals and objectives to improve the department's operational effectiveness and efficiency. The Contractor shall be responsible for interviewing staff, conducting agency workshops to develop refreshed measurable goals and objectives, and develop a dashboard system to track agency progress on goals and objectives.

The strategic plan initiatives shall include:

- Interviews with NHID staff to determine appropriate goals and objectives.
- The facilitation of three off-campus work sessions to evaluate and discuss goals and objectives with the 17 operating units of the NHID.
- The development of a dashboard system to track and measurable progress on goals and objectives for each unit and overall NHID goals.
- Staff training to use the dashboard system.
- Facilitation plans for continuation of the strategic planning effort.
- Based on revised goals and objectives, write a revised NHID Strategic Plan.

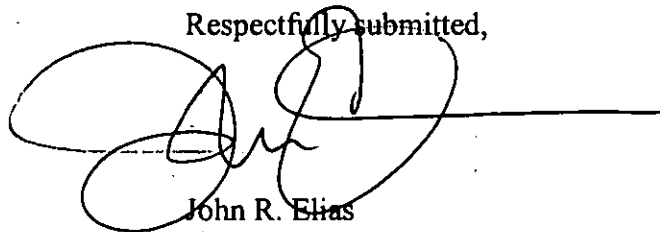
Under the contract, the vendor will provide refreshed goals and objectives for each unit in the department that can be tracked and measured. In addition, the vendor will develop a dashboard that the department can use to track progress on goals and objectives. To accomplish this, the vendor will execute the following objectives:

1. Plan and facilitate meetings for staff to evaluate and plan measurable goals and objectives.
2. Assist with the development of measurable goals and objectives for each Division/Unit.
3. Development of a dashboard to track and measure progress on goals and objectives.
4. Revise the current NHID Strategic Plan to include updated goals and objectives.

The Request for Proposal was posted on the Department's website April 3<sup>rd</sup>, 2019 and sent to past bidders for Department contract work and companies doing work in this field. Five bids were received. The bids were evaluated by NHID staff familiar with the project goals using a scoring system included in the RFP. After reviewing the bid responses, the Commissioner selected Strategy Matters, LLC proposal as responsive and cost effective to the Request for Proposals (RFP).

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John R. Elias", is written over a horizontal line. The signature is stylized and cursive.

**RFP 2019 - Strategic Planning**

**Evaluation Committee members:** John Elias, Alex Feldvebel, Christie Rice, Eireann Sibley

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

On May 1st, 2019 the Evaluation Committee members met, and as a group assigned points to each bid per the "Specific comparative scoring process" described in each RFP.

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

RFP/VENDOR	Bidder Qualifications (35% or points)	Quality and Suitability of the Work Plan (35 or points)	Bid Price- BUDGET AMOUNT	Bid Price (30% or points)	TOTAL SCORE (100% or Points)	NOTES
<b>RFP 2019 - Strategic Planning</b>						
Strategy Matters, LLC	25.00%	30.00%	\$61,609	9.15%	64.15%	
Zilo International Group	25.00%	10.00%	\$35,000	16.11%	51.11%	
The Collective Good, LLC	20.00%	20.00%	\$63,000	8.95%	48.95%	
Imaginal Training	10.00%	5.00%	\$18,800	30.00%	45.00%	
Benefit Concepts to Completion, Inc.	10.00%	28.00%	\$99,200	5.69%	43.69%	

