



New Hampshire Department of  
**BUSINESS AND  
ECONOMIC AFFAIRS**

60



JS

April 9, 2025

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council  
State House  
Concord, NH 03301

**REQUESTED ACTION**

Authorize the Department of Business and Economic Affairs to enter into a contract with Drive Brand Studio, Inc. (Vendor Code #174386), of North Conway, NH in the amount of \$600,000 for brand and marketing campaign services, effective upon Governor and Council approval through October 30, 2025. **100% Federal Funds.**

Funds are available in account EDA Travel and Tourism Grant for Fiscal Year 2025 as follows:

03-022-022-221010-26330000-102-500731 Contracts for Program Serv.	<b><u>FY2025</u></b> \$600,000
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**EXPLANATION**

This project is about creating a strong identity—a brand—that tells companies, investors, and consumers that New Hampshire is not just a great place to visit, but a serious hub for innovation, industry, and high-quality, authentic products. A clear, recognizable brand will help local businesses stand out, attract new opportunities, and show that even in a small state, big things are happening.

New Hampshire is home to incredible businesses—everything from small artisan shops crafting authentic, locally made products to high-tech industries like aerospace, life sciences, and advanced manufacturing. But right now, there’s no clear way to show the world that New Hampshire is a place where businesses like these thrive.

By strengthening New Hampshire’s reputation, we can bring in more businesses, talent, and investment while also encouraging more people to seek out and buy New Hampshire-made products. This isn’t just about marketing—it’s a long-term strategy to drive economic growth, support local businesses, and position New Hampshire as a leader in both industry and craftsmanship.

The U.S. Department of Commerce’s Economic Development Administration (EDA) awarded the Department of Business and Economic Affairs (BEA) a Travel, Tourism, and Outdoor Recreation grant under the American Rescue Plan Act. These funds will support key initiatives to strengthen New Hampshire’s travel, tourism, and outdoor recreation industries, including marketing campaigns, workforce attraction, business assistance, and infrastructure improvements—all aimed at driving long-term growth in these vital sectors.

BEA issued a Request for Proposals (RFP) on November 22, 2024, seeking a marketing agency with expertise in brand development. Notice of the RFP was posted on [visitnh.gov](http://visitnh.gov), [nheconomy.com](http://nheconomy.com), and [admin.state.nh.us](http://admin.state.nh.us). Nine vendors submitted proposals by the December 19, 2024 deadline, which were reviewed and scored by a selection committee comprised of BEA staff (see Schedule #1). After careful consideration, Drive Brand Studio (Drive) was awarded the contract. The scoring summary is included as Schedule #3.

100 North Main Street, Suite 100  
Concord, New Hampshire 03301

603.271.2341

[visitnh.gov](http://visitnh.gov) [nheconomy.com](http://nheconomy.com) [choosenh.com](http://choosenh.com)

Drive Brand Studio's technical proposal stood out due to their comprehensive approach and strategic vision. Their proposal ranked the highest among the submissions. As part of the agreement, Drive offers free one-hour consultations to businesses involved in the program, covering strategic marketing, business development, public relations, crisis communications, and other related areas. This commitment reflects Drive's dedication to the economic success of New Hampshire.

With over 30 years of experience, Drive has a proven track record in brand development, from research and conception through to execution. Their past work includes destination marketing and brand storytelling for clients such as NH State Parks, Cannon Mountain Ski Area, Cranmore Mountain Resort, and the Mt. Washington Valley Chamber of Commerce. Additionally, Drive played a significant role in creating the HikeSafe brand in collaboration with NH Fish and Game. This extensive experience in building impactful, memorable and recognizable brands further underscores their qualifications for a project of this scope.

While pricing for Drive's proposal was in line with other vendors, their qualifications and expertise are by far the most comprehensive. The agency's deep understanding of New Hampshire's unique landscape and its history of successful brand development projects make them an ideal partner. This experience allows Drive to approach the project with a level of expertise that in-house staff or less experienced agencies simply cannot match. Importantly to note, one bidder submitted total cost that was less than the stated amount for the contract. The proposal was deficient in their approach to database development and lacked execution of a marketing campaign.

In addition, Drive is based in a region of New Hampshire where projects like this play a key role in sustaining the local workforce. Supporting an agency with a proven history of contributing to the state's economy not only ensures high-quality results but also fosters growth and sustainability within the local community.

