



# State of New Hampshire

DEPARTMENT OF SAFETY  
JAMES H. HAYES BUILDING  
33 HAZEN DRIVE  
CONCORD, NEW HAMPSHIRE 03305  
603-271-2791



# 107A

March 25, 2026

EDDIE EDWARDS  
ASSISTANT COMMISSIONER

ROBERT L. QUINN  
COMMISSIONER

STEVEN R. LAVOIE  
ASSISTANT COMMISSIONER

March 12, 2026

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

### REQUESTED ACTION

Authorize the Department of Safety, Division of Administration to enter into contract with Adrian Technologies, Inc., (VC# 575017), Tanner, AL, in the amount of \$107,060 to conduct an operational assessment and provide implementation recommendations for the Bureau’s Motor Fuel Distributor (MFD), International Fuel Tax Agreement (IFTA), and International Registration Plan (IRP) audit programs, effective upon Governor and Council approval through June 30, 2027. **36% Federal, 64% Other (Cost of Collections)**

Funding is available in the following accounts as follows:

<u>Internatl Registratn Program,</u>	<b>FY26</b>
02-23-23-233015-31090000-103-502507- Program Contracts	\$51,792
<u>Road Toll Bureau</u>	
02-23-23-232015-34610000-066-500555-Training/Education Consultant	\$16,500
<u>Fuel Tax Evasion Grant</u>	
02-23-23-232010-42440000-066-500555-Training/Education Consultant	<u>\$38,768</u>
	<b>\$107,060</b>

### EXPLANATION

The Department of Safety, Division of Administration, Road Toll Bureau, respectfully requests authorization to enter into a contract with Adrian Technologies Inc. to conduct an operational assessment and provide implementation recommendations for the Bureau’s Motor Fuel Distributor (MFD), International Fuel Tax Agreement (IFTA), and International Registration Plan (IRP) audit programs. The Road Toll Bureau operates in a compliance-critical environment where motor fuel audits must be accurate, defensible, and consistent, while delivered within finite staffing and system constraints. In addition to protecting public revenue, the Bureau must ensure fairness and uniformity across regulated entities. Audit volumes and documentation requirements have increased over time, while staffing levels have remained relatively fixed. Concurrently, audit processes have evolved independently across MFD, IFTA, and IRP programs, resulting in fragmented workflows, inconsistent practices, and limited opportunities to leverage common activities across programs.

This engagement will focus on strengthening audit operations within New Hampshire’s statutory, staffing, and system constraints. The objective is not to replace systems or introduce large-scale structural changes, but to identify practical, defensible improvements that increase efficiency, reduce rework, clarify roles and handoffs, and align audit effort with risk and complexity. Adrian Technologies brings more than two decades of experience supporting public-sector organizations in compliance-driven and documentation-intensive environments subject to statutory requirements and external oversight. Adrian Technologies

*To make New Hampshire the safest state in the Nation with the highest quality of life for all.*

Her Excellency, Governor Kelly A. Ayotte

And the Honorable Council

Page 2 of 2

approach emphasizes right-sized rigor, scaling evidence-based methods to the organization's size, maturity, and risk profile. All recommendations will be explicitly anchored to governing statutory and regulatory requirements and sized to existing staff capacity, ensuring improvements do not introduce downstream compliance risk or implementation failure.

Through this engagement, Adrian Technologies will:

- Assess audit workload drivers, cycle times, and staff utilization across MFD, IFTA, and IRP programs;
- Identify opportunities to integrate and align common audit activities while preserving program-specific requirements;
- Reduce fragmentation and unnecessary administrative burden;
- Improve workflow sequencing, documentation consistency, and review practices; and
- Deliver a practical, prioritized implementation roadmap executable using existing staff and systems.

The expected outcome is increased audit capacity and effectiveness without additional staffing or technology investment, strengthened audit defensibility, and improved operational sustainability.

This contract was competitively bid through a publicly issued Request for Proposals (RFP DOS 2026-17) from November 1, 2025 – January 21, 2026, in accordance with State of New Hampshire procurement requirements. One proposal was received and evaluated based on the criteria outlined in the RFP, including compliance with statutory, technical, and experience specifications.