**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 agreement.

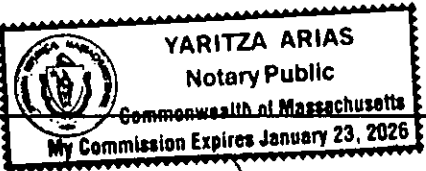
RECEIVED  
NH INSURANCE DEPARTMENT

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows **MAY 15 2019**

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name New Hampshire Insurance Department		1.2 State Agency Address 21 South Fruit Street, Suite 14, Concord, NH03031	
1.3 Contractor Name Strategy Matters, Inc.		1.4 Contractor Address 560 Harrison Ave, Suite 404, Boston MA. 02118	
1.5 Contractor Phone Number (617) 733-2286	1.6 Account Number 25200000-046-500464	1.7 Completion Date June 30 <sup>th</sup> , 2020	1.8 Price Limitation \$ 61,609
1.9 Contracting Officer for State Agency <del>Alexander Feldvebel, Deputy Commissioner</del> John Elias, Commissioner		1.10 State Agency Telephone Number (603) 271-2518	
1.11 Contractor Signature <i>[Signature]</i>		1.12 Name and Title of Contractor Signatory Liz O'Connor - Principal	
1.13 Acknowledgement: State of <u>Mass</u> , County of <u>Suffolk</u> On <u>May 13, 2019</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 <i>[Signature]</i> [Seal]			
1.13.2 Name and Title of Notary or Justice of the Peace <u>Yaritza Arias - Teller (Berkshire Bank)</u>			
1.14 State Agency Signature <i>[Signature]</i>		1.15 Name and Title of State Agency Signatory <u>John Elias</u> Date: <u>5/17/19</u>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: <u>J. Christopher Marshall</u> On: <u>May 17, 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.

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

**15. WORKERS' COMPENSATION.**

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

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

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

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

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

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

**19. CONSTRUCTION OF AGREEMENT AND TERMS.**

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

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

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

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

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

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

**Strategy Matters, LLC.**  
**2019 RFP – NHID Strategic Planning Initiative**

**Exhibit A**

**Scope of services**

The consultant is responsible for providing a Strategic Plan continuation and Goals and Objectives setting to the New Hampshire Insurance Department (NHID) for the 2019 NHID Strategic Planning Initiative as stated in the RFP process. The contractor shall perform the following consulting services for the NHID.

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

1. Plan and facilitate meetings for staff to evaluate and plan measurable goals and objectives.
2. Assist with the development of measurable goals and objectives for each Division/Unit.
3. Development of a dashboard to track and measure progress on goals and objectives.
4. Revise the current NHID Strategic Plan to include updated goals and objectives.

**Specific responsibilities of this vendor include:**

The contractor shall assist the NHID with the planning and development of measurable goals and objectives that help the Units/Division accomplish the overall goals and mission of the NHID.

The strategic planning initiatives shall include:

- Interviews with NHID staff to determine appropriate goals and objectives.
- The facilitation of three off-campus work sessions to evaluate and discuss goals and objectives with the 17 operating units of the NHID.
- The development of a dashboard system to track and measurable progress on goals and objectives for each unit and overall NHID goals.
- Staff training to use the dashboard system.
- Facilitation plans for continuation of the strategic planning effort.
- Based on revised goals and objectives, write a revised NHID Strategic Plan.
- Work with the Executive Team to ensure that the continued strategic planning effort is a meaningful process for employees that drives positive change.



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

- Executive Office
- Financial Regulation Unit
- Data Analysis Unit
- Consumer Services Unit
- Business & Project Management Unit
- Health Policy Unit
- Producer Licensing Unit
- Fraud Investigation Unit
- Legal Unit
- Enforcement Unit
- Life, Accident & Health Market Conduct Unit
- Life, Accident & Health Compliance Unit
- Property & Casualty Market Conduct Unit
- Property & Casualty Compliance Unit
- Premium Tax Unit
- Communications Unit
- Human Resources Unit

The services will be provided within the Executive Team at the NH Insurance Department. NHID staff managing this project will include the Commissioner, Deputy Commissioner, Assistant Commissioner, and the Communications Director.

# strategy matters

HELPING THOSE WHO DO GREAT WORK DO IT BETTER

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Proposal to provide strategic planning services for



the New Hampshire Insurance Department

strategy matters

560 Harrison Avenue,  
Suite 404 Boston MA 02118  
[www.strategymatters.org](http://www.strategymatters.org)

April 26, 2019

Commissioner John Elias  
New Hampshire Insurance Department  
21 South Fruit Street  
Concord, NH 03301

Dear Commissioner Elias,

I am pleased to submit this proposal to provide support for your ongoing strategic planning and implementation work at NHID. Strategy Matters is a certified woman owned consulting firm working with mission driven organizations to develop creative solutions to complex challenges. We have appreciated the opportunity to work with you and the NHID team in the past, and hope that our past work can create a platform for the open dialogue, clear goal setting and concrete, measurable metrics necessary today.

