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July 3, 2025

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

**REQUESTED ACTION**

Authorize the Department of Business and Economic Affairs to enter into a **sole source** contract with Granite State Ambassadors, Inc. (VC #158639) of Manchester, New Hampshire in an amount of \$338,400 for tourism related training and volunteer coordination services, effective upon Governor and Council approval through June 30, 2029. **100% General Funds.**

Funds are available in FY2026 and FY2027 and are anticipated to be available in FY2028 and FY2029 upon the continued appropriation of funds in the future operating budget with the authority to adjust encumbrances between fiscal years within the price limitation through the Budget Office, if needed and justified.

	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>
03-22-22-221010-20130000 <u>Division of Travel - Tourism</u> 069-500567 Promotional Marketing Exp.	\$ 82,100	\$ 82,100	\$ 87,100	\$ 87,100

**EXPLANATION**

Granite State Ambassadors, Inc., (GSA) is a non-profit organization created to train, manage and service New Hampshire's tourism industry through volunteer certification and coordination. For more than 15 years, Department of Business and Economic Affairs (BEA) has partnered with GSA to staff key consumer shows, as well as to provide product, service, and hospitality training. Additionally, GSA volunteers augment BEA staff by serving in a visitor service capacity at Safety Rest Areas and other key entry point locations throughout the state. The core mission of the GSA is to enhance the state's visitor experience by providing volunteer-driven tourism education, support, and outreach. Founded in 1996 GSAs are highly trained volunteers who serve as knowledgeable and welcoming representatives to New Hampshire's tourism industry.

BEA is requesting this contract as **sole source** because there are no other organizations that could perform GSA's scope of services.

GSA's long-standing commitment to tourism support services aligns directly with BEA's strategic priorities to deliver high-quality visitor experiences, extend the impact of promotional campaigns, and create meaningful connections between travelers and New Hampshire's diverse tourism product. GSA's are passionate about New Hampshire and dedicated to promoting its regions, culture, and people.

The New Hampshire Division of Travel and Tourism Development (DTTD), through the BEA, seeks to continue and expand its critical partnership with GSA. This partnership provides a foundational layer of front-line engagement, customer service, volunteer coordination, and event management that directly enhances the state's tourism experience and brand reputation.

Partnership includes:

**Visitor Services** - Staff welcome centers, safety rest areas, and tourism booths to provide travelers with helpful information, maps, and recommendations. Distribute official state tourism literature at key locations such as the Manchester-Boston Regional Airport.

**Event Management** - Manage New Hampshire's presence at major in-state consumer events such as the Best of NH Party, Farm & Forest Expo, and Camping & RV Shows. Coordinate the state's booth at the Big E (Eastern States Exposition) — the largest fair in the Northeast — including volunteer staffing, booth logistics, and visitor engagement.

**Training and Professional Development** - Provide hospitality and customer service training for:

- BEA's Bureau of Visitor Services staff
- Welcome center staff
- GSA volunteers
- Other frontline tourism industry professionals

In addition, offer certification opportunities, including the Granite State Ambassador Certification and the National Travel Counselor Training.

**Volunteer Coordination and Expansion** - Recruit and manage a large volunteer base from across the state. Focus on expanding volunteer engagement in underserved regions, such as the North Country, to increase support for local tourism.

**Research and Reporting** - Deliver monthly and post-event reports to the NH Division of Travel and Tourism with metrics on:

- Volunteer hours
- Literature distribution
- Event attendance
- Best practices and recommendations for improvement

GSA's play a crucial role in amplifying the state's tourism outreach with cost-effective, professional, and heartfelt service. Their ability to recruit, train, and coordinate a vast volunteer network amplifies the reach and effectiveness of BEA's efforts while embodying the state's values of tourism and community engagement. Their presence at welcome centers, high-profile events, and trainings across the state provides direct value in visitor satisfaction, extended stays, and positive word-of-mouth. By combining

volunteer passion with structured programs and statewide coordination, they help ensure visitors have a memorable, informed, and positive experience in New Hampshire—supporting tourism growth and the broader state economy.

Continued investment in GSA ensures the state maintains a high standard of visitor engagement, hospitality, and professionalism across all touchpoints of the travel experience.

