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THE STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION



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DEC 03 2025

William Cass, P.E.
Commissioner

David Rodrigue, P.E.
Assistant Commissioner

Michelle L. Winters
Deputy Commissioner

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

Bureau of Rail & Transit
September 26, 2025

REQUESTED ACTION

Authorize the Department of Transportation to enter into a **Sole Source** agreement with Concord Coach Lines, Inc. (Vendor 154207), Concord, NH, to operate the Concord Intermodal Facility located at 30 Stickney Avenue in Concord, NH, effective upon Governor and Executive Council approval or January 1, 2026, whichever is later, to December 31, 2030. This is a no-cost operating agreement.

EXPLANATION

This **Sole Source** Agreement allows Concord Coach Lines, Inc. to operate the Concord Intermodal Facility through December 31, 2030. Concord Coach Lines, Inc. has been the contracted operator of the Concord Intermodal Facility since the first agreement was approved by the Governor and Executive Council on October 23, 1996, (Item "H"), and has been subsequently approved to continue as the contracted operator through several extensions. The current agreement will expire on December 31, 2025, and this requested Agreement will provide for the operation and continued access and use by the traveling public and transit operations of the Concord Intermodal Facility through December 31, 2030.

The Concord Intermodal Facility continues to serve as an essential public transportation hub for the State, accommodating local and intercity bus services, carpools, vanpools, and taxi connections. The bus terminal and parking facilities are open to serve the transportation needs of the public seven days a week.

This Agreement has been approved by the Attorney General as to form and execution. Copies of the fully executed Agreement are on file at the Secretary of State's Office and the Department of Administrative Services, and subsequent to Governor and Executive Council approval will be on file at the Department of Transportation.

Your approval of this resolution is respectfully requested. The Department of Transportation 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.

Sincerely,

William J. Cass, P.E.
Commissioner

Attachments

**CONCORD COACH LINES, INC.
CONCORD INTERMODAL FACILITY
OPERATING AGREEMENT**

This Operating Agreement (hereinafter referred to as the “Agreement”) entered into by and between the State of New Hampshire (hereinafter referred to as the “State”), PO Box 483, Concord, New Hampshire, 03302 and Concord Coach Lines, Inc. (hereinafter referred to as the “Contractor”), 7 Langdon Street, Concord, New Hampshire, 03301.

WITNESSETH:

WHEREAS, the State owns and controls the Concord Intermodal Facility (hereinafter referred to as the “Facility”) located on Stickney Avenue in the City of Concord, County of Merrimack, and State of New Hampshire, as shown on a plan of the Premises attached hereto as Exhibit D; and

WHEREAS, the Facility has been developed, funded, and constructed for the purpose of reducing the use of single-occupant vehicles to improve air quality in the greater Concord area; and

WHEREAS, the State desires to enter into an agreement with a Fixed Base Operator for the management of the Facility, who shall be responsible for performing the services described herein, and as may be amended from time to time in the future; and

WHEREAS, the Contractor desires to act as the State’s Fixed Base Operator with respect to the Facility.

NOW THEREFORE, in consideration of the Premises and the mutual covenants contained in this Agreement, the parties hereby agree as follows:

ARTICLE I: PREMISES, TERM AND USE

1.1 Premises

The State enters into this Agreement with the Contractor for the purpose of management of the Facility. The Contractor shall have full responsibility for the maintenance of the Facility. The Contractor shall have the exclusive use of areas within the bus terminal building as agreed by the parties and as further depicted on a floor plan attached as Exhibit C.

1.2 Operating Agreement Term

The Term of this Agreement shall commence on the Date of Governor and Executive Council approval or January 1, 2026, whichever is later, and the Term of the Agreement shall be through **December 31, 2030**, unless terminated sooner as hereinafter provided.

1.3 Early Termination

If at any time during the Agreement Term, the State determines, in its sole discretion, that the Facility is needed for transportation purposes, this Agreement may be terminated by the State by giving the Contractor notice of such termination as soon as possible, but in any event, not less than

180 days before the termination (such notice is to be given pursuant to Section 20.1 hereof). If such notice is given by the State, then the Agreement Term shall end on the date set forth in such notice, all with the same force and effect as though the Agreement Term had originally been scheduled to expire on such date.

1.4 Uses of Facility

The Contractor agrees that the Facility shall be used and occupied by it only for the operation of scheduled bus service and other transportation services, as well as other uses permitted in writing by the State, and that the Contractor shall continuously throughout the Agreement Term occupy the Facility for such uses. The Contractor shall observe the Rules and Regulations listed in Exhibit B, which may be revised by the State from time to time.

The Contractor shall not perform any act or any practice that may injure the Facility and shall, in its use of the Facility, comply with the requirements of all applicable governmental laws, rules, and regulations.

1.5 Further Provisions

The State reserves the right from time to time to grant and relocate easements for utilities, roads, common facilities, and public amenities and to alter driveways, walkways, utilities, common facilities, and public amenities serving the Facility and/or adjoining facilities, all of which may be done by the State so long as the same does not materially and adversely affect the Contractor's ability to use the Facility for the permitted uses.

1.6 Vending

The Contractor shall comply with RSA 186-B of the New Hampshire Statutes concerning vending at the Facility.

1.7 Privacy Expectation

The Contractor acknowledges that the State has installed security cameras in the Facility and on the Premises and understands that as such, the Contractor and its employees, agents, and representatives shall have no expectation of privacy in the bus terminal building or on the Premises covered by the security cameras. The security cameras and any recordings made thereof constitute the private property of the State.

ARTICLE II: CONDITION OF PREMISES

2.1 Acceptance of Premises by The Contractor

The State shall have no obligation with respect to the condition of the Facility except as expressly set forth in this Agreement. The Contractor's occupancy shall be deemed an acknowledgment that the condition of the Facility is fully satisfactory and suitable for use and that the Contractor accepts the same in its present condition. The Contractor further acknowledges that neither the State nor any officer, agent, employee, or other person acting under it, disclosed or undisclosed, has made or implied any representations or warranties other than those expressly set forth in this Agreement

concerning the Facility, its condition, title thereto, future plans of the State with respect to the Facility or ancillary areas, or this Agreement.

ARTICLE III: CONSIDERATION

3.1 Consideration by The Contractor

The Contractor agrees to pay all costs associated with the operation of the Facility including utilities (telephone, water, sewer, heat, air conditioning), interior maintenance and supplies, landscape maintenance, trash removal, snow plowing, sanding and salting travel surfaces and any properly assessed real estate taxes applicable to the space occupied exclusively by the Contractor.

3.2 Consideration by the State

The State will pay utility costs for lighting the parking area and provide sand and road salt for the Facility. The storage of road salt at the Premises is prohibited.

ARTICLE IV: REQUIRED IMPROVEMENTS

4.1 Required Improvements

The State shall not be required to provide any work on improvements to, services or other improvements in connection with the Facility.

ARTICLE V: DESIGN AND CONSTRUCTION OF PERMITTED IMPROVEMENTS

5.1 Design Guidelines

Any improvement that the Contractor intends to make to the Facility (hereinafter referred to as a "Permitted Improvement") other than routine maintenance of the Facility shall be in conformity with this Agreement, all applicable Federal, State, and Local laws, ordinances, regulations, and codes, including, without limitation, the Americans with Disabilities Act of 1990, 42 U.S.C. Section 12101 et. seq., and the Contractor's insurance policies.

5.2 Design Approval

The Contractor shall not commence construction of any Permitted Improvement until the State, including the Department of Administrative Services' Bureau of Public Works, as applicable, has approved plans and specifications for the proposed work in accordance with the terms of this Section. Prior to commencing construction of the Permitted Improvement, the Contractor shall submit to the State complete plans and specifications for the proposed work. The State shall review the plans and specifications for conformity with the terms of this Agreement, and shall, within thirty (30) days after receipt thereof, either approve the submissions or notify the Contractor in writing of disapproval specifying the aspects of the submissions do not conform to the terms of this Agreement. In the event of disapproval, the Contractor shall, within thirty (30) days after the Contractor receives written notice of such disapproval, resubmit the plans and specifications altered so as to conform to the terms of this Agreement in those aspects specified by the State as the cause for disapproval. The resubmission shall be subject to review and approval of the State in

accordance with the procedure herein provided for an original submission until the plans and specifications have been approved by the State.

5.3 Permits

It shall be the Contractor's responsibility to obtain and pay for any and all permits, inspections, and local approvals necessary to construct the Permitted Improvement.

5.4 Changes in Plans

If the Contractor desires to make any material change to the plans and the specifications after approval by the State, it shall submit the proposed change to the State for approval, and the State shall either approve the proposed changes or notify the Contractor of disapproval in accordance with the procedure provided in Section 5.2 for any original submission.