It is important to note that we always consider a proposal simply a starting place for a further conversation to right size the project's timeline, level of stakeholder engagement, budget, etc., and we are glad to talk about modifications to tailor it to your further specifications if you think our team is a good fit with NHID's current needs.

Thank you for your consideration of our proposal. Please reach out with questions or for additional information. We look forward to hearing from you.

Sincerely,



Liz O'Connor  
Principal

# **CONTENT**

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# 1. CONTEXT

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The New Hampshire Insurance Department (NHID) completed a strategic planning process in the final year of the former Commissioner's tenure. The Department was in a much different place and situation at that time (2016-17), as the anticipated change in leadership as well as a reorganization of the functional units were creating internal turbulence, while dramatic political shifts at the federal level, particularly in healthcare policy, were presenting daily challenges necessitating fast action in many areas. The net result was that the Department was struggling with team cohesion and intra- as well as interdepartmental strife. Consequently, an essential early focus in the strategic planning was to develop organizational practices and changes which would yield higher functioning in all areas of Department work.

Today, the Department has achieved a much greater degree of stability and is operating as a high performing team in most functional units. With a new Commissioner in place, and a new team of senior executives supporting his leadership, the time is right to turn planning efforts to goal-setting at the Division and Unit levels, and to establish clear, measurable metrics for gauging progress against goals in the coming years.

This proposal outlines Strategy Matters' suggested approach to developing an organization-wide process, built on open dialogue, shared goals, and resulting in a) refreshed Department goals, b) Unit and Department level objectives with metrics, and c) performance evaluation / individual performance measures for employees to align with a) and b) above.

## 2. ORGANIZATION BACKGROUND

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

- Strategic planning design and facilitation
- Meeting design and facilitation
- Leadership and management training
- Teambuilding
- Change management
- Implementation support

We work in many sectors and domains, and this enables our team to bring ideas and insights across professional and industry boundaries. We often find that a framework, tool, or metaphor from, for example, arts and culture serves to help clients think differently in, for example, education or public safety.

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

Our clients include associations, nonprofits, professional services firms, government agencies, and partnerships ranging in size from small to very large. We are expert at customizing processes to meet the needs and budgets of our clients across issue areas. Representative past strategic planning and organizational change clients include:

### **Businesses**

- Ruberto, Israel & Weiner, P.C.
- The Rosen Law Firm
- Acentech, LLC

### **Philanthropy**

- The Barr Foundation
- The Boston Foundation
- The W.K. Kellogg Foundation

### **Associations**

- The American Society of Addiction Medicine
- The International Association of Chiefs of Police
- The American Association of University Women

### **Government**

- Lincoln Trail Kentucky Area Development District
- The Massachusetts Department of Youth Services
- New Hampshire Insurance Department

Our team has expertise in strategic planning, measurable goal setting, facilitation of groups to consensus. We have also created organizational dashboards, and set up systems to develop and track key performance indicators to align with goals and objectives as an implementation support for strategic plans.

### 3. OUR TEAM

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**Liz O'Connor, Principal.**

With 25 years of multi-sector experience that crosses and connects issue areas, Liz works hands-on with clients while leading the Strategy Matters team. Liz is trained in many facilitation and change methodologies including Future Search, Open Space, Technologies of Facilitation, Facilitative Leadership, and Appreciative Inquiry. She is also skilled in convening teams and supporting their work navigating challenging conversations. She has a track record of success in building consensus across difference and in supporting teams in design of creative new approaches. Liz holds a BA in philosophy and politics from Mount Holyoke College, and an MA in Philosophy from the University of Washington.



**Josh Moulton, PhD, Senior Consultant.**

Josh's background in philosophy guides his dynamic approach to problem solving as a facilitator and strategic planner for businesses and nonprofit organizations. In addition to his work as a strategic consultant, Josh serves on the board of directors for the Massachusetts Office for Victim Assistance where he helps to oversee funding decisions on behalf of victims of crime. Before joining Strategy Matters, Josh was Founder and Director of Ayuda Directa USA, an international nonprofit that plans and executes education and development projects in rural Ecuador. He holds a PhD in Philosophy from the University of Massachusetts Amherst, and a BA in Philosophy from Reed College.