By partnering with an experienced agency like Drive Brand Studio, New Hampshire ensures that the state's brand will be developed with the utmost skill and expertise, providing long-term benefits for the state and its businesses.

The Attorney General's office has approved this contract as to form, substance, and execution.

Respectfully submitted by,



Taylor Caswell  
Commissioner

**SCHEDULE #1****Department of Business and Economic Affairs  
Promotion of Goods Produced in New Hampshire RFP  
Proposal Scoring Criteria**

Proposals were reviewed, evaluated and scored by the evaluation committee. Evaluation of proposals was based on the following criteria for each component. Each criterion was scored according to the degree of responsiveness present in the proposal being evaluated.

	<b>Max. Points</b>	<b>Score</b>
<b>1. EXPERIENCE and QUALIFICATIONS</b> Includes organization's experience relative to the Scope of Work outlined within the RFP, relevance of current/previous work and client list, and references.	<b>30</b>	
<b>2. APPROACH to SCOPE OF WORK</b> Includes overall strategy and team assigned to BEA's account (including third parties).	<b>40</b>	
<b>3. CREATIVITY</b> Includes sample previous work related to Scope of Work	<b>15</b>	
<b>4. BUDGET APPROACH / COST EFFECTIVENESS</b> Evaluation of the proposed fee and value of overall program.	<b>15</b>	
<b>TOTAL POINTS</b>	<b>100</b>	

**Department of Business and Economic Affairs  
Promotion of Goods Produced in New Hampshire RFP  
Proposal Review Committee**

**Schedule #2**

**Michelle Cruz, Director**

Division of Travel & Tourism Development  
100 North Main Street, Suite 100, Concord, NH 03301  
603-271-2665 [Michelle.Cruz@livefree.nh.gov](mailto:Michelle.Cruz@livefree.nh.gov)

Michelle Cruz is the Director of the New Hampshire Division of Travel and Tourism. In this role she is dedicated to supporting the economic growth for the state of New Hampshire, through travel and tourism. Prior to her current role, Michelle was the Executive Director of the Mt. Washington Valley Chamber of Commerce. In this role she successfully spearheaded initiatives that enhanced local economic development, fostered collaboration among businesses and the community. With a deep understanding of public relations and strategic planning, Michelle played a key role in advancing the chamber's mission and improving its visibility within the region. Under her guidance, launched innovative marketing campaigns and events to support small businesses and local entrepreneurs. Michelle developed strong relationships with local government, businesses, and community leaders, and consistently promoted a thriving supportive environment for economic growth. Michelle's professional experience also includes Director of Education with the Mount Washington Observatory, where she gained valuable experience in outreach, collaboration, and a passion for community development.

**Amy Bassett, Deputy Director**

Division of Travel & Tourism Development  
100 North Main Street, Suite 100, Concord, NH 03301  
603-271-2665 [Amy.O.Bassett@livefree.nh.gov](mailto:Amy.O.Bassett@livefree.nh.gov)

Amy Bassett is the Deputy Director of the New Hampshire Division of Travel and Tourism. Bassett is an experienced senior management executive with more than two decades of experience in utilizing research to create, manage, and execute marketing and public relations campaigns and events at the state level. The experience that she has gained, enables her to think strategically and utilizes data and resources to market New Hampshire as a year-round destination.

**Kris Neilsen, Communications Manager**

Division of Travel & Tourism Development  
100 North Main Street, Suite 100, Concord, NH 03301  
603-271-2665 [Kris.M.Nelisen@livefree.nh.gov](mailto:Kris.M.Nelisen@livefree.nh.gov)

Kris Neilsen is the Communications and Social Media Manager for the New Hampshire Division of Travel and Tourism. In this role she oversees VisitNH's social media as well as the domestic and Canadian Public Relations efforts. She has more than fifteen years of experience providing communication direction within New Hampshire State Government. She also has extensive experience in the broadcast industry.

**Jeanie Forrester, Director of Intergovernmental Affairs**

Department of Business and Economic Affairs  
100 North Main Street, Suite 100, Concord, NH 03301  
603-271-2665 [Jeanie.L.Forrester@livefree.nh.gov](mailto:Jeanie.L.Forrester@livefree.nh.gov)

Jeanie Forrester is the Director of Intergovernmental Affairs for BEA, in this role she acts as the Commissioner's principal liaison and advocate for business investments with government officials, including

elected officials, other executive branch agencies, and local officials. She also manages, in coordination with BEA leadership, ongoing strategic plans of the Department as well as the functions that facilitate them.