5.5 Contracts for Construction of Permitted Improvements

The Contractor shall select and propose to the State one or more qualified contractors to construct the Permitted Improvement. The Contractor agrees that it shall not select any contractor who is then debarred from public contracting. Said selection(s) shall be subject to State approval, which shall not be unreasonably withheld, conditioned, or delayed. The Contractor shall enter into written contracts for all construction services to be provided by its contractor(s). Said contracts shall obligate the Contractor to pay all fees and costs related to the construction of the Permitted Improvement. Upon request of the State, a complete copy of each such contract shall be furnished to the State.

5.6 General Provisions Governing Construction of Permitted Improvement

No contractor shall commence construction of any Permitted Improvements until all permits, certificates, and approvals required by law for the commencement of such construction have been issued.

Once commenced, the construction of each Permitted Improvement shall be prosecuted with diligence.

5.7 Payment for Permitted Improvements

In no event shall any work related to the Permitted Improvement, or any other improvement constructed by, on behalf of, or under the Contractor or the State's approval thereof, give rise to any lien on the State's interest in the Premises (see RSA 228:74). The Contractor shall pay the entire cost of all Permitted Improvements promptly in cash or its equivalent so that both its and the State's interest in the Facility shall always be free of liens for labor and materials.

If any lien relating to a Permitted Improvement constructed by, on behalf of, or under the Contractor is filed against the Facility, the Contractor shall discharge the same by payment or filing any necessary bond within thirty (30) days after the Contractor has notice from any source of such lien.

5.8 The Contractor's Right to Equipment After Termination

The Contractor shall have the right to remove its own equipment from the Facility upon termination of this Agreement, provided that such removal shall not cause any damage to the Facility.

ARTICLE VI: ALTERATIONS AND OPTIONAL IMPROVEMENTS

6.1 Alterations and Optional Improvements

The Contractor agrees not to erect any building of any description on the Premises without the State's prior written approval. No signs or displays may be erected without the State's prior written approval and may be subject to restrictions with respect to number, size, location, and design.

6.2 Title to Facility Shall Remain in the State

At all times during the Agreement Term, the State shall continue to have title to the Facility and all improvements thereto, whether constructed by the Contractor or the State.

ARTICLE VII: UTILITIES

7.1 Utilities

The Contractor shall pay the appropriate suppliers for all water, gas, fuel oil, electricity, telephone, and any other utilities and communications services used on the Facility, and the Contractor shall instruct said suppliers to bill it directly, therefore. Upon request, the Contractor shall supply the State with such documentation as the State may reasonably request to verify compliance with the foregoing. The State agrees to cooperate and, if necessary, join with the Contractor in any application required for obtaining or continuing such services.

7.2 Disposal of Refuse

The Contractor shall arrange and pay for the lawful disposal of refuse and garbage from operations under this Agreement. Such payments shall be made directly to the refuse carrier retained by the Contractor.

ARTICLE VIII: TAXES

8.1 Taxes

If real estate taxes shall become due for that portion of the Facility exclusively occupied and utilized by the Contractor, the Contractor agrees to make such payments when and as due pursuant to RSA 72:23, I (b). Failure of the Contractor to pay the duly assessed personal and real estate taxes when due shall be cause to terminate said lease or agreement with the State.

ARTICLE IX: INSURANCE

The Contractor shall procure and maintain at its own expense, and without compensation by the State, insurance in standard policies of the kinds and in the amounts hereinafter provided, with financially sound and responsible insurance companies authorized to do such business in the State. The Contractor shall furnish to the State with a certificate or certificates of insurance (COI) in a form satisfactory to the State showing compliance with this Section. All such policies shall contain endorsements providing substantially that (a) such policies may not be reduced, canceled, materially changed, or allowed to lapse with respect to the State except after thirty (30) days' prior written notice to the State; and (b) the State may, but shall not be obligated to, make premium payments to prevent such cancellation for non-payment of premiums, and that such payments shall be accepted by the insurer.

The Contractor will be solely responsible for payment of all deductibles and self-insured retentions (if any) to which such policies are subject. Deductibles and self-insured retentions must be approved by the State. Such approvals shall not be unreasonably withheld.

The types and limits of insurance are as follows:

9.1 Personal Property

The Contractor shall, at its sole expense, obtain and keep in full force and effect throughout the term of this Agreement insurance upon the Facility and Contractor's personal property, fixtures, and furnishings located upon the Facility, in an amount equal to one hundred percent (100%) of the full replacement cost thereof, with coverage against such perils, casualties, and contingencies as are from time to time customarily covered by "all-risk" insurance policies.

9.2 General Liability

The Contractor shall, at its sole expense, obtain and keep in force throughout the term of this Agreement, comprehensive general liability insurance insuring the Contractor, and naming the State as additional insured, against all claims and demands for personal injury or damage to property which may be claimed to have occurred upon the Facility and Premises and/or arising out of the operations, use or occupancy of the Facility, and equipment by the Contractor. Said insurance shall be written on an occurrence basis to afford Commercial General Liability protection in an amount equal to the amount of \$5,000,000 combined single limit for personal and bodily injury and \$5,000,000 aggregate with an Excess Liability coverage of \$9,900,000 in endorsement coverage insuring the performance by the Contractor of the indemnity agreement set forth in Section 10.1 of this document. The amount of such insurance may be adjusted as reasonably directed by the State to protect against judgments then being awarded in New Hampshire for injury, death, and property damage. All comprehensive general liability policies maintained by the Contractor shall contain a provision that the State, although named as an additional insured, will nevertheless be entitled to recover under such policies for any loss sustained by it, its agents, and its employees as a result of acts or omissions of the Contractor.

9.3 Workers' Compensation and employer's liability as required by law.

Throughout the term of this Agreement, the Contractor shall carry workers' compensation as required by law.

Limits of Liability: \$500,000 for each accident;

\$500,000 disease – each employee;
\$500,000 disease – policy limit;

Deductible, if applicable, to be shown on the certificate.

9.4 Comprehensive Automobile Liability

Throughout the term of this Agreement, the Contractor shall carry comprehensive automobile liability covering all motor vehicles including owned, hired, and borrowed vehicles.

Limits of Liability: \$100,000 Combined Single Limit for bodily injury & property damage.

9.5 Property Insurance

The Contractor agrees to obtain and keep in force a policy of insurance for full replacement cost against the loss of the Facility to fire or other perils or casualties. The State and the Contractor acknowledge that the State is self-insured and is not required by this Agreement to procure or maintain insurance of any kind.

9.6 Personal Property at the Contractor's Risk

All of the furnishings, fixtures, equipment, effects, and property of every kind, nature, and description of the Contractor shall be at the sole risk and hazard of the Contractor, and if the whole or any part thereof shall be destroyed or damaged by fire, water or otherwise, or by the leakage or bursting of water pipes, no part of said loss or damage is to be charged to or to be borne by the State.

ARTICLE X: INDEMNIFICATION

10.1 Indemnification of the State by the Contractor

The Contractor hereby covenants and agrees to indemnify and hold harmless the State and its officers, agents, and employees from any and all claims, actions at law, suits in equity, losses, damage, costs, or injury of whatever kind and nature, whether direct or indirect, arising out of the activities of the Contractor in or about the Facility, or caused by any act, neglect, fault, work, improper conduct, omission, by the Contractor, its agents, employees, contractors, invitees or licensees. The Contractor's liability hereunder extends to the acts or omissions of any agent, employee, contractor, invitee, or licensee of the Contractor.

The Contractor agrees to indemnify and hold the State harmless from and against all bills for labor performed and equipment, fixtures, and materials furnished to the Contractor, and from and against any and all liens, bills, or claims therefore or against the Facility, and from and against all losses, damage, costs, expenses, suits and claims whatsoever in connection with any improvements or alterations made by the Contractor during the term of this Agreement. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State.

10.2 Legal Proceedings

Upon request of the State, the Contractor shall defend each and every legal proceeding in which the State or any of its agencies, officers, or employees is named as a party, arising out of or in any manner connected with the activities engaged in by the Contractor under this Agreement.

ARTICLE XI: MAINTENANCE, REPAIRS, SAFE OPERATION

11.1 Grounds

The Contractor shall, at its sole cost and expense, maintain all roads (other than public roads), paths, and sidewalks located upon the Facility in a clean manner and shall promptly remove all accumulations of snow and ice therefrom, and salt and sand all walkways and parking areas as to sufficiently protect users of the Facility from ice and snow conditions. The Contractor shall maintain lawns, shrubbery, trees, and ground cover so that they are healthy and of good appearance. All activities of the Contractor shall preclude the discharge of substances in concentrations, which will result in harm to water supply, fish, and wildlife. Chemicals may not be used to control undesirable vegetation, insects, or rodents without prior written approval of the State. Only those materials approved and registered by the U.S. Environmental Protection Agency for the specific purpose planned will be considered for use on the Facility. The Contractor shall follow label instructions in the preparation and application of pesticides and disposal of excess materials and containers.

In the event that it is necessary to fill, grade, or otherwise restore the Facility for parking, the Contractor shall do so and shall ensure that all work is supervised by State personnel and subject to the approval by the State, all at the Contractor's sole cost and expense.

All maintenance work performed by the Contractor shall be accomplished in a manner so as to cause no unreasonable interference with any adjacent highway.