**Brittney Nichols, Director of Creative Capital**

Prior to joining our team, Brittney worked with startups and small businesses to engage diverse communities, broker partnerships and manage customer experience. She also served as a project manager at EdVestors, a school change philanthropy where she worked collaboratively with teachers, artists and administrators. At Strategy Matters, Brittney manages timelines and budgets on all projects while maximizing the efficiency and effectiveness of the Strategy Matters team. Brittney is a Board member for the Cambridge Material Aid & Advocacy program and has a BA in Business Management and English Communications from Emmanuel College.



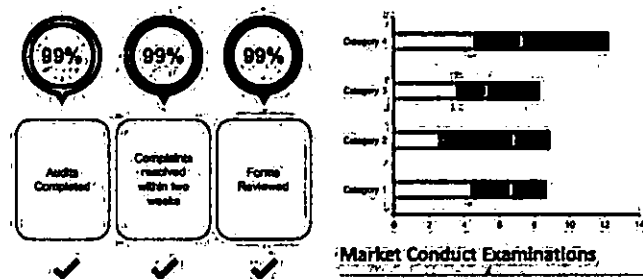
**Katie Stewart Dorfman, MSW, Consultant**

Prior to joining Strategy Matters, Katie worked in community mental health programming, most recently at a community integration program where she designed and tracked outcomes by collaborating with program, agency, and state-level stakeholders in addition to providing direct support to program participants. Katie's work in this field informs her person-centered approach to stakeholder engagement and planning processes. She completed her MSW at the Boston College School of Social Work, and she holds a BA in Sociology from the University of Massachusetts Amherst.



## 4. APPROACH, WORKPLAN, TIMELINE

We propose to help NHID develop a set of 17 dashboards, one per each operating unit, plus a master dashboard which will draw from the data developed across the 17 units. Each of these dashboards will be connected to the organization's overarching goals, and its performance metrics, and will be useful in tracking progress and challenges on a daily, weekly, monthly, quarterly and annual basis.



To accomplish this, the consulting team will undertake the following steps.

**FY20 Q1 (June-August, 2019)**

3 days onsite, 5 days off-site

- A. Review and analyze the NHID strategic plans and the current goals and objectives of the 17 operating units.
- B. Interview NHID staff to determine how each of these goals and objectives helped them complete their goals and what other measurable metrics should have been used / should be added.
- C. Interview representatives of the senior management teams on what key goals and objectives could form the basis of a dashboard indicator that would show at a glance whether the agency is meeting its overall objectives.
- D. Develop a first draft of 18 dashboards (17 units, one overall departmental).
- E. Meet monthly with the Executive Leadership (3 meetings) to check in on progress, make course corrections.

**Deliverable: Draft dashboards for each unit and the Department overall.**



**FY20 Q2 (September-November, 2019)**

6 days onsite (including meetings), 3 days off-site

- F. Facilitate two off-site meetings, each with half of the Departments units (8 and 9 units respectively). In these meetings, we will present the draft data points for the dashboards (as developed in Q1), and work with each of the teams to revise and update their goals and objectives to ensure increased/improved delivery on the stated goals as measured by the data in their unit dashboard. The results of the meetings will be 2020 Goals and Objectives, with the dashboard metrics linked to each unit's new objectives.
- G. Meet monthly with the Executive Leadership (3 meetings) to check in on progress, make course corrections.

**Deliverable: 2020 Goals for the Department and each functional unit (17)**

**FY20 Q3 (December-February, 2020)**

4 days onsite (including meetings), 2 days off-site

- H. Facilitate a full Department off-site, at which each of the units will present the results of their 2020 goal setting, and their dashboards. All staff will work to identify potential areas of synergy, cross-cutting challenges, and to identify and co-create solutions to interdepartmental interoperability problems or challenges.
- I. Write a final Strategic Plan, including measurable, externally facing goals for each of the 17 units and the Department overall, and including mission, vision, values, etc. from earlier planning work.
- J. Create a dashboard to track overall agency progress in meeting finalized goals.
- K. Meet monthly with the Executive Leadership (3 meetings) to check in on progress, make course corrections.