Respectfully submitted,



Robert L. Quinn  
Commissioner of Safety

**RFP DOS 206-17**

<b>RFP Final Scoring Summary</b>		<b>Received Proposals</b>	
<b>Evaluation Factor</b>		<b>Adrian Technologies,</b>	
<b>Adherence to Mandatory Requirements (Pass/Fail)</b>		Pass	
<b>Technical Proposal</b>	<b>Points Distribution</b>	<b>Average Ranking</b>	<b>Point Score</b>
<i>Proposed System and Services to be Provided:</i>			
<b>Proposed Approach and Plan</b>	300	3.38	202.50
<b>Vendor's Service and Project Management Experience</b>	100	3.40	68.00
<b>Vendor Company</b>	50	3.25	32.50
<b>Vendor Staffing Qualifications</b>	150	2.55	76.50
<b>Technical Proposal Score</b>	<b>600</b>		<b>379.50</b>
		3.14	
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
<b>Proposal Cost</b>	<b>400</b>	<b>\$ 107,060.00</b>	<b>Lowest Cost</b> <b>\$107,060.00</b>
(lowest proposed cost/vendor's proposed cost ) X maximum allocated points for proposal cost			400.00
<b>Total Score</b>	<b>1,000</b>		<b>779.50</b>
<b>Scoring Committee</b>			
<b>Technical Proposal</b>		<b>Cost Proposal</b>	
Steven Lavoie, Assistant Commissioner of Safety Jennifer Hall, Road Toll Bureau Chief Kurt Straube, Road Toll Audit Manager Amy Wheeler, Road Toll Auditor		Melanie Carraher, Assistant Director of Administration Sarah Pillsbury, Finance Manager Stephanie Carucci, Finance Manager	

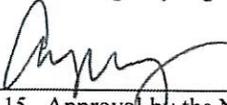
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

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

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name  Department of Safety Division of Administration		1.2 State Agency Address  33 Hazen Drive Concord, NH 03305	
1.3 Contractor Name  Adrian Technologies, Inc.		1.4 Contractor Address  6805 Mooresville Road, Tanner AL, 35671	
1.5 Contractor Phone Number  256-350-4433	1.6 Account Unit and Class  31090000-103-502507 34610000-066-500555 42440000-066-500555	1.7 Completion Date  6/30/2027	1.8 Price Limitation  \$107,060
1.9 Contracting Officer for State Agency  Brandon McGorry, Finance Manager		1.10 State Agency Telephone Number  603-223-8000	
1.11 Contractor Signature   Date: 3/2/2026		1.12 Name and Title of Contractor Signatory  Mark Adrian, President & CEO	
1.13 State Agency Signature   Date: 3/12/26		1.14 Name and Title of State Agency Signatory  Amy L. Newbury, DOS Director of Administration	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable)  By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable)  By:  On: 3/12/26			
1.17 Approval by the Governor and Executive Council (if applicable)  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 to this Agreement.

The remainder of this page intentionally left blank.

**Exhibit B – Scope of Work – Business and Technical Requirements and Deliverables**

**1. Statement of Work:**

**a. Overview**

- i. This Agreement is entered into between the New Hampshire Department of Safety, Division of Administration, Road Toll Bureau (hereinafter “State”) and Adrian Technologies Incorporated (hereinafter “Contractor”) for the purpose of conducting a Motor Fuel Audit Process Assessment and Efficiency Enhancement engagement in accordance with RFP DOS 2026-17 and the Contractor’s Technical Proposal .

The Contractor shall provide professional consulting services to assess, analyze, and recommend improvements to the Road Toll Bureau’s Motor Fuel Distributor (MFD), International Fuel Tax Agreement (IFTA), and International Registration Plan (IRP) audit processes.

All services shall be performed in accordance with the terms and conditions of this Agreement and to the satisfaction of the State.