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

BEA has determined that the vendor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. Documents supporting these assertions are available at the agency, for review upon request. Furthermore, Granite State Ambassadors is a non-profit organization, and BEA has confirmed the vendor is registered and in good standing with the Department of Justice's Charitable Division.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "T. Caswell", with a stylized flourish at the end.

Taylor Caswell  
Commissioner

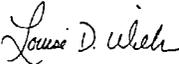
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

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

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name State of New Hampshire Department of Business and Economic Affairs		1.2 State Agency Address 100 North Main Street, Suite 100 Concord, NH 03301	
1.3 Contractor Name Granite State Ambassadors, Inc.		1.4 Contractor Address 470 Mast Road Goffstown, NH 03045	
1.5 Contractor Phone Number 603-851-8624	1.6 Account Unit and Class 10-022-20130000-69-500567	1.7 Completion Date 6/30/2029	1.8 Price Limitation \$338,400
1.9 Contracting Officer for State Agency Taylor Caswell, Commissioner		1.10 State Agency Telephone Number 603-271-2665	
1.11 Contractor Signature  Date: 6/23/25		1.12 Name and Title of Contractor Signatory Kelly A Bryer, Executive Director	
1.13 State Agency Signature  Date: 7/3/25		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 <i>(if applicable)</i> By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) <i>(if applicable)</i> By:  Louise Williams, AAG On: July 14, 2025			
1.17 Approval by the Governor and Executive Council <i>(if applicable)</i> G&C Item number: _____ G&C Meeting 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

There are no special provisions in this contract.

## EXHIBIT B

### SCOPE OF SERVICES

The Granite State Ambassadors (GSA), a nonprofit organization dedicated to enhancing the visitor experience through volunteer-driven tourism education and support, will deliver key services in partnership with the New Hampshire Department of Business and Economic Affairs (BEA). Through this partnership GSA will provide a range of in-state support including customer service, consumer event management, training program development, and volunteer coordination.

#### 1. TOURISM EVENTS

- 1.1. GSA will manage and coordinate BEA's participation in selected in-state events. Responsibilities include, but are not limited to: registration, staffing, gathering content, material/display storage, inventory tracking, transportation, adhering to public safety guidelines, budget management, and setup.
- 1.2. GSA will represent BEA at a variety of in-state tourism consumer events. BEA and GSA will make a yearly plan of which events BEA will be represented. Events can include but are not limited to the following:
  - New Hampshire Magazine's Best of NH Party
  - Made in New Hampshire Expo
  - The New Hampshire Farm & Forest Exposition
  - The New Hampshire Camping and RV Show
  - The New Hampshire Home Show
  - Other events mutually agreed upon

#### 2. EASTERN STATES/BIG E NH VISTOR BOOTH MANAGEMENT

- 2.1. GSA will coordinate and manage BEA's information booth within the New Hampshire Building at the Big E in West Springfield, Massachusetts. The Big E is the largest fair in the Northeast that attracts more than 1.6 million visitors over a 17-day period. Responsibilities include but not limited to:
  - Volunteer management
    - Booth supervisors are volunteers from the tourism industry. The booth will always have two staff - one paid (12-13 hour/day) and one volunteer supervisor (8-10 hour/day) plus additional volunteers that come for shifts

- Securing hotel block for staff and volunteers. Rooms for paid (booth manager) and volunteer management staff (booth volunteer supervisors) are provided by NH Visitor Booth
- Brochure management (content gathering, inventory management, shipping/transporting, distributing, and tracking)
- Onsite supervision
- Booth maintenance and improvements – including seeking out creative partnerships to address the need for new racks & updated technology through partnerships with organizations like in-state voc-tech programs or using milled lumber through DNCR's Forests and Lands Division
- Budget management
- Develop, execute, and maintain an Event Volunteer Policy to be approved by BEA
- Big E project report

**3. TRAINING/STAFF ENRICHMENT FOR SAFETY REST AREA/WELCOME INFORMATION ATTENDANTS, GSA VOLUNTEERS, AND FRONT-LINE STAFF IN THE TOURISM INDUSTRY**

- 3.1. GSA will partner with NH's Higher Education Facilities and relevant partners to develop seminars focused on hospitality to continuously train BEA Bureau of Visitor Services staff, GSA volunteers, and Front-Line Industry Staff. These seminars will be developed on request by BEA based upon current trends/issues to educate staff, volunteers and the industry on how to handle relevant situations.