11.2 Facility Maintenance

The Contractor shall perform and pay for all routine interior repairs and maintenance including without limitation interior painting, interior walls, doors and trim, HVAC equipment, electrical wiring, plumbing, ceilings, and also including all windows, glass, and entrance doors. The State shall perform and pay for all major structural repairs and capital improvements deemed necessary by the State, except that the Contractor may perform or arrange for capital improvements with the prior written approval of the State.

11.3 Sanitation

The Contractor, at its sole expense, shall maintain the Facility in a clean and sanitary condition at all times. The Contractor shall be responsible for all litter pickup, trash disposal, cleaning, and sanitation. All New Hampshire and local health laws and regulations regarding sanitation will be strictly complied with.

11.4 Safe Operation of Facilities

The Contractor shall periodically inspect all areas of the Facility for the presence of unsafe and hazardous conditions and shall promptly inform the State of any incident and, when possible, remedy such conditions when found.

11.5 Parking Areas

Subject to approval by the State and applicable provisions of State law, the Contractor shall be responsible for the removal of abandoned vehicles, regulation of camper parking, regulation of taxi services, control of the parking areas for purposes of snow removal operations and for reasonable measures to eliminate nuisances and dangerous conditions. The State shall be responsible for traffic control as reasonably necessary for the operation of the Facility in accordance with this Agreement.

ARTICLE XII: HAZARDOUS MATERIALS

12.1 Hazardous Materials Activities

For purposes of this Agreement, "Hazardous Materials" shall include, but not be limited to, gasoline of all types and all substances defined as "hazardous substances", "toxic substances", "oil" or "hazardous wastes" in any federal, state, or applicable local statute now or hereafter enacted concerning hazardous materials, or in any regulation adopted or publication promulgated pursuant to said statutes (Hereinafter referred to as, "Regulations").

The Contractor shall not cause any hazardous materials or toxic wastes, hazardous or toxic substances, or hazardous or toxic materials (hereinafter referred to as "Hazardous Materials") to be used, generated, stored, or disposed of on, under or about, or transported to or from the Facility (hereinafter referred to as the "Hazardous Materials Activities") without first receiving the State's written consent, which may be withheld for any reason or revoked at any time. If the State consents to any such Hazardous Materials Activities, the Contractor shall conduct them in strict compliance with all applicable regulations, as hereinafter defined, using all necessary and appropriate precautions, and shall not cause or permit any release or threat of release of Hazardous Materials. In the event of a release or threat of release of any Hazardous Materials on account of any Hazardous Materials Activities of the Contractor or its employees, agents, contractors, licensees, or invitees, the Contractor shall conduct and complete all investigations, studies, sampling, and testing, and all remedial, removal and other actions necessary to clean up the release or eliminate the threat of release in accordance with all applicable legal requirements. The State shall not be liable to the Contractor under this Agreement for any Hazardous Materials Activities by the Contractor, the Contractor's employees, agents, contractors, licensees, or invitees, or any other third party, whether or not consented to by the State.

Prior to using, storing, or maintaining any Hazardous Materials on or about the Facility, The Contractor shall provide the State with a list of the types and quantities thereof and shall update such lists as necessary for continued accuracy. The Contractor shall also provide the State with a copy of any Hazardous Materials inventory statement required by any applicable regulations, and any update filed in accordance with any applicable regulations. If the Contractor's activities violate or create a risk of violation of any regulation, The Contractor shall cease such activities immediately upon notice from the State. The Contractor shall notify the State immediately by

telephone and in writing of any release or discharge of Hazardous Materials or of any condition constituting a threat of release of Hazardous Materials. The State may (but shall not be obligated to) enter the Facility at any time during the term of the Agreement to inspect the Contractor's compliance herewith and may disclose any violation of any regulation to any governmental agency with jurisdiction.

Nothing herein shall prohibit the Contractor from using minimal amounts of oil, solvents, or other substances that may constitute Hazardous Materials in carrying out the Contractor's construction, maintenance, and repair obligations under this Agreement, or in conducting the Contractor's business upon the Facility in accordance with the Permitted Uses, provided that such use is in compliance with all regulations and shall be subject to all of the other provisions of this Agreement.

12.2 Indemnification for Hazardous Materials Activities

The Contractor shall indemnify and hold the State harmless for all claims, damages, costs, and liabilities incurred by the State arising out of the Contractor's Hazardous Materials Activities, including, but not limited to, the State's testing and engineering expenses, remediation, lost property value, reasonable attorney fees, and litigation costs.

ARTICLE XIII: INSPECTION AND ACCESS

13.1 Right to Inspect

Throughout the Agreement Term, the State and its representatives including, without limitation, representatives of the Federal Highway Administration (FHWA), shall have the right to inspect the Facility for the purpose of ascertaining the Contractor's compliance with the terms of this Agreement. For inspections, other than emergency inspections, the inspecting agency shall provide at least twenty-four (24) hours prior notice to the Contractor and the inspection shall be accomplished in a manner which does not unreasonably interfere with the operations of the Facility by the Contractor. If requested by the State, the Contractor shall provide a representative to accompany the State on each such inspection.

13.2 Access

Throughout the Agreement Term, the State, and its representatives, including, without limitation, representatives of FHWA, shall have the right to pass in, on, and over the Facility and Premises for the purpose of maintenance, repair, and/or replacement of its highway facilities.

The Contractor shall allow any public or private utility holding an easement, license, or permit, regarding the Facility or any portion thereof, to enter the Facility and perform routine and emergency repairs and maintenance work.

ARTICLE XIV: ACCOUNTING AND REPORTING

14.1 Books of Account and Financial Reporting

The State, or its designee, shall have the right, at reasonable times and upon reasonable notice, to examine the accounting books, records, and other compilations of data of the Contractor which pertain to the performance of the provisions and requirements of this Agreement including ticket sales, fees, and utility costs.

The Contractor shall preserve all its accounting books and records pertaining to the Facility for a period of three years following the Contractor's fiscal year-end. All records shall be subject to review, audit, and analysis by qualified representatives of the State at mutually convenient times. The Contractor shall provide performance and operational expense reports by the end of March for the previous calendar year.

14.2 Access to Records

For the purpose of administering this Agreement, the Contractor agrees to make all accounting ledgers and supporting records of its business activities within the authority of this Agreement available for analysis by qualified representatives of the State. Reviews of accounting books and supporting records will be made at dates convenient to the Contractor and reviewers. Financial information obtained will be treated as confidential to the full extent permitted under RSA 91-A.

14.3 Repair and Maintenance Records

In addition to any other books and accounts maintained by the Contractor, the Contractor shall maintain proper records of all repairs and maintenance and shall make these available to the State upon request.

ARTICLE XV: COMMISSION RATES, BUS OPERATIONS

15.1 Commission Rates

The Contractor shall be solely responsible for sales of tickets for scheduled bus service at the Facility and may charge a commission rate not to exceed 17% on such sales. The Contractor may charge a fee not to exceed \$30.00 for the operation of each unscheduled bus departure using the facility. Any alternative commission rate or fee arrangement must be approved in writing by the State. The State reserves the right to establish, and require the Contractor to implement, alternative commission and fee arrangements as it deems necessary.

15.2 Other Bus Operations

The Contractor shall provide customer service, schedule information, and ticket sales to passengers in the terminal using those scheduled bus operations paying the commission authorized in Section 15.1. The Contractor may require said operations to submit service plans and schedules 60 days in advance of commencement of service.

ARTICLE XVI: ASSIGNMENT AND SUBLETTING

16.1 Limitations

The Contractor shall not assign, transfer, convey, sublet, encumber or dispose of its right, title or interest in the whole or any part of the Facility or enter into any agreement with any entity or person, except for employees of the Contractor, to exercise substantial management responsibilities for the operations authorized hereunder or any part thereof, without the prior written consent of the State, which may be withheld for any reason whatsoever.

The failure of a transferee of any other successor in interest to the Contractor to assume the obligations of the Contractor hereunder or to obtain the approval of the State as herein required shall not relieve such transferee or successor of such obligations or limit the State with respect to any right, remedies or controls it may have under this Agreement.

Any transfer by operation of law or otherwise of the Contractor's interest in this Agreement or of a controlling interest in the Contractor's ownership so as to permit the exercise of substantial managerial influence over the operations of the Contractor by such transferee shall be deemed a transfer of the Contractor interests in the Facility for the purposes of this Article XVI. The Contractor agrees to comply with the requirements of the laws of New Hampshire regarding the filing of updated beneficial interest disclosure statements.

ARTICLE XVII: CASUALTY AND TAKING

17.1 Casualty Loss

In the event that the buildings, structures, or other improvements of the Facility are damaged or destroyed by fire or other casualties, the Contractor will immediately notify the State.