**2. Business / Technical Requirements**

Appendix B-2 Req #	Requirement Summary	How ATI Meets the Requirement (Approach Mechanism)	Primary Location in Proposal
<b>B1.1</b>	Comprehensive assessment of MFD/IFTA/IRP workflows and org structures	End-to-end process mapping; current-state assessment; validation sessions	Main Body: Current-State Assessment sections; Appendix C Topic 1
<b>B1.2</b>	Compliance with state statutes and federal laws; Bureau standards	“Compliance Anchoring” task; statutory crosswalk; required vs. discretionary steps	Main Body: Compliance Anchoring; Appendix C Topic 1
<b>B1.3</b>	Identify inefficiencies, redundancies, bottlenecks	Workflow analysis; rework loop identification; queue and handoff analysis	Main Body: Current-State Assessment
<b>B1.4</b>	Benchmark against comparable agencies / best practices	Benchmarking framework; adopt/adapt/reject analysis	Main Body: Benchmarking & Gap Analysis
<b>B1.5</b>	Best practices in adult learning / training / audit methodologies	Knowledge transfer approach; practical tools and walkthroughs; training-ready artifacts	Main Body: Knowledge Transfer; Appendix C Topic 4
<b>B1.7</b>	Implementation roadmap with short/long term recommendations; outcomes; resource implications	Implementation roadmap deliverable with sequencing, dependencies, effort/impact, measures	Main Body: Implementation Roadmap; Appendix C Topic 2

<b>B.1.8</b>	Identify opportunities to improve coordination, communication, and consistency across Motor Fuel Distribution, IFTA, and IRP audit programs	Cross-program process mapping; identification of common audit activities; standardization of shared steps while preserving program-specific requirements; facilitated working sessions to align roles, handoffs, and communication points	Main Body: Current-State Assessment; Future-State Design; Appendix C Topic 1
<b>B.1.9</b>	Provide implementation-ready recommendations that include sequencing, dependencies, and measurable outcomes	Development of a prioritized implementation roadmap detailing short-term and long-term actions, sequencing, dependencies, expected benefits, and measurable outcomes aligned with RTB objectives	Main Body: Implementation Roadmap; Appendix C Topic 2

### 3. Scope of Work

#### a. II. Scope of Work

- i. The Contractor shall perform the services described below in a structured, phased approach over an anticipated sixteen (16) week period from the date of Notice to Proceed.

1. Phase I – Project Initiation and Planning:

The Contractor shall:

- a. Conduct a formal project kickoff meeting with designated State staff.
- b. Confirm scope, objectives, assumptions, roles, and communication protocols.
- c. Develop a detailed Project Work Plan and Integrated Master Schedule (IMS).
- d. Identify required data sources and validate availability.
- e. Establish governance and review/approval gates.

Deliverable:

- Approved Project Work Plan (including schedule, methodology, assumptions, and review gates)

2. Phase II – Current-State Audit Process Assessment

The Contractor shall:

- a. Develop detailed end-to-end process maps for MFD, IFTA, and IRP audit workflows.
- b. Identify workflow handoffs, bottlenecks, rework loops, and non-value-added but required activities.
- c. Conduct workload and capacity analysis, including audit volumes, cycle times, backlog trends, and staff utilization.
- d. Validate findings through working sessions with State staff.

- e. Anchor findings to applicable statutory and regulatory requirements, including [RSA 260:32 through RSA 260:65-e](#) and applicable federal provisions.

Deliverables:

- Current-State Process Maps (MFD, IFTA, IRP)
- Workload and Capacity Analysis Summary
- Compliance Validation Summary

3. Phase III – Benchmarking and Best Practices Analysis

The Contractor shall:

- a. Identify operationally comparable peer agencies.
- b. Benchmark audit planning, workflow design, and staffing models.
- c. Apply an Adopt / Adapt / Reject evaluation framework.
- d. Conduct a gap analysis identifying feasible improvement opportunities.
- e. Present findings and obtain State concurrence on priority areas.

Deliverables:

- Benchmarking and Best Practices Report
- Gap Analysis identifying adoptable and adaptable practices

4. Phase IV – Future-State Design and Recommendations

The Contractor shall:

- a. Develop an integrated future-state audit model spanning MFD, IFTA, and IRP.
- b. Standardize core audit activities where appropriate while preserving statutory and regulatory controls.
- c. Define revised workflows, roles, workload balancing strategies, and governance controls.
- d. Validate compliance alignment of all recommended changes.
- e. Conduct design validation workshops with State staff.