Cynthia Harrington, Deputy Director

Division of Economic Development

100 North Main Street, Suite 100, Concord, NH 03301

603-271-0496 [Cynthia.J.Harrington@livefree.nh.gov](mailto:Cynthia.J.Harrington@livefree.nh.gov)

Cynthia Harrington has more than 25 years of leadership experience in economic development and banking. Her primary role as the deputy director of the Division of Economic Development is managing the operations within the division including business recruitment, expansion and retention, foreign direct investment, international commerce, government contracting, and workforce development. Her responsibilities also include managing staff dedicated to programming for affordable housing and broadband expansion initiatives.

Department of Business and Economic Affairs  
 Promotion of Goods Produced in New Hampshire  
 Proposal Evaluation

SCHEDULE #3

	<b>36 Creative, LLC Windham, NH</b>	<b>Stake Partners, LLC Falmouth, ME</b>	<b>DARQ Creative Portsmouth, NH</b>	<b>Deloitte Consulting New York, NY</b>	<b>Drive Brand Studio North Conway, NH</b>	<b>GYK Artier, LLC Manchester, NH</b>	<b>NH Rocks Dover, NH</b>	<b>TideSmart Global Falmouth, ME</b>	<b>TopRight Partners Atlanta, GA</b>
Proposal Evaluation									
Experience and Qualifications	119	128	138	120	142	139	87	123	107
Approach to Scope of Work	145	159	182	147	185	166	122	146	148
Creativity	53	67	65	51	70	61	45	49	47
Budget Approach	50	60	64	58	67	59	47	54	53
<b>TOTAL</b>	<b>367</b>	<b>414</b>	<b>449</b>	<b>376</b>	<b>464</b>	<b>425</b>	<b>301</b>	<b>372</b>	<b>355</b>
Proposed Contract Cost	\$600,000	\$600,000	\$600,000	\$532,286	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Agency Fee (% based)	92%	33%	30%	25%	25%	17%	60%	35%	78%

\*Max points 500

**FORM NUMBER P-37 (version 2/23/2023)**

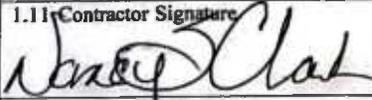
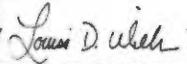
**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

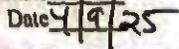
**AGREEMENT**

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

**GENERAL PROVISIONS**

**I. IDENTIFICATION.**

1.1 State Agency Name Department of Business and Economic Affairs		1.2 State Agency Address 100 North Main Street, Suite 100 Concord, NH 03301	
1.3 Contractor Name Drive Brand Studio, Inc.		1.4 Contractor Address 170 Kearsarge Street North Conway, NH 03860	
1.5 Contractor Phone Number 603-356-3030	1.6 Account Unit and Class 26330000/102/500731	1.7 Completion Date 10/30/2025	1.8 Price Limitation \$600,000
1.9 Contracting Officer for State Agency Taylor Caswell, Commissioner		1.10 State Agency Telephone Number 603-271-2341	
1.11 Contractor Signature  Date: 4/9/25		1.12 Name and Title of Contractor Signatory Nancy Clark, President	
1.13 State Agency Signature  Date: 4/9/2025		1.14 Name and Title of State Agency Signatory Taylor Caswell, Commissioner	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By  Asst. AG On: April 9, 2025			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

Contractor Initials   
Date 

**2. 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 B 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, 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 1.13 ("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.

3.3 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. 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 by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source 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 C which is incorporated herein by reference.

5.2 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. 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.

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 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

**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 applicable 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 employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4 The Contractor 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 this Agreement and all rules, regulations and orders pertaining to 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 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

## 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) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar 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 give the Contractor a written notice specifying the Event of Default and 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 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

## 9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) calendar days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar 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. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

## 10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, 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.

10.2 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.