**Deliverable: 2020 Strategic Plan, Final Dashboards (18).**

**FY20 Q4 (March-May, 2020)**

4 days onsite (including meetings), 3 days off-site

- L. Create a tracking tool for unit individual goals and objectives by unit.
- M. Create and deliver a process to re-evaluate the goals on an annual basis that management can use in future years.
- N. Work with the Executive Team to ensure that the continued strategic planning effort is a meaningful process for employees that drives positive change.
- O. Meet monthly with the Executive Leadership (3 meetings) to check in on progress, make course corrections.

**Deliverable: Tracking systems for each unit, recommendations on management processes to keep the Department moving forward and on track.**

## 5. RELEVANT PAST PROJECT / SAMPLE DASHBOARD

Our strategic planning model relies upon the development of strong dashboards and scoreboards for successful implementation, and we have many examples of these. Below is one from a government agency client, in this case, a workforce development board. The central goal in the client's strategic plan (view the full plan [here](#)), is to raise regional labor force participation rates. This is a ten-year challenge, at a minimum, and consequently, meaningful leading indicators (the dashboard) are essential for keeping the work on track.

Below are the data points we are gathering month-to-month to determine how well the project is progressing, with each of our leading indicators relying on an established evidence base to demonstrate connection to the goal (the scoreboard, or the labor force participation rate).

Workforce Crisis Task Force Dashboard and Scoreboard						
		FY2019				
DASHBOARD		Baseline <sup>1</sup>	Sept. 18	Dec. 18	Mar 19	June 19
<i>Leading</i>	Total Career Center Use (month)	1,796	1,393	1,092	1024	
	<i>Elizabethtown</i>	1,115	1,000	664	651	
	<i>Bardstown</i>	57	55	68	22	
	<i>Leitchfield</i>	63	32	6	4	
	<i>Lebanon</i>	561	306	354	347	
	Way to Work Employer Participants	9	14	10	15	
	Way to Work Participants	n/a	23	30	46	
	Work Based Learning Opportunities	N/A			358	
	Employer Engagement <sup>2</sup>	39	43	58	78	
SCOREBOARD						
<i>Lagging</i>	Labor Force Participation estimate <sup>3</sup>	July 18	Sept. 18	Dec. 18	Mar 19	June 19

<sup>1</sup> All baseline figures are from July 2018

<sup>2</sup> Engagement refers to those who have opted in to our mailing list, either through email, attending a meeting or direct outreach to a Task Force member. This group includes employers from all eight counties

<sup>3</sup> The BLS publishes LFP rates at a state and national level. In order to calculate at the county level, KCEWS suggested utilizing the total population county from the [American Community Survey 2012 - 2016 estimates](#), and the total labor force figure from its [Local Area Unemployment Statistic](#) reporting.

	<i>Breckinridge</i>	54.6	51.61%	55%	57.5%	
	<i>Grayson</i>	55.8	53.71%	54.1%	54%	
	<i>Hardin</i>	65.6	58.51%	58.7%	58%	
	<i>LaRue</i>	56.1	52.33%	54%	54.6%	
	<i>Marion</i>	55.8	64.86%	66.5%	67%	
	<i>Meade</i>	60.1	55.11%	55.4%	55.4%	
	<i>Nelson</i>	64.7	66.65%	66.6%	68.1%	
	<i>Washington</i>	61.1	67.26%	67.8%	67.6%	

## 6. BUDGET

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The process as outlined above will require 30 consulting days, spread across multiple members of the Strategy Matters team at our blended rate of \$2000 per day (\$60,000), and mileage reimbursement for 17 round trips (150 miles @ .58/mile, \$609). We anticipate that lodging will also be needed 1 night per quarter for two consultants for consecutive days on site (\$1,000).