Deliverables:

- Future-State Process Models
- Prioritized Improvement Recommendations
- Compliance Safeguards Summary

5. Phase V – Implementation Roadmap and Knowledge Transfer

The Contractor shall:

- a. Develop a sequenced Implementation Roadmap identifying:
- b. Short-term (0–3 months) actions
- c. Mid-term (3–9 months) actions
- d. Long-term (9+ months) actions
- e. Identify measurable outcomes, dependencies, and resource implications.

- f. Conduct knowledge transfer sessions and walkthroughs with State staff.
- g. Deliver a final consolidated report.
- h. Provide a final presentation summarizing findings and recommendations.

Deliverables:

- Implementation Roadmap
- Final Report
- Final Presentation and Knowledge Transfer Session

**4. III. Deliverable Acceptance**

All deliverables shall:

- a. Align with RFP DOS 2026-17 requirements and the Contractor's Technical Proposal
- b. Be supported by validated data and documented assumptions.
- c. Include compliance safeguards where recommendations affect statutory or regulatory requirements.
- d. Be implementable within existing staffing and system constraints unless otherwise approved by the State.
- e. Be submitted electronically in Microsoft Word and PDF format.

**5. Project Schedule**

The anticipated project duration is sixteen (16) weeks from the date of Notice to Proceed.

Major Milestones:

- a. Work Plan Approval – Week 2
- b. Current-State Validation – Week 6
- c. Benchmarking Concurrence – Week 9
- d. Future-State Approval – Week 13
- e. Final Deliverable Acceptance – Week 16

**6. Roles and Responsibilities**

**a. Contractor Responsibilities**

The Contractor shall:

- i. Perform all analysis, facilitation, documentation, and reporting required under this Contract.
- ii. Maintain an Integrated Master Schedule.
- iii. Conduct internal quality assurance prior to submission of deliverables.
- iv. Provide regular status updates and risk reporting.
- v. Maintain formal scope control procedures. No scope changes shall be executed without prior written State approval

**b. State Responsibilities**

The State shall:

- i. Provide timely access to required data and documentation.
- ii. Designate staff to participate in working sessions and validation reviews.
- iii. Provide timely review and approval at defined review gates.

**7. Change Order**

The State may make changes, revisions or request enhancements to the Scope of Work at any time by written Change Order. The State originated changes, revisions or enhancements shall be approved by the Department of Safety's Director of Administration. Within five (5) business days of Contractor's receipt of a Change Order, Contractor shall advise the State, in detail, of any impact on cost (e.g., increase or decrease), the Schedule, and the Work Plan.

Contractor may propose a change within the scope of the Contract by written Change Order, identifying any impact on cost, the Schedule, and the Work Plan. The State shall acknowledge receipt of Contractor's requested Change Order within five (5) business days. The State Agency, must review and approve all Change Orders in writing. The State shall be deemed to have rejected the Change Order if the Parties are unable to reach an agreement in writing within 30 days of receipt of the Change Order.

Change orders resulting in an increase of Price Limitation, an extension of time for Contract completion or a significant change to the scope of the Contract may require approval by the Governor and Council.

A Change Order which is accepted and executed by both Parties, and, if applicable, approved by Governor and Council, shall amend the terms of this Agreement.

**8. Project Management**

**a. Project Management Outline:**

The Contractor shall provide project tracking tools and templates to record and manage Issues, Risks, Change Requests, Requirements, and other documents used in the management and tracking of the project. The State believes that effective communication and Reporting are essential to Project success. The Contractor shall employ effective communication and Reporting strategies to ensure Project success. The Contractor Key Project Staff shall participate in meetings as requested by the State, in accordance with the requirements and terms of this Contract.

The Project requires the coordinated efforts of a Project Team consisting of both Contractor and State personnel. Contractor shall provide all necessary resources to perform its obligations under the Contract. Contractor is responsible for providing all appropriate resources and personnel to manage this Project to a successful completion.