The State shall have no obligation to rebuild any or all of the buildings or structures so damaged. In the event that the fire or other casualty renders the Facility unfit for its intended use, either party may elect to discontinue performance under this Agreement, provided that the Contractor has insurance coverage for such casualty and the proceeds of such insurance are adequate and available to repair or reconstruct the Facility after such casualty, then the State shall not terminate this Agreement, provided that the Contractor shall promptly repair the damage in accordance with the provisions of this Agreement.

The foregoing notwithstanding, in the absence of insurance coverage, the State may, in its sole discretion, seek to obtain funds for the repair or reconstruction of the Facility so that the operation of the Facility may be maintained.

17.2 Taking by Eminent Domain

If a substantial part of the Facility shall be taken for any public or quasi-public use under governmental law or by right of eminent domain and such taking would materially interfere with the use of the Facility by the Contractor for the purposes contemplated by this Agreement, then the Agreement may be terminated by either the State or the Contractor. The State or the Contractor shall make such election by giving the other party written notice within sixty (60) days after the event giving rise to a right to terminate. Any such termination shall be effective thirty (30) days after the date of notice thereof.

The State reserves all rights to damages payable by reason of anything lawfully done in pursuance of any public or other authority and, by way of confirmation, the Contractor grants to the State all of the Contractor's rights to such damages and agrees to execute and deliver such further instruments of assignment thereof as the State may from time to time request, provided, however, that the Contractor reserves for itself any award specifically reimbursing the Contractor for moving or relocation expenses and any other award the payment of which does not diminish the amount otherwise payable to the State.

ARTICLE XVIII: RIGHT OF THE STATE TO PERFORM

18.1 The State's Right to Perform the Contractor's Obligations

If the Contractor fails to perform any of its obligations under this Agreement within the time permitted for its performance, then the State after ten (10) days' prior written notice to the Contractor (or, in the case of any emergency, upon such notice or without notice, as may be reasonable under the circumstances) and without waiving any of its rights under this Agreement, may (but will not be required to) pay such amount or perform such obligation.

18.2 Reimbursement of the State by the Contractor

All amounts paid by the State and all costs and expenses incurred by the State in connection with the performance of any such obligations will be payable by the Contractor to the State on demand.

ARTICLE XIX: DEFAULTS AND REMEDIES

19.1 Events of Default by the Contractor

The following events shall be deemed to be events of default by the Contractor under this agreement:

- a) The Contractor shall fail to comply with any term, provision, or covenant of this Agreement and shall not cure such failure within twenty (20) days after written notice thereof to the Contractor or, in the case of failures that cannot be cured within twenty (20) days, commenced to cure such failure within twenty (20) days and thereafter diligently pursued such cure to completion.
- b) The Contractor shall abandon any substantial portion of the Premises or cease to use a substantial portion of the Premises for the purposes permitted by this Agreement.
- c) The Contractor shall fail to contest diligently the validity of any lien or claimed lien and give sufficient security to the State to ensure payment thereof or shall fail to satisfy any judgment rendered thereon and have the same released within ten (10) days after written notice from the State.
- d) The Contractor shall file a petition in bankruptcy or insolvency or for reorganization or arrangement under the law of the United States or is dissolved or makes an assignment for the benefit of creditors.

- e) Involuntary proceedings under any such bankruptcy laws or for this dissolution of the Contractor are instituted against the Contractor or receiver or trustee is appointed for all or substantially all of the Contractor property, and such proceeding is not dismissed, or such receivership or trusteeship is not vacated within ninety (90) days after such institution or appointment.

19.2 Remedies of the State

Upon the occurrence of any of the events of default in Section 19.1, the State shall have, in addition to the rights set forth in Article XVIII of the Agreement and any other remedies available to the State at law or equity, the immediate option, or the option at any time thereafter, to terminate this Agreement and all rights of the Contractor hereunder on five (5) days written notice to the Contractor, and this Agreement will come to an end on the effective date of such notice as fully and completely as if the term of this Agreement had expired. Upon the termination of the Agreement, the Contractor shall immediately quit and surrender the Premises to the State, but the Contractor shall remain liable for damages as hereinafter provided. In the event the Contractor fails to quit and surrender the Premises, the State may reenter and repossess the Premises or any part thereof and remove the Contractor and those claiming through the Contractor from the Premises without being deemed guilty in any manner of trespass and without prejudice to any remedies for default. The Contractor hereby waives all statutory and equitable rights to its leasehold after the termination of this Agreement by the State under this paragraph, including, without limitation, rights in the nature of further cure or redemption, if any.

19.3 Remedies Cumulative

The specific remedies to which the State or the Contractor may resort under this Agreement, and all other rights and remedies of the State and the Contractor are cumulative, and any two or more may be exercised at the same time. Nothing in this Agreement shall limit the right of the State to prove and obtain in proceedings for bankruptcy or insolvency an amount equal to the maximum allowed by any statute or rule of law in effect at that time.

19.4 The State's Default

The State shall use due diligence in performing its covenants and obligations under this Agreement. In no event shall the State be in default unless notice thereof has been given to the State and it fails to perform within thirty (30) days provided, however, that such thirty (30) day period shall be reasonably extended if such performance begins within such a period and thereafter is diligently pursued.

ARTICLE XX: TERMINATION

20.1 Termination Procedures/Requirements

The Agreement shall remain in force and effect for the entire period specified above and any subsequent extension period unless terminated sooner in one of the following ways:

- a) By the State for cause if the Contractor is in material breach of a term or terms of the Agreement which is/are not corrected within thirty (30) days of written notice to cure given by the State to the Contractor;
- b) By the Contractor for cause if the State is in material breach of a term or terms of the Agreement which is/are not corrected within thirty (30) days of written notice to cure given by the Contractor to the Department;
- c) Notwithstanding any language in the Agreement to the contrary, the State or Contractor may terminate the Agreement without cause upon ninety (90) days' written notice; or,
- d) Upon a mutual determination and agreement that continued performance under the Agreement is not desirable.

In the event of termination under (b) above, the Contractor may pursue all of its remedies at law or in equity. Damages consisting of anticipated profits and amounts for the purchase of equipment will not be paid under any circumstances.

In the event of termination under (a) above, the State may engage the services of others to continue working for the balance of the Agreement Term without the benefit of competitive bidding, and the Contractor shall compensate the State for the actual costs to reissue a subsequent Request for Proposal (RFP) to secure another Contractor to operate the Facility.

In the event of termination under (c) above, if the Contractor terminates the Agreement within the first twelve (12) months of the Agreement Term, even with having provided ninety (90) days' notice, the Contractor agrees to compensate the State for the actual costs to reissue a subsequent RFP to secure another Contractor to operate the Facility.

In the event of termination under (d) above, the termination shall take effect sixty (60) days after the parties reach a mutual determination to terminate. Upon the termination taking effect, both parties shall, effective the date of the termination, be exonerated of any and all further liabilities and/or obligations under the Agreement.

The Contractor may, upon termination of the Agreement, remove all moveable furniture, trade fixtures, and equipment belonging to the Contractor, and shall repair any damage caused by such removal. Property not so removed shall be deemed abandoned by the Contractor and the State may, at its option, keep the same for its use or remove the same in any manner as the State shall choose, and the Contractor shall pay on demand any and all expenses incurred in such removal.

ARTICLE XXI: MISCELLANEOUS

21.1 Surrender of Facility

At the end of the term of this Agreement, or any extension or renewal thereof, or other sooner termination of this Agreement, the Contractor will peaceably deliver to the State possession of the Facility, together with all improvements or additions thereto (unless the State has requested removal as a condition to approving construction of same) in the condition in which the Contractor is required to maintain them under the terms of this Agreement. The Contractor may, upon

termination of this Agreement, remove all moveable furniture, trade fixtures, and equipment belonging to the Contractor, and shall repair any damage caused by such removal. Property not removed shall be deemed abandoned by the Contractor and the State may, at its option, keep the same for its use or remove the same in any manner as the State shall choose, and the Contractor shall pay on demand any and all expenses incurred in such removal.

21.2 Holding Over

The Contractor has no right to hold over at the end of the term of this Agreement. If the Contractor retains possession of the Facility or any part thereof after the expiration of the Agreement Term or earlier termination of the Agreement, the State may, at its option, serve written notice upon the Contractor that such holding over constitutes the creation of a tenancy at will, upon the terms and conditions set forth in the Agreement. If no such notice is given, then a tenancy at sufferance shall be deemed to be created. The provisions of this paragraph shall not constitute a waiver by the State of any right of reentry given by this Agreement for default by the Contractor hereunder.

21.3 Status Report

Recognizing that both the State and the Contractor may find it necessary or desirable to establish to third parties, such as accountants, lenders, governmental agencies, or the like, the then-current status of performance hereunder, either party, upon the written request of the other made from time to time, will promptly furnish a written statement on the status of any matter pertaining to this Agreement. Without limiting the foregoing, the Contractor shall at any time and from time to time, but only after ten (10) days prior written notice from the State, execute, acknowledge, and deliver a written statement certifying that this Agreement is in full force and effect subject only to such modification as may be set out; that the Contractor is in possession of the Facility and that there are not any uncured defaults on the part of the State, or specifying such defaults if they are claimed. If the Contractor fails to deliver such statement in a timely manner, the Contractor shall be deemed to have acknowledged that this Agreement is in full force and effect, without modifications except as may be represented by the State, and that there are no uncured defaults in the State's performance. Any statement provided by either the State or the Contractor hereunder may be relied upon by the other or any other party to whom the State or the Contractor requests the statement be addressed.