FY19 Budget (approx. 2.65 days in June): \$5,300

FY20 Budget: \$56,309

Total cost: \$61,609.00

This fee assumes that meeting costs, including space, catering, and supplies/materials will be covered by the NHID directly. Additional NHID costs will be technical costs of building or buying the software to collect and display the data selected for each dashboard.

## 7. ADDITIONAL INFORMATION

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Thank you for your time and consideration of this proposal. For more information, including references, client listing, work product samples, etc. please send a request to [info@strategymatters.org](mailto:info@strategymatters.org).

**State of New Hampshire**  
**New Hampshire Insurance Department**  
**REQUEST FOR PROPOSALS**

**For Strategic Planning Consulting Services**

**INTRODUCTION**

The New Hampshire Insurance Department (NHID) is requesting proposals for a contractor to perform strategic planning consulting services. The NHID seeks assistance in continuing and building on our successful, initial strategic planning efforts. The Department is entering its second year of a strategic planning process and will be re-evaluating unit goals and objectives and performance measures, as well as creating a process for developing goals and objectives for individual employees. The NHID feels that using a consultant would create an open dialogue with each unit and employee and will result in more concrete, metrics-based goals and objectives that align with the NHID mission.

**GENERAL INFORMATION/INSTRUCTIONS**

The contractor is expected to have expertise in strategic planning, measurable goal setting, facilitation of groups to consensus, and strong knowledge and technical skills around dashboards to monitor key performance indicators and goals and objectives for groups, agencies and individuals. Some knowledge of the special challenges faced by state agencies in conducting strategic planning, goal setting, and performance tracking is useful.

Electronic proposals will be accepted until 4 pm local time on April 26, 2019, at the New Hampshire Insurance Department, 21 South Fruit Street, Suite 14, Concord, New Hampshire, 03301. Emails should be sent to [christie.rice@ins.nh.gov](mailto:christie.rice@ins.nh.gov) and include in the subject line: "RFP 2019: Agency Strategic Planning"

Proposals should be prepared simply and economically, providing a straightforward, concise description of bidder capabilities and approach to work. Emphasis should be on completeness and clarity of content.

A successful proposal must include all the tasks outlined in this RFP.

**SERVICES REQUESTED**

The NHID seeks consultants who will develop a plan and agenda for facilitated meetings to revise and finalize goals for each operating unit, and to develop tracking tools and a dashboard to monitor progress towards the goals and objectives of the agency as a whole, work units, and individuals.

The vendor will assist the NHID by facilitating three off-campus sessions. The first session will include 9 of the 17 operating units and the second meeting will include the 8 remaining units. In these meetings, facilitation should focus on evaluating the current goals of each unit and determine whether any changes are necessary to meet the upcoming fiscal year's goals. The third meeting will include all units and should inform the entire department where the process began,

what was accomplished during the re-evaluation period and the new goals that the Department will finalize.

Finally, the vendor will work with the NHID Executive Team to develop an online or print dashboard system for tracking unit goals and objectives. The vendor will develop and finalize the dashboard for NHID use and ownership and will work with the Executive Team to ensure that the continued strategic planning effort is a meaningful process for employees that drives positive change.

To successfully complete this project, the vendor will need to interview NHID staff involved in each unit, review previous agency goals and objectives, and build facilitation plans to finalize new goals. The vendor will work with senior management at the Department to determine the needs of a dashboard system and complete the finalized dashboard and tracking tools for use and ownership of the NHID.

The Contractor will be responsible for work that includes the following specific tasks:

1. Review and analyze the NHID strategic plans and the current goals and objectives of the 17 operating units.
2. Interview NHID staff to determine how each of these goals and objectives helped them complete their goals and whether other measurable metrics should have been used.
3. Interview representatives of the senior management teams on what key goals and objectives could form the basis of a dashboard indicator that would show at a glance whether the agency is meeting its overall objectives.
4. Facilitate three meetings with various groupings of the Department's units to accomplish the above tasks.
5. Facilitate and deliver measurable goals for each of the 17 operating units.
6. Create a dashboard to track overall agency progress in meeting finalized goals.
7. Create a tracking tool for unit individual goals and objectives by unit.
8. Based on the revised unit goals and measures and the prior work that has been done on agency mission and values, create a written NHID Strategic Plan that will be suitable for external publication.
9. Create and deliver a process to re-evaluate the goals on an annual basis that management can use in future years.
10. Work with the Executive Team to ensure that the continued strategic planning effort is a meaningful process for employees that drives positive change.