The Contractor shall conduct criminal background checks and not utilize any staff, including subcontractors, to fulfill the obligations of the contract who have been convicted of any crime of dishonesty, including but not limited to criminal fraud, or otherwise convicted of any felony or misdemeanor offense for which incarceration for up to 1 year is an authorized penalty. The Contractor shall promote and maintain an awareness of the importance of securing the State's information among the Contractor's employees and agents.

The State may, at its sole expense, conduct reference and background screening of the Contractor's Project Manager and Key Project Staff. The State shall maintain the confidentiality of background screening results in accordance with the Contract Agreement.

The Contractor shall be responsible for knowledge transfer between all Contractor project teams for all deliverables defined in this Project Agreement.

**b. The Contractor Key Project Staff**

**The Contractor's Contract Manager**

Contractor shall assign a Contract Manager who will be responsible for all Contract authorization and administration, including but not limited to processing Contract documentation, obtaining executive approvals, tracking costs and payments, and representing the parties in all Contract administrative activities. Contractor's Contract Manager is:

**Mark Adrian**

256-350-4433

[mark.adrian@adrian-tech.com](mailto:mark.adrian@adrian-tech.com)

**The Contractor's Project Manager**

Contractor shall assign a Project Manager who is qualified to perform or supervise the Contractor's obligations under this Agreement. Contractor's Project Manager is:

**Mark Adrian**

256-350-4433

[mark.adrian@adrian-tech.com](mailto:mark.adrian@adrian-tech.com)

Contractor's selection of the Project Manager shall be subject to the prior written approval of the State. The State's approval process may include, without limitation, at the State's discretion, review of the proposed Project Manager's resume, qualifications, references, and background checks, and an interview. The State may require removal or reassignment of Project Manager who, in the sole judgment of the State, is found unacceptable or is not performing to the State's satisfaction.

Project Manager must be qualified to perform the obligations required of the position under the Contract, shall have full authority to make binding decisions under the Contract, and shall function as Contractor's representative for all administrative and management matters. Project Manager must be available to promptly respond during normal Business Hours within 4 hour(s) of inquiries from the State and be at the site as needed. Project Manager must work diligently and use his/ her best efforts on the Project.

**Change of Project Manager**

Contractor may not replace the Project Manager or change its assignment of Project Manager without providing the State written notice and obtaining the prior approval of the State of the replacement Project Manager. State approvals for replacement of Project Manager shall not be unreasonably withheld. The replacement Project Manager is subject to the same requirements and Review as set forth above. Contractor shall assign a replacement Project Manager within ten (10) business days of the departure of the prior Project Manager, and Contractor shall continue during the ten (10) business day period to provide competent project management Services through a qualified interim Project Manager.

### **The Contractors' Additional Key Project Staff**

The State considers the following individuals to be Key Project Staff for this Project:

#### **Chieko Steely**

Lead Process Analyst

#### **Marie Anderson**

Audit and Compliance Subject Matter Expert

The State reserves the right to require removal or reassignment of Key Project Staff who are found unacceptable to the State. Contractor shall not change Key Project Staff commitments without providing the State written notice and obtaining the prior written approval of the State. State approvals for replacement of Key Project Staff will not be unreasonably withheld. The replacement Key Project Staff shall have comparable or greater skills than Key Project Staff being replaced.

#### **Termination for Lack of Project Management and Key Project Staff:**

Notwithstanding any other provision of the Contract to the contrary, the State shall have the option to terminate the Contract, declare Contractor in default and to pursue its remedies at law and in equity, if Contractor fails to assign a Project Manager and/or Key Project Staff meeting the requirements and terms of the Contract or if the State is dissatisfied with Contractor's replacement of the Project Manager and/or Key Project Staff.