21.4 Waiver

If either the State or the Contractor waives the performance of any term, covenant, or condition contained in this Agreement, such waiver shall not be deemed to be a waiver of any subsequent breach of the same or any other term, covenant, or condition herein. Failure by either the State or the Contractor to enforce any of the terms, covenants, or conditions of this Agreement for any length of time shall not be deemed to waive or to decrease the right of such party to insist upon strict performance in the future. No provision of this Agreement shall be deemed to have been waived by either the State or the Contractor unless such waiver is in writing and signed by a duly authorized representative of the party to be bound thereby.

21.5 No Brokerage

The State and the Contractor each represent and warrant that no broker, agent, commission salesman, or other person has represented it in connection with the procurement or consummation

of this Agreement. In the event any brokerage claims are asserted against the State predicated upon prior dealings with the Contractor, the Contractor agrees to indemnify and hold the State harmless against any such claim.

21.6 Notice: Time of the Essence

All notices and other communications required or permitted to be given under this Agreement shall, unless otherwise expressly permitted hereunder, be in writing, signed by a duly authorized representative of the party giving notice and shall be given by hand delivery (including, without limitation, courier, Federal Express, or other overnight delivery service) or mailed by United States certified mail, postage prepaid, return receipt requested. Notices shall be sent or addressed to the Contractor at the address appearing for the Contractor in section 1.1 of this Agreement. Notices to the State, unless otherwise expressly stated in this Agreement, shall be sent to the State at the respective address appearing in section 1.1 of this Agreement. The State or the Contractor may, by notice given hereunder, at any time and from time to time, designate a different address to which notices shall be sent. Notices served as aforesaid shall be deemed given for all purposes (i) on the date shown on the receipt for such delivery or (ii) as of the date such notice was sent in the event delivery is refused, or acceptance could not be obtained.

Any requests for approval made by the Contractor to the State where such approval shall be deemed granted after a period of non-reply by the State shall, as a condition to the effectiveness thereof, bear the following legend at the top of the transmittal letter in bold-faced type at least one-quarter inch high, with the appropriate deadline for reply filled in:

NOTICE

**THIS REQUEST FOR APPROVAL REQUIRES IMMEDIATE ATTENTION
FAILURE TO RESPOND WITHIN 30 DAYS SHALL RESULT IN AUTOMATIC
APPROVAL**

Where either the State or the Contractor is to give a notice or respond to a notice within a specific time period under this Agreement, time shall be of the essence in giving or responding to such notice.

21.7 Status of Parties

The relationship of the Contractor to the State is that of an independent contractor, and said contractor, in accordance with its status as such, covenants and agrees that it will conduct itself consistent with such status, that it will neither hold itself out as nor claim to be a partner, agent, joint venture, officer or employee of the State by reason of this Agreement and that it will not, by reason of this Agreement, make any claim, demand or application to or for any right or privilege applicable to an employee or officer of the State. Nothing contained in this Agreement shall create or be construed as creating a partnership or joint venture between the State and the Contractor or constitute the Contractor an agent of the State.

21.8 Governing Law

This Agreement will be governed by and construed in accordance with the laws of the State of New Hampshire, and all legal actions brought in connection with this Agreement shall be brought in courts within the State of New Hampshire.

21.9 Entire Agreement

This Agreement, together with its Exhibits, whether physically appended to this document or incorporated by reference without being so appended, contains all of the agreements of the parties and supersedes any previous negotiations. There are no agreements between the State and the Contractor with respect to the subject matter of this Agreement other than those set forth in this Agreement and its Exhibits.

21.10 Paragraph Headings

The paragraph headings herein are for convenience of reference only and shall in no way define, increase, or limit the scope or intent of any provision of this Agreement.

21.11 Partial Invalidity

If any term of this Agreement, or the application thereof to any person or circumstances, shall to any extent be invalid or unenforceable, the rest of this Agreement shall not be affected thereby, and each term of this Agreement shall be valid and enforceable to the fullest extent permitted by law.

21.12 Force Majeure

In any case, where either the State or the Contractor is required to perform any act, delays caused by or resulting from war, fire, flood, unusually severe weather, strikes, or other causes beyond such party's reasonable control shall not be counted in determining the time during which such act shall be completed whether such time be designated by a fixed date, a fixed time or a "reasonable" time, and such time shall be deemed to be extended by the period of delay.

21.13 Recording

The State and the Contractor agree not to record this Agreement. Both parties will, at the request of either, execute, acknowledge, and deliver a Notice of Agreement in recordable form. Such notice shall contain only the information required by law for recording a notice of lease.

21.14 No Agreement Until Signed

No legal obligations shall arise with respect to the Premises or other matters herein until this Agreement is executed and delivered by the State and the Contractor, with all required signatures.

21.15 Successors and Assigns

This Agreement and the covenants and conditions herein contained shall insure to the benefit of and be binding upon the Contractor, its successors, and assigns, and shall be binding upon the

Contractor, its successors, and assigns, and shall insure to the benefit of the Contractor and only such transferee of the Contractor as are permitted hereunder.

21.16 State Employees Barred from Interest

No official, employee, or consultant of the State of New Hampshire shall have any personal interest, direct or indirect, in this Agreement or the Contractor, nor shall any such official, employee, or consultant participate in any decision relating to this Agreement which affects their personal interest or the interests of any corporation, partnership, or association in which they are directly or indirectly interested.

21.17 The State's Liability

No official, employee, or consultant of the State of New Hampshire shall be personally liable to the Contractor or to any partner or shareholder thereof, or to any successor in interest or person claiming through or under the Contractor or any partner or shareholder thereof, in the event of any default or breach of this Agreement, or for any amount which may become due or on any claim, cause or obligation whatsoever under the terms of this Agreement. All claims against the State shall be governed by the provisions of this Agreement. The foregoing notwithstanding, nothing herein shall be deemed to waive the sovereign immunity of the State.

21.18 Nondiscrimination

The Contractor agrees that it shall not, because of race, color, national origin, ancestry, age, sex, religion, physical/mental disability, or sexual orientation, discriminate against any qualified employee, applicant for employment, subcontractor, or person/firm seeking to provide goods or services to the Contractor, or deny any person access to the Facility or to any activities or programs carried out upon the Facility. The Contractor shall comply with all applicable Federal and State statutes, rules, and regulations prohibiting discrimination in employment or public accommodation. The Contractor shall use the Facility in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964, as said Regulations may be amended. In the event of a breach of any of the above nondiscrimination covenants, the State shall have the right to terminate this Agreement and reenter and repossess the Facility and hold the same as if this Agreement had never been made or issued.

21.19 Counterparts

This Agreement may be executed in any number of counterparts and each of such counterparts shall, for all purposes, be deemed to be an original and all such counterparts shall together constitute but one and the same Agreement.

**CONCORD COACH LINES, INC.
CONCORD INTERMODAL FACILITY
OPERATING AGREEMENT**

EXHIBITS TO AGREEMENT

Agreement and Signature Page

Exhibit A - Special Provisions

Exhibit B - Facility Rules and Regulations

Exhibit C - Budget

Exhibit D - Facility Premises

Exhibit E - Terminal Floor Plan and Tenant Space

Certificate of Good Standing

Certificate of Corporate Vote

Certificate of Insurance

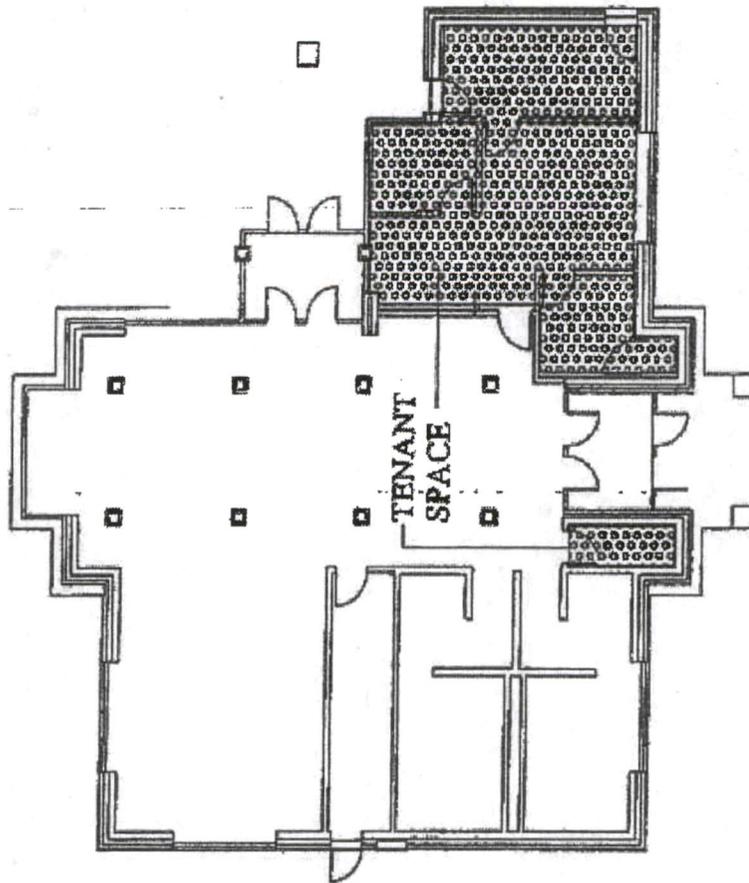
EXHIBIT A
SPECIAL PROVISIONS

There are no modifications, deletions, or additions to the P-37 General Provisions.