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

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.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. **INDEMNIFICATION.** The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, 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 continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial 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 or excess; and

14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 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 any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

**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. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any 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.** A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

**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. CHOICE OF LAW AND FORUM.**

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. 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.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

**20. CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

**21. THIRD PARTIES.** This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

**22. 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.

**23. SPECIAL PROVISIONS.** Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

**24. FURTHER ASSURANCES.** The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

**25. 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.

**26. 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 with respect to the subject matter hereof.

**EXHIBIT A  
SPECIAL PROVISIONS**

The following exhibits are incorporated into this agreement by reference:

Exhibit B: Scope of Services, and; Exhibit C: Schedule and Payments.

**EXHIBIT B  
SCOPE OF SERVICES**

Drive Brand Studio (DRIVE) will contract with the New Hampshire Department of Business and Economic Affairs (BEA) to create a brand and marketing campaign to support the array of goods produced in New Hampshire in order to grow awareness of the state as a producer of goods within a supportive economic environment and to expand upon the experiential nature of New Hampshire's tourism economy. Specific details as follows:

**1. Scope of Work**

- 1.1 Create and develop a strategic brand and marketing strategy to promote the wide array of products including, both general consumer products like soaps, maple syrup, agricultural products, lotions, prepared food, brewed/distilled drinks, candles etc. to a broad range of products like Velcro, optical and aerospace products that protect our troops, paper products, etc. made in New Hampshire in order to grow awareness of the state as a producer of goods within a supportive economic environment.
- 1.2 Create a database of companies who produce products in New Hampshire and identify innovative founders who have success stories.
- 1.3 Develop digital content for the New Hampshire brand and the products made in New Hampshire on [nheconomy.com](http://nheconomy.com) and [visitnh.gov](http://visitnh.gov).
- 1.4 Develop and execute a marketing campaign with the new brand highlighting the products that are made in New Hampshire, the business-friendly environment, and the economic vitality of the state.
  - 1.4.1 Campaign to include but not limited to, digital marketing, social media, CTV and other tactics to support the campaign.
- 1.5 Create a communications strategy using the innovative founders within the state to amplify the brand and demonstrate how they enhance their communities and the state.
- 1.6 Develop a toolbox, including creative assets, messaging, etc., to be used by to proudly highlight they are made in New Hampshire.
- 1.7 Meet regularly with BEA staff to provide updates on progress and direction.
- 1.8 Provide monthly reports that include monthly activity, expenditures, tracking, results, and progress.
- 1.9 All materials and product prepared and provided by DRIVE for BEA will become the property of BEA, upon payment, unless otherwise agreed to in writing by both parties.

Initials NSC  
Date 04/09/25

## EXHIBIT C

### PAYMENT SCHEDULE AND CONTRACT TYPE

This is a Not-to-Exceed Contract. The total Contract value is indicated in P-37 General Provisions - Block 1.8: Price Limitation for the period between the Effective Date through date indicated in P-37 General Provisions - Block 1.7: Completion Date. DRIVE shall be responsible for performing its obligations in accordance with the Contract. This Contract will allow DRIVE to invoice the State for the following activities, deliverables, or milestones appearing in the price and payment tables below. As noted in Block 1.8 of the P-37, DRIVE may receive up to \$600,000.00 for its services and deliverables under this agreement over a period of 6 months, unless otherwise extended through written approval of both parties and with Governor and Council approval. Funds shall be disbursed on a monthly basis according to the schedule below and as outlined within Exhibit C.

### PAYMENT TERMS

DRIVE will invoice BEA for professional fees at the beginning of each month. Itemized monthly invoices from costs associated with the project, including out of pocket expenses, will be billed by the 15<sup>th</sup> of the following month. All outside vendor costs will be billed at cost and copies of all vendor invoices and all out-of-pocket expenses will be included. Total expenses for all services shall not exceed the total contract award of **\$600,000**.

Upon Acceptance of a Deliverable, and a properly documented and undisputed invoice, the State will pay the correct and undisputed invoice within thirty (30) days of invoice receipt. Invoices will not be backdated and shall be promptly dispatched.