The proposal must include a Work Plan and specify a timeframe in which the Contractor commits to project deliverables as they are developed. The proposal should be specific about the steps that will be taken by the Contractor. The Contractor is welcome to identify periods of time that they will have reduced resources available, or other considerations that will allow resource planning during the term of the contract. The Work Plan should include a description of the anticipated products, a schedule of tasks, deliverables, major milestones, and task dependencies

## **EVALUATION OF PROPOSALS**

Evaluation of the submitted proposals will be accomplished as follows:

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

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

Failure of the applicant to provide in its proposal all information requested in this request for proposal may result in disqualification of the bidder's proposal.

(B.) Specific. A comparative scoring process will measure the degree to which each proposal meets the following criteria:

- |  |                    |
|--|--------------------|
| (1) Bidder Qualifications                        | 35% of total score |
| (2) The Quality and Suitability of the Work Plan | 35% of total score |
| (3) Price  | 30% of total score |

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

(D.) Other Information. Potential contractors may be interviewed by staff of the NHID.

The New Hampshire Insurance Department will accept written questions related to this RFP from prospective bidders with the deadline being April 12, 2019. Questions should be directed to Christie Rice via email at [christie.rice@ins.nh.gov](mailto:christie.rice@ins.nh.gov). Please include "RFP 2016 – Agency Strategic Planning" in the subject line of the email.

A consolidated written response to all questions will be posted on the New Hampshire Insurance Department's website [www.nh.gov/insurance](http://www.nh.gov/insurance), by April 17, 2019.

The successful bidder or bidders will be required to execute a state of New Hampshire Contract. A form P-37 contains the general conditions as required by state of New Hampshire purchasing policies and the Department of Administrative Services. Although this standard contract can be modified slightly by mutual agreement between the successful bidder and the New Hampshire Insurance Department, all bidders are expected to accept the terms as presented in this RFP. If the bidder requires any changes to the P-37, those changes need to be identified in the proposal. The State reserves the right to negotiate specific terms in the contract after selection of the successful vendor.

The selection of the winning proposal is anticipated by May 3, 2019, and the NHID will seek to obtain all state approvals by June 5, 2019. Please be aware that the winning bidder will need to provide all signed paperwork to the NHID by May 14, 2019 in order for deadlines to be met.

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

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

**Strategy Matters, LLC.  
2019 – RFP NHID Strategic Planning**

**Exhibit B**

**Contract Price, Price Limitations and Payment**

The services will be billed at the rates set forth in the Contractors Proposal, dated April 26, 2019, not to exceed the total contract price of \$ 61,609. The services shall be billed at least monthly and the invoice for the services shall identify the person or person providing the service. Payment shall be made within 30 days of the date the service is invoiced.



**Agreement with Strategy Matters, LLC**

**2019-RFP  
NHID Strategic Planning**

**Exhibit C-1**

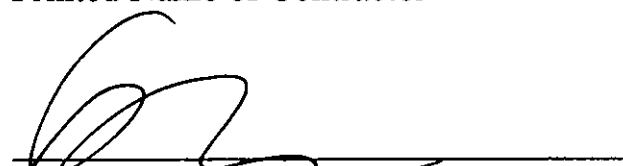
**New Hampshire Insurance Department  
Contractor Confidentiality Agreement**

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

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

Liz O'CONNOR  
Printed Name of Contractor

5/13/19  
Date

  
Contractor Signature

**Corporation Resolution**

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

elected Clerk/Secretary of Strategy Matters, LLC. I  
(Name of Corporation or LLC)

hereby certify the following is a true copy of a vote taken at the meeting of the Board of Directors/shareholders, duly called and held on January 1<sup>st</sup>, 2000 at which a quorum at which a quorum of the Directors/shareholders were present and voting.