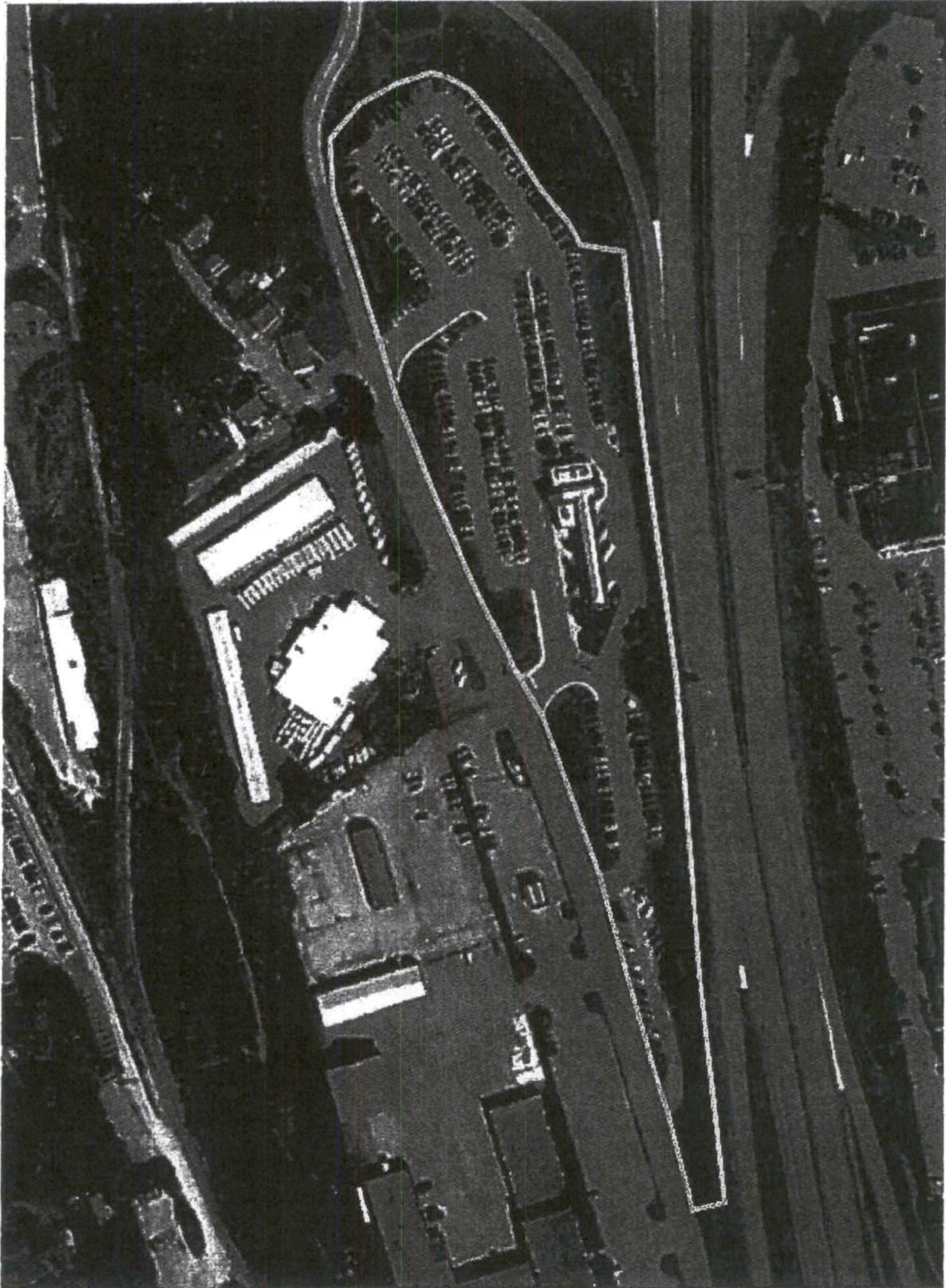
EXHIBIT B
FACILITY RULES AND REGULATIONS

1. Solicitation on State property is prohibited.
2. Advertising and other signage not installed by the State is subject to approval by the State and may be removed if installed without approval.
3. Passenger information and announcements shall include the carrier's name, departure time, destination, gate location, and other instructions.
4. Public address and schedule display systems shall be used only to inform passengers and the public about bus schedules, arrivals, departures, and other necessary details of bus services.
5. To ensure the safe and orderly flow of pedestrians utilizing the facility, the Contractor shall not be permitted to place or store property on the sidewalks or passageways adjacent to the building, or in vestibules, doorways, or corridors within the Bus Terminal.
6. No bicycle riding, rollerblading, skateboarding, or similar activity is allowed in the Bus Terminal.
7. No animals other than service animals may be kept in or about the Bus Terminal without written approval of the State.
8. The Bus Terminal may not be used for lodging or sleeping.
9. Smoking is prohibited in the Bus Terminal.
10. It is the Contractor's responsibility to keep the Ticket Window Area, Package Express Office, Dispatch Office, and Commercial Office Space clean and rubbish-free on a daily basis.
11. Only buses shall have access to and use of the docking area of the Bus Terminal. Exceptions may be allowed by the Contractor on a case-by-case basis or upon written approval of the State.
12. Unless expressly authorized by NHDOT, the Contractor shall not permit the sale or consumption of alcoholic beverages on the Premises.
13. The Contractor shall be responsible for working with and on behalf of the State to implement the State's "Permit and Access Rules" for utilization of the facility.