Budgets associated with Exhibit B:

	Description	Budget	Est. Timeline
1.1	<b>Brand Development &amp; Strategy</b> Conduct stakeholder sessions, market research and strategic planning to define goals, audience and KPIs. Create visual and messaging assets, including logos, creative concepts and brand guidelines.	\$ 75,000	6 weeks
1.2	<b>Database Creation/Management</b> Research, populate, and maintain a database of all New Hampshire businesses and innovators.	\$20,000	4 to 6 weeks
1.3	<b>Content Creation</b> Produce web copy, videos, infographics and interactive tools highlighting products, economic impact and innovation.	\$50,000	16 weeks
1.4	<b>Marketing Campaign Strategy &amp; Development</b> Research and develop digital, traditional and experiential marketing efforts across platforms, including but not limited to digital marketing, influencers, social media, email and in-person activations.	\$55,000	2 weeks
1.41	<b>Execute Marketing Campaigns</b>	\$300,000	16 weeks

Initials NSC  
Date 04/09/25

	State to be charged net media costs, copies of invoices from media outlet required. This is a maximum amount to be spent on media based on strategy.		
1.5	<b>Communication Strategy</b> Amplify the brand using stories of innovative founders, through media outreach and user-generated content. Communicate to New Hampshire businesses and innovators.	\$45,000	16 weeks
1.6	<b>Business Toolbox</b> Develop creative assets, templates and messaging guidelines for local businesses to showcase their product is proudly from New Hampshire.	\$10,000	3 weeks
1.7	<b>Out-of-Pockets Expenses</b>	\$45,000	As needed

Initials *NSC*  
Date *04/09/25*



## STANDARD EXHIBIT D

### Drug-Free Workplace

The Grantee (aka "Contractor") identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Grantee's representative, as identified in Sections 1.11 of the General Provisions execute the following Certification:

#### Certification Regarding Drug Free Workplace

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989, regulations were amended and published as Part II of the May 25, 1990, Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-Grantees), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-Grantees) that is a state may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Grantees using this form should send it to:

Department of Business and Economic Affairs  
100 North Main Street, Suite 100  
Concord, NH 03301

- (A) The Grantee certifies that it will or will continue to provide a drug-free workplace by:
- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - (b) Establishing an ongoing drug-free awareness program to inform employees about—
    - (1) The dangers of drug abuse in the workplace;
    - (2) The grantee's policy of maintaining a drug-free workplace;
    - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
    - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will—
    - (1) Abide by the terms of the statement; and
    - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug

statute occurring in the workplace no later than five calendar days after such conviction;

- (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted—
  - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, state, or local health, law enforcement, or other appropriate agency;
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

(B) The Grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

Place of Performance (street address, city, county, State, zip code) (list each location)

155 Dow Street, Suite 300  
Manchester, NH 03101

Check  if there are workplaces on file that are not identified here.

Drive Brand Studio, Inc	Upon Governor & Executive Council Approval through September 30, 2025
_____ Contractor Name	_____ Period Covered by this Certification

Nancy Clark, President and Owner  
\_\_\_\_\_  
Name and Title of Authorized Contractor Representative

<i>Nancy Clark</i>	01/28/25
_____ Contractor Representative Signature	_____ Date

**STANDARD EXHIBIT E**  
**Lobbying**

The Grantee (aka "Contractor") identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Grantee's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**CERTIFICATION REGARDING LOBBYING**

Programs (indicate applicable program covered): Coronavirus State and Local Fiscal Recovery Fund for New Hampshire Population Projections

**Contract Period: Upon Governor & Executive Council Approval through September 30, 2025**

---

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-Grantee).
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-Grantee), the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-I.
- (3) The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

*Nancy Clark*

Contractor Representative Signature

President and Owner

Contractor Representative Title

Drive Brand Studio

Contractor Name

*01/28/25*

Date

## STANDARD EXHIBIT F - Debarment

The Grantee (aka "Contractor") identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12529 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Grantee's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

### CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS

#### Instructions for Certification

- (1) By signing and submitting this Contract, the Grantee is providing the certification set out below.
- (2) The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the Grantee shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the State determination whether to enter into this transaction. However, failure of the Grantee to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
- (3) The certification in this clause is a material representation of fact upon which reliance was placed when the State determined to enter into this transaction. If it is later determined that the Grantee knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, State may terminate this transaction for cause or default.
- (4) The Grantee shall provide immediate written notice to State, to whom this Contract is submitted if at any time the Grantee learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- (5) The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76.
- (6) The Grantee agrees by submitting this Contract that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the State.
- (7) The Grantee further agrees by submitting this Contract that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by State, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
- (8) A Grantee in a covered transaction may rely upon a certification of Grantee in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A Grantee may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Non-procurement List (of excluded parties).
- (9) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a Grantee is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- (10) Except for transactions authorized under paragraph 6 of these instructions, if a Grantee in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, State may terminate this transaction for cause or default.