VOTED: That Elizabeth O'Connor is duly authorized to enter a  
(Name & Title)  
contract on behalf of Strategy Matters, LLC. with the  
(Name of Corporation or LLC)

New Hampshire Insurance Department State of New Hampshire and further is  
(Name of State Agency)

authorized to execute any documents which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the 13<sup>th</sup> May, 2019. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person listed above currently occupy the position indicated and that they have full authority to bind the corporation to the specific contract indicated.

DATED: 5/13/19

ATTEST: [Signature]  
(Name & Title)  
Principal

# State of New Hampshire

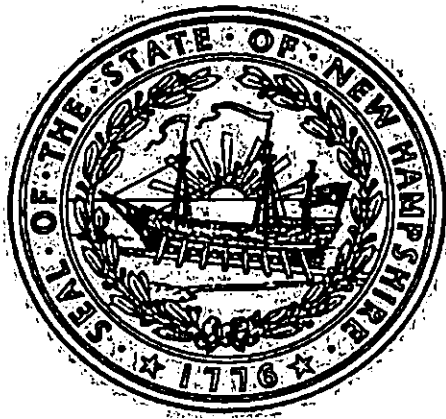
## Department of State

### CERTIFICATE

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

Business ID: 736967

Certificate Number: 0004516987



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 17th day of May A.D. 2019.

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

William M. Gardner  
Secretary of State



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
05/17/2019

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

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

<b>PRODUCER</b> TECHNOLOGY INS SPCL RISKS, LLC/PHS 08088165 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78265	<b>CONTACT NAME:</b> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">PHONE (866) 467-8730 (A/C, No, Ext):</td> <td style="width: 50%;">FAX (888) 443-6112 (A/C, No):</td> </tr> <tr> <td colspan="2">E-MAIL ADDRESS:</td> </tr> </table>	PHONE (866) 467-8730 (A/C, No, Ext):	FAX (888) 443-6112 (A/C, No):	E-MAIL ADDRESS:											
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E-MAIL ADDRESS:															
<b>INSURED</b> STRATEGY MATTERS LLC 560 HARRISON AVE BOSTON MA 02118-2436	<table style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC#</th> </tr> <tr> <td>INSURER A : The Sentinel Insurance Company</td> <td style="text-align: center;">11000</td> </tr> <tr> <td>INSURER B :</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC#	INSURER A : The Sentinel Insurance Company	11000	INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSURER E :															
INSURER F :															

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability			08 SBM IL8585	05/30/2018	05/30/2019	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:						
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			08 SBM IL8585	05/30/2018	05/30/2019	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE    OTH-ER E.L. EACH ACCIDENT E.L. DISEASE -EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
A	EMPLOYMENT PRACTICES LIABILITY			08 SBM IL8585	05/30/2018	05/30/2019	\$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Those usual to the Insured's Operations.

<b>CERTIFICATE HOLDER</b> New Hampshire Insurance Department 21 S FRUIT ST STE 14 CONCORD NH 03301-2428	<b>CANCELLATION</b> 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>Susan L. Castaneda</i>
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05/17/2019

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<b>PRODUCER</b> AUTOMATIC DATA PROCESSING INS AGCY 78250717 71 HANOVER ROAD FLORHAM PARK NJ 07932	<b>CONTACT NAME:</b>	
	PHONE (866) 467-8730	FAX (888) 443-6112
	(A/C, No, Ext):	(A/C, No):
	<b>E-MAIL ADDRESS:</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	INSURER A : The Hartford Accident and Indemnity Insurance Company	
<b>INSURED</b> STRATEGY MATTERS LLC 580 HARRISON AVE BOSTON MA 02118-2436	NAIC# 22357	
	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

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

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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY  GENERAL AGGREGATE PRODUCTS - COM/POP AGG
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person)  BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	<input type="checkbox"/> UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE AGGREGATE
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	76 WEG GC0128	11/01/2018	11/01/2019	<input type="checkbox"/> PER STATUTE <input checked="" type="checkbox"/> OTHER E.L. EACH ACCIDENT                      \$1,000,000 E.L. DISEASE -EA EMPLOYEE            \$1,000,000 E.L. DISEASE - POLICY LIMIT            \$1,000,000

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