EXHIBIT C
TERMINAL FLOOR PLAN AND TENANT SPACE

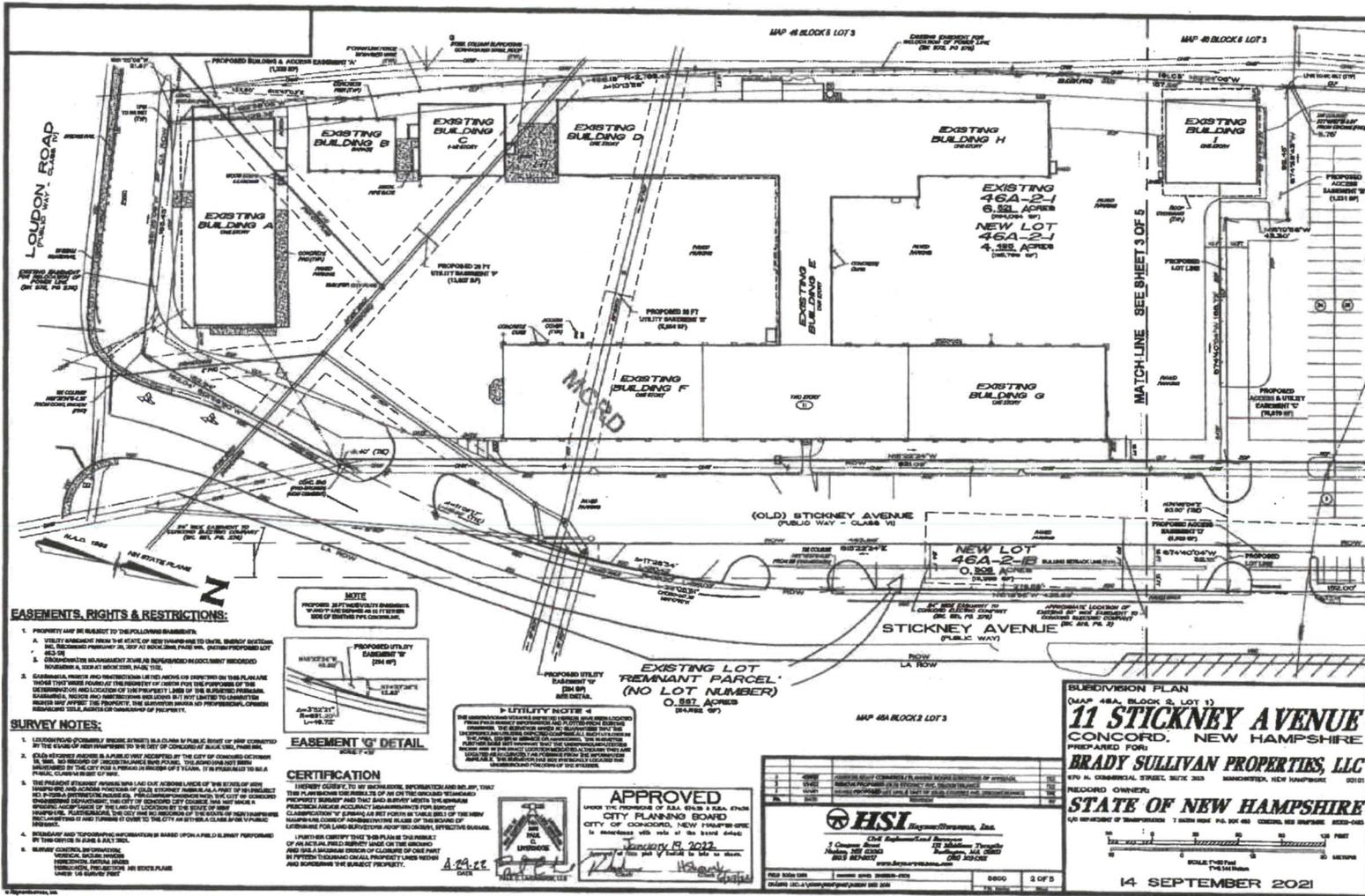


**CONCORD COACH LINES INC.
CONCORD INTERMODAL FACILITY PREMISES
EXHIBIT D-1**



**CONCORD COACH LINES INC.
CONCORD INTERMODAL FACILITY PREMISES
EXHIBIT D-2**

The following three plan set sheets approved by the City of Concord Planning Board depict the boundaries of the portion of the Concord Intermodal Facility located on the west side of Stickney Avenue.



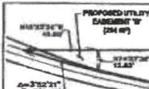
EASEMENTS, RIGHTS & RESTRICTIONS:

- PROPERTY MAY BE SUBJECT TO THE FOLLOWING EASEMENTS:
 - UTILITY EASEMENT FROM THE STATE OF NEW HAMPSHIRE TO THE STATE OF NEW HAMPSHIRE, INC. THE CORNER PROPERTY AS SHOWN AT THE CORNER OF THE PROPOSED LOT 46A-2-3.
 - CONDOMINIUM EASEMENT IN THE PROPOSED EASEMENT BOUNDARY NUMBER 1 AS SHOWN IN THE PLAN.
- EASEMENTS, RIGHTS AND RESTRICTIONS IN THE SUBJECT PROPERTY ARE SUBJECT TO THE PLANS AND RECORDS ON FILE AT THE OFFICE OF THE CLERK OF COURTS FOR THE COUNTY OF MERRIMACK, NEW HAMPSHIRE, AND ANY RECORDS ON FILE AT THE OFFICE OF THE CLERK OF COURTS FOR THE COUNTY OF MERRIMACK, NEW HAMPSHIRE, AND ANY RECORDS ON FILE AT THE OFFICE OF THE CLERK OF COURTS FOR THE COUNTY OF MERRIMACK, NEW HAMPSHIRE, AND ANY RECORDS ON FILE AT THE OFFICE OF THE CLERK OF COURTS FOR THE COUNTY OF MERRIMACK, NEW HAMPSHIRE.

SURVEY NOTES:

- UNDERGROUND UTILITIES (WATER, SEWER, GAS, ETC.) WERE LOCATED BY THE SURVEYOR AND SHOWN ON THE PLAN. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF UTILITIES NOT SHOWN ON THE PLAN.
- ALL EASEMENTS AND RESTRICTIONS WERE LOCATED BY THE SURVEYOR AND SHOWN ON THE PLAN. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF EASEMENTS AND RESTRICTIONS NOT SHOWN ON THE PLAN.
- THE SURVEYOR HAS CONDUCTED A VISUAL INSPECTION OF THE PROPERTY AND HAS FOUND NO OBSTRUCTIONS TO THE SURVEY. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF OBSTRUCTIONS NOT SHOWN ON THE PLAN.
- THE SURVEYOR HAS CONDUCTED A VISUAL INSPECTION OF THE PROPERTY AND HAS FOUND NO OBSTRUCTIONS TO THE SURVEY. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF OBSTRUCTIONS NOT SHOWN ON THE PLAN.
- THE SURVEYOR HAS CONDUCTED A VISUAL INSPECTION OF THE PROPERTY AND HAS FOUND NO OBSTRUCTIONS TO THE SURVEY. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF OBSTRUCTIONS NOT SHOWN ON THE PLAN.
- THE SURVEYOR HAS CONDUCTED A VISUAL INSPECTION OF THE PROPERTY AND HAS FOUND NO OBSTRUCTIONS TO THE SURVEY. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF OBSTRUCTIONS NOT SHOWN ON THE PLAN.

NOTE
 PROPOSED UTILITY EASEMENT 'W' (SEE PLAN)
 SCALE: 1" = 10'-0"



EASEMENT 'G' DETAIL
 SCALE: 1" = 10'-0"

UTILITY NOTE
 THE SURVEYOR HAS CONDUCTED A VISUAL INSPECTION OF THE PROPERTY AND HAS FOUND NO OBSTRUCTIONS TO THE SURVEY. THE SURVEYOR IS NOT RESPONSIBLE FOR THE LOCATION OF OBSTRUCTIONS NOT SHOWN ON THE PLAN.

CERTIFICATION

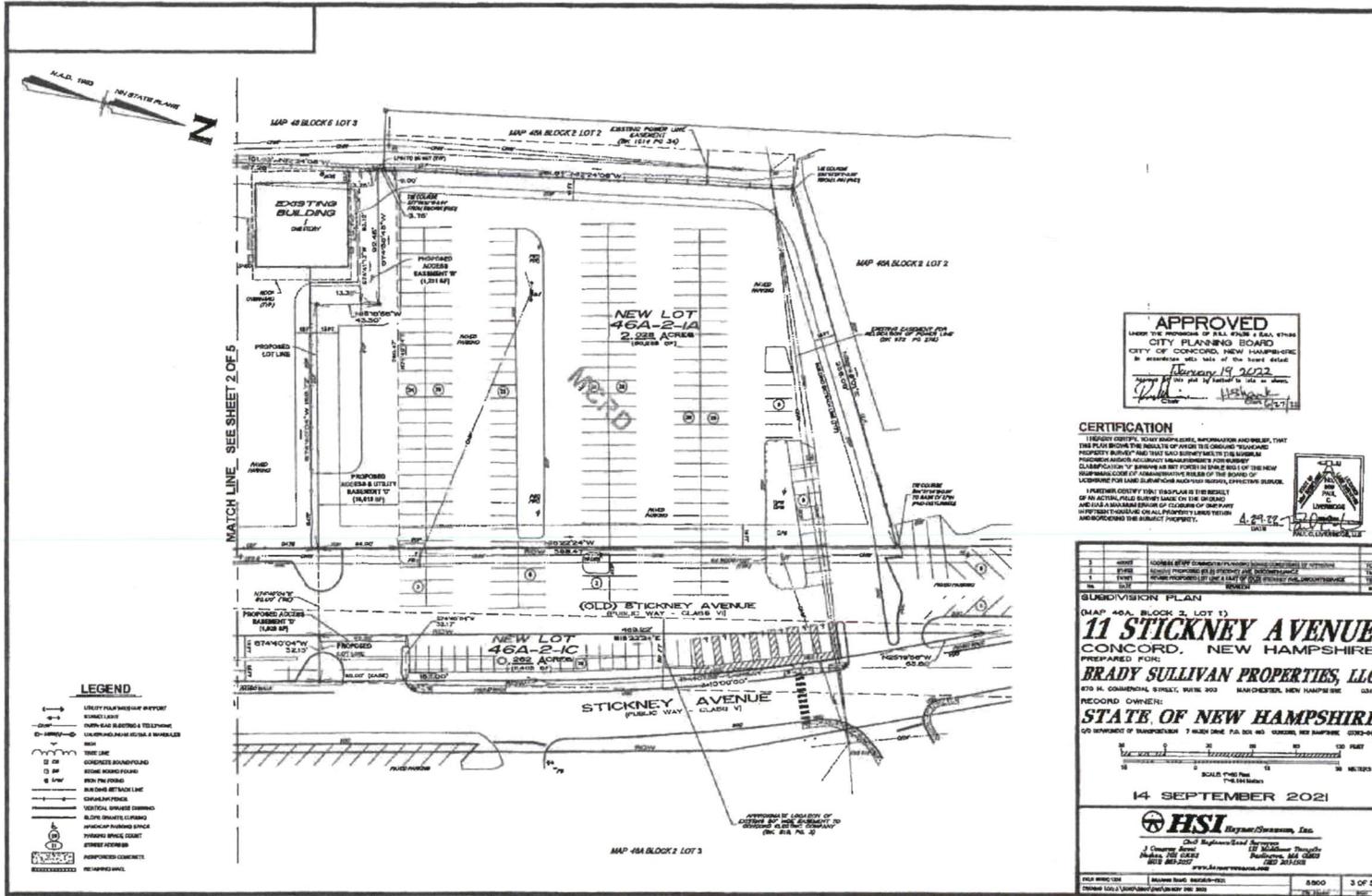
I, THE SURVEYOR, DO HEREBY CERTIFY THAT THE INFORMATION AND DATA ON WHICH THIS PLAN IS BASED IS TRUE AND CORRECT AND THAT I AM A LICENSED SURVEYOR IN THE STATE OF NEW HAMPSHIRE. I HAVE CONDUCTED A VISUAL INSPECTION OF THE PROPERTY AND HAVE FOUND NO OBSTRUCTIONS TO THE SURVEY. I HAVE ALSO CONDUCTED A VISUAL INSPECTION OF THE ADJACENT PROPERTIES AND HAVE FOUND NO OBSTRUCTIONS TO THE SURVEY. I HAVE ALSO CONDUCTED A VISUAL INSPECTION OF THE ADJACENT PROPERTIES AND HAVE FOUND NO OBSTRUCTIONS TO THE SURVEY.