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER  
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS, cont'd**

***Certification Regarding Debarment, Suspension, and Other  
Responsibility Matters - Primary Covered Transactions***

- (1) The Grantee (aka "Contractor") certifies to the best of its knowledge and belief, that it and its principals:
- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - (b) have not within a three-year period preceding this Contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (l) (b) of this certification; and
  - (d) have not, within a three-year period preceding this Contract, had one or more public transactions (Federal, State or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this Contract.

*Nancy Clark*

Contractor Representative Signature

President and Owner

Contractor Representative Title

Drive Brand Studio, Inc

Contractor Name

*01/28/25*

Date

**STANDARD AGREEMENT EXHIBIT G**

**CERTIFICATION REGARDING THE  
AMERICANS WITH DISABILITIES ACT COMPLIANCE**

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

By signing and submitting this Contract the Contractor agrees to make reasonable efforts to comply with all applicable provisions of the Americans with Disabilities Act of 1990.

*Nancy Clark*

President and Owner

Contractor Representative Signature

Contractor's Representative Title

Drive Brand Studio, Inc

*01/28/25*

Contractor Name

Date

STANDARD EXHIBIT H

CERTIFICATION  
Public Law 103-227, Part C  
ENVIRONMENTAL TOBACCO SMOKE

Public Law 103227, Part C Environmental Tobacco Smoke, also known as the Pro Children Act of 1994, requires that smoking not be permitted in any portion of any indoor facility routinely owned or leased or contracted for by an entity and used routinely or regularly for provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity. By signing and submitting this Contract the Grantee (aka "Contractor") certifies that it will comply with the requirements of the Act.

The Grantee further agrees that it will require the language of this certification be included in any subawards which contain provisions for the children's services and that all subgrantees shall certify accordingly.

*Nancy Clark*

President and Owner

Contractor Representative Signature

Contractor Representative Title

Drive Brand Studio, Inc

*01/28/25*

Contractor Name

Date

## STANDARD EXHIBIT I

### ASSURANCE OF COMPLIANCE NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS OMB Burden Disclosure Statement

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget (OMB), Paperwork Reduction Project (1910-0400), Washington, DC 20503.

**Drive Brand Studio, Inc** (hereinafter called the "Grantee" and aka "Contractor") HEREBY AGREES to comply with Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352), Title IX of the Education Amendments of 1972, as amended, (Pub. L. 92-318, Pub. L. 93-568, and Pub. L. 94-482), Section 504 of the Rehabilitation Act of 1973 (Pub. L. 93-112), the Age Discrimination Act of 1975 (Pub. L. 94-135), Title VIII of the Civil Rights Act of 1968 (Pub. L. 90-284). In accordance with the above laws and regulations issued pursuant thereto, the Grantee agrees to assure that no person in the United States shall, on the ground of race, color, national origin, sex, age, or disability, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity in which the Grantee receives Federal assistance.

#### **Applicability and Period of Obligation**

In the case of any service, financial aid, covered employment, equipment, property, or structure provided, leased, or improved with Federal assistance extended to the Grantee by the State with federal ARPA funds, this assurance obligates the Grantee for the period during which Federal assistance is extended. In the case of any transfer of such service, financial aid, equipment, property, or structure, this assurance obligates the transferee for the period during which Federal assistance is extended. If any personal property is so provided, this assurance obligates the Grantee for the period during which it retains ownership or possession of the property.

#### **Employment Practices**

Where a primary objective of the Federal assistance is to provide employment or where the Grantee's employment practices affect the delivery of services in programs or activities resulting from Federal assistance extended by the State, the Grantee agrees not to discriminate on the ground of race, color, national origin, sex, age, or disability, in its employment practices. Such employment practices may include, but are not limited to, recruitment, advertising, hiring, layoff or termination, promotion, demotion, transfer, rates of pay, training and participation in upward mobility programs; or other forms of compensation and use of facilities.

#### **Subrecipient Assurance**

The Grantee shall require any individual, organization, or other entity with whom it subcontracts, subgrants, or subleases for the purpose of providing any service, financial aid, equipment, property, or structure to comply with laws and regulations cited above. To this end, the subrecipient shall be required to sign a written assurance form; however, the obligation of both recipient and subrecipient to ensure compliance is not relieved by the collection or submission of written assurance forms.