### **c. The State Key Project Staff**

#### **The State Contract Manager**

The State shall assign a Contract Manager who shall function as the State's representative with regard to Contract administration. The State Contract Manager is:

Brandon McGorry

603-223-4209

[brandon.j.mcgorry@DOS.NH.GOV](mailto:brandon.j.mcgorry@DOS.NH.GOV)

#### **The State Project Manager**

The State shall assign a Project Manager. The State's Project Manager is:

Amy L. Newbury

603-223-8020

[Amy.L.Newbury@DOS.NH.GOV](mailto:Amy.L.Newbury@DOS.NH.GOV)

The State Project Manager's duties shall include the following:

- i. Leading the Project.
- ii. Engaging and managing all Contractors working on the Project.
- iii. Managing significant issues and risks.
- iv. Reviewing and accepting Contract Deliverables.
- v. Invoice sign-offs in consultation with the Contract Manager.

vi. Review and approval of Change Orders in consultation with the Contract Manager.

vii. Managing stakeholders' concerns.

**9. Work Plan:**

- a. The Contractor's Project Manager and the State Project manager shall finalize the Work Plan within fourteen (14) days of the Effective Date and further refine the tasks required to implement the Project. Continued development and management of the Work Plan is a joint effort on the part of the Contractor and State Project Managers. The plan shall identify the tasks, Deliverables, major milestones, task dependencies, and a payment Schedule required to implement the Project. It shall also address intra-task dependencies, resource allocations (both State and The Contractor's team members), refine the Project's scope, and establish the Project's Schedule.

The preliminary Work Plan created by the Contractor and the State is set forth below.

WBS ID	Task Name	Start	Finish	Duration (Weeks)	Key Activities	Deliverables	State Review Gate
1	Project Initiation and Planning	Week 1	Week 2	2	Kickoff, scope confirmation, data planning	Approved project work plan	Work plan approval
1.1	Project Kickoff	Week 1	Week 1	1	Kickoff meeting, alignment	Kickoff summary	Verbal concurrence
1.2	Data Collection and Validation	Week 1	Week 2	2	Data requests, validation	Data inventory	Confirmation of completeness
2	Current-State Assessment	Week 3	Week 6	4	Process mapping, analysis	Current-state documentation	Findings validation
2.1	Process Mapping and Workflow Analysis	Week 3	Week 4	2	End-to-end mapping MFD, IFTA, IRP	Process maps	Map validation
2.2	Workload and Capacity Analysis	Week 4	Week 5	2	Volume, cycle time, backlog analysis	Capacity analysis summary	Analysis concurrence
2.3	Compliance Anchoring	Week 5	Week 6	2	Statutory validation	Compliance validation summary	Compliance confirmation
3	Benchmarking and Gap Analysis	Week 7	Week 9	3	Peer comparison, gap analysis	Benchmarking report	Priority agreement
3.1	Benchmarking Framework Application	Week 7	Week 8	2	Peer selection, data review	Benchmark summary	Review session
3.2	Adopt, Adapt, Reject Analysis	Week 8	Week 9	2	Feasibility assessment	Gap analysis	State concurrence

3.3	Risk-Based Audit Practices Review	Week 8	Week 9	2	Risk-tiering, sampling review	Risk practices summary	Review concurrence
4	Future-State Design	Week 10	Week 13	4	Integrated model design	Future-state artifacts	Design approval
4.1	Integrated Audit Model Design	Week 10	Week 11	2	Unified framework	Future-state process maps	Design validation
4.2	Efficiency and Capacity Improvements	Week 11	Week 12	2	Workflow redesign	Improvement recommendations	Review approval
4.3	Compliance Safeguards Design	Week 12	Week 13	2	Embedded controls	Compliance safeguards	Approval
5	Implementation Roadmap	Week 14	Week 15	2	Sequencing, dependencies	Implementation roadmap	Roadmap approval
5.1	Knowledge Transfer	Week 15	Week 16	2	Walkthroughs, documentation	Final report	Final acceptance

The remainder of this page intentionally left blank.

## Exhibit C – Pricing Schedule

The terms outlined in the Payment Schedule is set forth below:

### **1. Contract Price**

Notwithstanding any provision in the Contract to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments made by the State exceed the amount indicated in P-37 General Provisions - Block 1.8: Price Limitation. The payment by the State of the total Contract price shall be the only, and the complete reimbursement to the Contractor for all fees and expenses, of whatever nature, incurred by the Contractor in the performance hereof.