APPROVED
 UNDER THE PROVISIONS OF RSA 281:10, 281:11, 281:12, 281:13, 281:14, 281:15, 281:16, 281:17, 281:18, 281:19, 281:20, 281:21, 281:22, 281:23, 281:24, 281:25, 281:26, 281:27, 281:28, 281:29, 281:30, 281:31, 281:32, 281:33, 281:34, 281:35, 281:36, 281:37, 281:38, 281:39, 281:40, 281:41, 281:42, 281:43, 281:44, 281:45, 281:46, 281:47, 281:48, 281:49, 281:50, 281:51, 281:52, 281:53, 281:54, 281:55, 281:56, 281:57, 281:58, 281:59, 281:60, 281:61, 281:62, 281:63, 281:64, 281:65, 281:66, 281:67, 281:68, 281:69, 281:70, 281:71, 281:72, 281:73, 281:74, 281:75, 281:76, 281:77, 281:78, 281:79, 281:80, 281:81, 281:82, 281:83, 281:84, 281:85, 281:86, 281:87, 281:88, 281:89, 281:90, 281:91, 281:92, 281:93, 281:94, 281:95, 281:96, 281:97, 281:98, 281:99, 281:100.

HSI *Surveyors, Inc.*
 1 Concord Road
 Concord, NH 03301
 603.224.1111
 www.hsi-surveyors.com

SUBDIVISION PLAN
 (MAP 46A, BLOCK 2, LOT 1)
11 STICKNEY AVENUE
 CONCORD, NEW HAMPSHIRE
 PREPARED FOR:
BRADY SULLIVAN PROPERTIES, LLC
 670 N. GERRARD STREET, SUITE 303, MANCHESTER, NEW HAMPSHIRE 03101
 RECORD OWNER:
STATE OF NEW HAMPSHIRE
 430 DEPARTMENT OF TRANSPORTATION, 1 BATH ROAD, P.O. BOX 440, CONCORD, NEW HAMPSHIRE 03301-0440

DATE: 14 SEPTEMBER 2021



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 CONCORD COACH LINES, INC. is a New Hampshire Profit Corporation registered to transact business in New Hampshire on March 28, 1955. 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: 10095

Certificate Number: 0007144258



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 1st day of April A.D. 2025.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan
Secretary of State

CONCORD COACH LINES, INC.

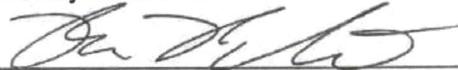
CERTIFICATE OF VOTE

I, Benjamin W. Blunt, hereby certify that I am President of Concord Coach Lines, Inc.

I hereby certify the following is a true copy of a vote taken at a special meeting of the Board of Directors of the corporation held on September 18, 2025 at an office of the corporation in Concord, New Hampshire, at which a quorum of the Board was present and voting.

VOTED: That Kenneth J. Hunter, as Vice President of said corporation, is hereby authorized and empowered to execute all documents between the State of New Hampshire, and its subdivisions, and Concord Coach Lines, Inc. relating to the corporation's Concord, NH intermodal facility operating agreement and further, authorizing said officer to execute any documents which may in his judgment be desirable or necessary to effect the purpose of this vote.

I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract to which this certificate is attached. This authority remains valid for thirty (30) days from the date of this Corporate Resolution. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.



Benjamin W. Blunt
President
Concord Coach Lines, Inc.

Subscribed and sworn before me this 18th
day of September 2025.







CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/28/2025

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).

PRODUCER Arthur J. Gallagher Risk Management Services, LLC 45 Constitution Ave P.O. Box 511 Concord NH 03301 License#: 0D69293 CONCCOA-01	CONTACT NAME: PHONE (A/C, No, Ext): 800-238-3840 FAX (A/C, No): 603-224-8012 E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE NAIC #	
INSURED Concord Coach Lines, Inc. 7 Langdon Street Concord, NH 03301	INSURER A: National Interstate Insurance Company 32620	
	INSURER B: Acadia Insurance Company 31325	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		

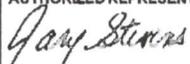
COVERAGES **CERTIFICATE NUMBER: 1619347713** **REVISION NUMBER:**

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 WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		YPP110762019	5/1/2025	5/1/2026	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COM/OP AGG \$ 5,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		YPP110762019	5/1/2025	5/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 100,000 BODILY INJURY (Per person) \$ 100,000 BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ n		YPP110762019	5/1/2025	5/1/2026	EACH OCCURRENCE \$ 4,900,000 AGGREGATE \$ 4,900,000 *Excess of Primary \$ Auto Only*
B	<input type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N <input type="checkbox"/> N/A	WCA5326280-17	12/31/2024	12/31/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Excess Primary GL & Auto		YEX110762119	5/1/2025	5/1/2026	Limit 5,000,000 (5Mx5M)
A	Excess 2nd Layer- GL & Auto		YEX110762218	5/1/2025	5/1/2026	Limit 5,000,000 (5Mx10M)

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 WC 3A: NH, MA, ME, NY

The State of New Hampshire, Dept of Transportation is additional insured for general liability when required by written contract.

CERTIFICATE HOLDER State of New Hampshire Department of Transportation 7 Hazen Drive Concord NH 03302	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



EVIDENCE OF PROPERTY INSURANCE

DATE (MM/DD/YYYY)
10/28/2025

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

AGENCY Arthur J. Gallagher Risk Management Services, LLC 45 Constitution Ave P.O. Box 511 Concord, NH 03301		PHONE (A/C, No, Ext): 800-238-3840	COMPANY Continental Western Insurance Company P.O. Box 1594 Des Moines, IA 50306	
FAX (A/C, No): 603-224-8012		E-MAIL ADDRESS:	License#: 0D69293	
CODE:		SUB CODE:		POLICY NUMBER CNA1500739
AGENCY CUSTOMER ID #: CONCCOA-01		LOAN NUMBER		EFFECTIVE DATE 06/30/2025
INSURED Concord Coach Lines, Inc. 7 Langdon Street Concord NH 03301		EXPIRATION DATE 06/30/2026		<input type="checkbox"/> CONTINUED UNTIL TERMINATED IF CHECKED
THIS REPLACES PRIOR EVIDENCE DATED:				

PROPERTY INFORMATION

LOCATION/DESCRIPTION
 Loc 9: 2 Garden Lane, Londonderry, NH
 Loc 13: Symmes Road, Londonderry, NH
 Loc 14: 2 Jacksbridge Drive (Exit 5), Londonderry
 Loc 15: 10 Raymond Ave (Exit 2), Salem, NH
 Loc 16: North Southwood Dr.(Exit 8), Nashua, NH

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 EVIDENCE OF PROPERTY INSURANCE 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.

COVERAGE INFORMATION

PERILS INSURED	BASIC	BROAD	X	SPECIAL
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COVERAGE / PERILS / FORMS	AMOUNT OF INSURANCE	DEDUCTIBLE
Blanket Building, Business Personal Property & Stock (BPP for State Locations Included)	22,829,940	1,000
Loc 9: Building, Replacement Cost	1,675,000	1,000
Loc 13: Building, Replacement Cost	2,604,500	1,000
Loc 14: Building (1), Replacement Cost	2,298,000	1,000
Loc 14: Building (2), Replacement Cost	1,313,000	1,000
Loc 15: Building, Replacement Cost	1,302,000	1,000
Loc 16: Building, Replacement Cost	1,340,500	1,000

REMARKS (Including Special Conditions)

Business Personal Property coverage is included in the blanket limit for these locations

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

ADDITIONAL INTEREST

NAME AND ADDRESS State of New Hampshire Department of Transportation 7 Hazen Drive Concord, NH 03302 United States	ADDITIONAL INSURED	LENDER'S LOSS PAYABLE	<input checked="" type="checkbox"/> LOSS PAYEE
	MORTGAGEE	<input checked="" type="checkbox"/> Loss Payee & Add'l Insured	
LOAN #			
AUTHORIZED REPRESENTATIVE 