#### **Data Collection and Access to Records**

The Grantee agrees to compile and maintain information pertaining to programs or activities developed as a result of the Grantee's receipt of Federal assistance from the State. Such information shall include, but is not limited to the following: (1) the manner in which services are or will be provided and related data necessary for determining whether any persons are or will be denied such services on the basis of

prohibited discrimination; (2) the population eligible to be served by race, color, national origin, sex, age and disability; (3) data regarding covered employment including use or planned use of bilingual public contact employees serving beneficiaries of the program where necessary to permit effective participation by beneficiaries unable to speak or understand English; (4) the location of existing or proposed facilities connected with the program and related information adequate for determining whether the location has or will have the effect of unnecessarily denying access to any person on the basis of prohibited discrimination; and (5) the present or proposed membership by race, color, national origin, sex, age and disability in any planning or advisory body which is an integral part of the program.

The Grantee agrees to submit requested data to the State, the U.S. Department of Treasury or OMB regarding programs and activities developed by the Grantee from the use of ARPA funds extended by the State upon request. Facilities of the Grantee (including the physical plants, buildings, or other structures) and all records, books, accounts, and other sources of information pertinent to the Grantee's compliance with the civil rights laws shall be made available for inspection during normal business hours on request of an officer or employee of the State, the U.S. Department of Treasury or OMB specifically authorized to make such inspections.

This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts (excluding procurement contracts), property, discounts or other Federal assistance extended after the date hereof, to the Grantee by the State including installment payments on account after such data of application for Federal assistance which are approved before such date. The Grantee recognizes and agrees that such Federal assistance will be extended in reliance upon the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Grantee, the successors, transferees, and assignees, as well as the person(s) whose signatures appear below and who are authorized to sign this assurance on behalf of the Grantee.

**Grantee Certification**

The Grantee certifies that it has complied, or that, within 90 days of the date of the grant, it will comply with all applicable requirements of 10 C.F.R. § 1040.5 (a copy will be furnished to the Grantee upon written request to the State).

*Nancy Clark*

Contractor Representative Signature

President and Owner

Contractor Representative Title

Drive Brand Studio , Inc

Contractor Name

*01/28/25*

Date

STANDARD EXHIBIT J

CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND  
TRANSPARENCY ACT (FFATA) COMPLIANCE

The Federal Funding Accountability and Transparency Act (FFATA) requires grantees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (*Reporting Subaward and Executive Compensation Information*), the State must report the following information for any grant award subject to the FFATA reporting requirements:

- 1) Name of entity
- 2) Amount of award
- 3) Funding agency
- 4) NAICS code for contracts / CFDA program number for grants
- 5) Program source
- 6) Award title descriptive of the purpose of the funding action
- 7) Location of the entity
- 8) Principle place of performance
- 9) Unique identifier of the entity (DUNS #)
- 10) Total compensation and names of the top five executives if:
  - a. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
  - b. Compensation information is not already available through reporting to the SEC.

Grantees (aka "Contractors") must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Grantee identified in Section 1.3 of the General Provisions agrees to comply with the provisions of the Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (*Reporting Subaward and Executive Compensation Information*), and further agrees to have one of the Grantee's representative(s), as identified in Sections 1.11 of the General Provisions execute the following Certification:

The below named Grantee agrees to provide needed information as outlined above to the State and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

*Nancy Clark*

Owner and President

Contractor Representative Signature

Contractor Representative Title

Drive Brand Studio, Inc

01/28/25

Contractor Name

Date

**STANDARD EXHIBIT J cont.  
CERTIFICATION**

As the Grantee (aka "Contractor") identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The DUNS number for your entity is: 603306218

2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO  YES

**If the answer to #2 above is NO,  
stop here**

**If the answer to #2 above is YES, please answer the  
following:**

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO  YES

**If the answer to #3 above is YES,  
stop**

**If the answer to #3 above is NO, please answer the  
following:**

4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name _____	Amount: _____

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that DRIVE BRAND STUDIO, INC. is a New Hampshire Profit Corporation registered to transact business in New Hampshire on March 20, 2001. 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: 373809

Certificate Number: 0007033209



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 29th day of January A.D. 2025.

A handwritten signature in black ink, appearing to read "D. M. Scanlan", is written over a faint circular stamp.