GSA is responsible for recommending subject matter, the development of the training, conference space logistics, invites/RSVPs, and ensuring the training is tailored to any unique needs of the regional tourism economy and product. Training agenda and materials must be pre-approved by BEA at least two weeks prior to training start date. GSA will solicit and train volunteers from around the state, coordinate scheduling, and provide volunteer support to BEA for the Safety Rest Area/Welcome Information Centers (SRA/WICs) locations requested by BEA.

- 3.2. GSA will develop and implement a plan to increase the volunteer base in the North Country Region while seeking out location partners for volunteers to assist visitors once they reach the North Country.
- 3.3. GSA will distribute official BEA produced promotional publications and literature to the Manchester-Boston Regional Airport. GSA must provide at least three days' notice before obtaining publications and literature from BEA.
- 3.4. GSA will allow all BEA staff to participate in the Granite State Ambassador Certification Training and will recognize all BEA staff who complete the training as certified for the duration of their employment with BEA without requirement of renewal or additional fees.

3.5. GSA will receive BEA's endorsement to independently apply for and manage the U.S. Travel Association's National Travel Counselor Training Program for New Hampshire's tourism industry. BEA staff will have the opportunity to participate for national certification at no cost. In order to renew BEA's endorsement in 2026, GSA must obtain BEA's approval on presentation and testing prior to re-certification with U.S. Travel Association. Should re-certification with US Travel Association not be possible, GSA will present the program as a New Hampshire Travel Counselor Training Program.

**4. RESEARCH AND REPORTING**

4.1. GSA will provide a monthly report to BEA that includes a summary of completed activities, general project status, anticipated projects for the subsequent month, relevant media articles regarding best practices and innovation relating to customer service, competitive information obtained from monitoring other state SRA/WICs or their equivalent, and volunteer activities as they pertain to BEA. All regular monthly reports will be delivered by the 15th of each month and delivered with the invoice.

4.2. GSA will prepare and deliver separate reports following the completion of each event as detailed in Section 1 that will include: a project summary, description of activities, variable factors affecting result, the number of volunteers and volunteer hours, the type and amount of literature distributed, overall event attendance, year-over-year comparison, and other useful data as related to the program, and future recommendations.

**EXHIBIT C**

**PAYMENT TERMS**

Granite State Ambassadors (GSA) will invoice BEA by the 15<sup>th</sup> day of each month a monthly retainer for agency fees, labor, material, ongoing overhead costs, subscriptions, memberships, transportation and travel expenses, and reporting. Consumer event registration fees, room rental expenses, and general out-of-pocket expenses will be billed on the monthly invoice in which the expense was accrued. Itemized monthly invoices for all other expenses are to be submitted by the 15<sup>th</sup> of the following month. Total amounts for the following categories will not exceed amounts specified below unless by written agreement by both parties. Total expenses for all services shall not exceed the total contract award of \$82,100 per fiscal year in the first biennium and \$87,100 per fiscal year in the second biennium. State payment terms are net 30.

		FY2026	FY2027	FY2028	FY2029
<b><u>Retainer</u></b>		\$61,000	\$61,000	\$66,000	\$66,000
<b><u>Tourism Events</u></b>					
	Registrations & Exhibitor Fees	\$5,500	\$5,500	\$6,100	\$6,100
	NH Info Booth Display	\$1,500	\$1,500		

<b><u>Eastern States Expo/Big E</u></b>					
	Booth improvements	\$3,000	\$3,000	\$1,700	\$1,700
	U-haul	\$1,000	\$1,000	\$2,000	\$2,000
	Volunteer Rooms	\$6,700	\$6,700	\$7,000	\$7,000
	Operating Expenses	\$1,400	\$1,400	\$1,800	\$1,800
<b><u>Training Expense</u></b>					
	Out of Pocket Expenses	\$2,000	\$2,000	\$2,500	\$2,500
<b><u>Total</u></b>		<b>\$82,100</b>	<b>\$82,100</b>	<b>\$87,100</b>	<b>\$87,100</b>

GSA will provide a written estimate of work for client approval in advance of beginning work on projects. Should there be a change in scope of services to be provided, GSA will revise the estimate and seek approval from BEA before proceeding. The signed estimate indicates approval to proceed.