### **2. Travel Expenses**

The State will not be responsible for any travel or out of pocket expenses incurred in the performance of the Services performed under this Contract. The Contractor must assume all travel and related expenses incurred by Contractor in performance of its obligations. All labor rates in this Agreement will be considered “Fully Loaded,” including, but not limited to: meals, hotel/housing, airfare, car rentals, car mileage, and any additional out of pocket expenses.

### **3. Shipping Fees**

The State will not pay for any shipping or delivery fees unless specifically itemized in this Agreement.

### **4. Invoicing**

The Contractor shall submit correct invoices to the State for all amounts to be paid by the State. All invoices submitted shall be subject to the State’s prior written approval, which shall not be unreasonably withheld. The Contractor shall only submit invoices for Services or Deliverables as permitted by the Contract and identified in the Payment Schedule below. Invoices must be in a format as determined by the State and contain detailed information, including without limitation: itemization of each Deliverable and identification of the Deliverable for which payment is sought, and the Acceptance date triggering such payment; date of delivery and/or installation; monthly maintenance charges; any other Project costs or retention amounts if applicable.

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

Invoices shall be sent to:

[AccountsPayable@dos.nh.gov](mailto:AccountsPayable@dos.nh.gov)

NH Department of Safety  
Accounts Payable  
33 Hazen Drive  
Concord, NH 03305

### **5. Payments**

Payments shall be made via ACH. [Enroll with the State Treasury for ACH payments.](#)

### **6. Overpayments To The Contractor**

The Contractor shall promptly, but no later than fifteen (15) business days, return to the State the full amount of any overpayment or erroneous payment upon discovery or notice from the State.

**7. Credits**

The State may apply credits due to the State arising out of this Contract, against the Contractor’s invoices with appropriate information attached.

**8. Payment Schedule**

**8.1. Contract Type**

This is a Fixed Firm Price Contract. The total Contract value is indicated in P-37 General Provisions - Block 1.8: Price Limitation for the period between the Effective Date through date indicated in P-37 General Provisions - Block 1.7: Completion Date. The Contractor shall be responsible for performing its obligations in accordance with the Contract. This Contract will allow the Contractor to invoice the State for the following Activities, Deliverables, or Milestones appearing in the price and payment table below under section 8.3.

**8.2. Implementation Pricing**

PRICING TABLE #	PRICE TYPE	TOTAL PRICE
1	Activities / Deliverables / Milestones Pricing	\$107,060
2	Other Pricing	\$0
<b>CONTRACT GRAND TOTAL</b>		<b>\$107,060</b>

**8.3. Activities / Deliverables / Milestones Pricing**

**8.4.**

#	ACTIVITY / DELIVERABLE / MILESTONE	DELIVERABLE TYPE	PROJECTED DELIVERY DATE	PRICE
1	Project Initiation, Kickoff, and Approved Work Plan	Written	Week 2	\$7,800
2	Current-State Assessment Deliverables (process maps, workload & capacity analysis, and compliance anchoring for MFD, IFTA, and IRP)	Written	Week 6	\$39,780
3	Benchmarking and Gap Analysis Report	Written	Week 9	\$18,040
4	Future-State Audit Model and Improvement Recommendations	Written	Week 13	\$24,160

5	Implementation Roadmap	Written	Week 15	\$8,640
6	Final Report, Knowledge Transfer, and Closeout	Written	Week 16	\$8,640
<b>TOTAL – Activities / Deliverables / Milestones</b>				<b>\$107,060</b>

**8.5. Contractor Staff, Resource Hours and Rates Worksheet**

Vendor Role	Name	Hourly Rate	Hours × Rate
Project Manager (key)	Mark Adrian	\$180	\$21,600
Lead Process Analyst (key)	Chieko Steely	\$145	\$49,880
Audit & Compliance SME (key)	Marie Anderson	\$165	\$25,080
Data Analyst	Title Only	\$125	\$10,500
<b>TOTALS</b>			<b>\$107,060</b>

**8.6. Future Contractor Rates Worksheet**

The State may request additional Services from the Contractor. The State and Contractor agree to the following hourly rates in the event the contract is extended as described in P-37 General Provisions, Section 3 Effective Date/Completion of Services.