David M. Scanlan  
Secretary of State

Business Information

Business Details	
Business Name: DRIVE BRAND STUDIO, INC. Business Type: Domestic Profit Corporation Business Creation Date: 03/20/2001 Date of Formation in Jurisdiction: 03/20/2001 Principal Office Address: 170 KEARSARGE ST PO BOX 2838, NORTH CONWAY, NH, 03860, USA Citizenship / State of Incorporation: Domestic/New Hampshire	Business ID: 373809 Business Status: Good Standing Name in State of Incorporation: Not Available Mailing Address: 170 KEARSARGE ST PO BOX 2838, NORTH CONWAY, NH, 03880, USA Last Annual Report Year: 2025 Next Report Year: 2026 Phone #: NONE Fiscal Year End Date: NONE
Duration: Perpetual Business Email: nancy@drivebrandstudio.com Notification Email: nancy@drivebrandstudio.com	

Principal Purpose		
S.No	NAICS Code	NAICS Subcode
1	OTHER / CONSULTING/MARKETING TO PROMOTE SVCS & GOODS OVER THE INTERNET	

Page 1 of 1, records 1 to 1 of 1

Principals Information	
Name/Title	Business Address
Nancy S Clark / Treasurer	PO Box 2838, North Conway, NH, 03860, USA
Nancy S Clark / Director	PO Box 2838, North Conway, NH, 03860, USA
Nancy S Clark / President	PO Box 2838, North Conway, NH, 03860, USA
Christopher T. Meier / Secretary	2935 White Mountain Highway, North Conway, NH, 03860, USA
Robert J Clark / Vice President	PO Box 2838, North Conway, NH, 03860, USA

Page 1 of 2, records 1 to 5 of 6

**DRIVE BRAND STUDIO, INC.**

**CERTIFICATE OF VOTE**

I, Christopher T. Meier, of Cooper Cargill Chant, P.A. do hereby certify that:

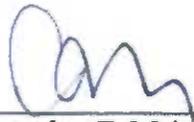
1. I am the duly elected Secretary of Drive Brand Studio, Inc.;
2. The following are true copies of two resolutions duly adopted at a meeting of the Board of Directors of the corporation, duly held on April 9, 2025;

**RESOLVED:** That this corporation enters into a contract with the New Hampshire Department of Business and Economic Affairs, 100 North Main Street, Concord, NH 03301.

**RESOLVED:** That Nancy S. Clark, is hereby authorized on behalf of this corporation to enter into said contract with the State and to execute any and all documents, agreements, and other instruments, and any amendments, revisions, or modifications thereto, as she may deem necessary, desirable, or appropriate. Nancy S. Clark is the duly elected President of the corporation.

3. The foregoing resolutions have not been amended or revoked and remain in full force and effect as of April 9, 2025.

IN WITNESS WHEREOF, I have hereunto set my hand as the Secretary of the corporation this 9<sup>th</sup> day of April, 2025.



\_\_\_\_\_  
Christopher T. Meier, Secretary



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
01/27/2025

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

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

<b>PRODUCER</b> Chalmers Insurance Group - North Conway PO Box 2480  North Conway NH 03860	<b>CONTACT NAME:</b> Heather Clement, CIC, CRIS <b>PHONE (A/C, No, Ext):</b> (803) 356-6928 <b>E-MAIL ADDRESS:</b> HClement@chalmersinsurancegroup.com	<b>FAX (A/C, No):</b> (803) 356-6934
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Drive Brand Studio, Inc. PO BOX 2838  NORTH CONWAY NH 03860-2838	<b>INSURER A:</b> Main Street America Assurance	<b>NAIC #</b> 29939
	<b>INSURER B:</b> Travelers Property Casualty Company of America	25874
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	

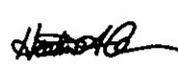
**COVERAGES**      **CERTIFICATE NUMBER:** 24/25 Master      **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WYD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		BPP5122J	09/11/2024	09/11/2025	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 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 Data Compromise \$ 100,000	
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$	
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$	
B	<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 Y	N/A	UB6J162715	10/22/2024	10/22/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER 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)

Operations: Marketing and advertising. States in which statutory Workers Compensation coverage is provided: NH. Nancy Clark is excluded from Workers Compensation coverage.

<b>CERTIFICATE HOLDER</b>  Department of Business and Economic Affairs State of New Hampshire 100 North Main Street  Concord NH 03301	<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  

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