VENDOR ROLE	SFY27	SFY28	SFY29	SFY30	SFY31
Project Manager (key)	\$180.00	\$185.40	\$190.96	\$196.69	\$202.59
Lead Process Analyst (key)	\$145.00	\$149.35	\$153.83	\$158.45	\$163.20
Audit & Compliance SME (key)	\$165.00	\$169.95	\$175.05	\$180.30	\$185.71
Data Analyst	\$125.00	\$128.75	\$132.61	\$136.59	\$140.69

I, Pat Oneil, hereby certify that I am duly elected Clerk/Secretary of  
(Name)  
Adrian Technologies Incorporated. I hereby certify the following is a true copy of a vote  
taken at a  
(Name of Corporation)

meeting of the Board of Directors/shareholders, duly called and held on September 24, 2025,  
at which a quorum of the Directors/shareholders were present and voting.

**VOTED:** That Mark Adrian is duly authorized to enter a  
(Name and Title)

contract on behalf of Adrian Technologies Incorporated  
(Name of Corporation)

with the Department of Safety, Division of Administration, State of New  
Hampshire and  
(Name of State Agency)

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

**I hereby certify** that said vote has not been amended or repealed and remains in full  
force and effect as of the March 2, 2026. I further certify that it is understood that the State  
of New Hampshire will rely on this certificate as evidence that the person listed above  
currently occupies the position indicated and that they have full authority to bind the  
corporation and that the corporation as the general partner has full authority to bind the  
limited partnership to the specific contract indicated. This authority **shall remain valid for**  
**thirty (30)** days from the date of this Corporate Resolution.

**DATED:** March 2, 2026

**ATTEST:** Pat Oneil, Secretary  
(Name & Title)



# 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 ADRIAN TECHNOLOGIES INCORPORATED is a Alabama Profit Corporation registered to transact business in New Hampshire on February 27, 2026. 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: **1019480**

Certificate Number : **0007831619**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this **27th** day of **February** A.D. **2026**.

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

David M. Scanlan  
Secretary of State



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/9/2026

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

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

<b>PRODUCER</b> Higginbotham Insurance Agency, Inc. 201 Washington Street NE Huntsville AL 35801  License#: 0079647 ADRITEC-01	<b>CONTACT NAME:</b> Rachael Strickland <b>PHONE (A/C No. Ext):</b> 256-428-1003 <b>E-MAIL ADDRESS:</b> RStrickland@higginbotham.net	<b>FAX (A/C, No):</b> 256-428-1103													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Hartford Underwriters Insurance Company</td> <td>30104</td> </tr> <tr> <td>INSURER B : Lloyd's</td> <td>15642</td> </tr> <tr> <td>INSURER C : Hartford Property &amp; Casualty</td> <td>914</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Underwriters Insurance Company	30104	INSURER B : Lloyd's	15642	INSURER C : Hartford Property & Casualty	914	INSURER D :		INSURER E :		INSURER F :
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : Hartford Underwriters Insurance Company	30104														
INSURER B : Lloyd's	15642														
INSURER C : Hartford Property & Casualty	914														
INSURER D :															
INSURER E :															
INSURER F :															

**COVERAGES** **CERTIFICATE NUMBER:** 94051571 **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 INSD	SUBR 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"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			21SBAAR7Y6R	3/22/2026	3/22/2027	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input 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			21SBAAR7Y6R	3/22/2026	3/22/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000 <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE			21SBAAR7Y6R	3/22/2026	3/22/2027	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ \$
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	21WECAF0R0A	2/1/2026	2/1/2027	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liability Cyber Liability			PF00282C25 PF00282C25	1/9/2026 1/9/2026	1/9/2027 1/9/2027	Aggregate 2,000,000 Aggregate 2,000,000

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

**CERTIFICATE HOLDER** **CANCELLATION**

New Hampshire Department of Safety 33 Hazen Drive Concord NH 03305	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 
--	---

© 1988-2015 ACORD CORPORATION. All rights reserved.