

29 - 6/3/26



STATE OF NEW HAMPSHIRE  
DEPARTMENT OF MILITARY AFFAIRS AND VETERANS SERVICES

BUSINESS ADMINISTRATION  
STATE MILITARY RESERVATION  
4 PEMBROKE ROAD  
CONCORD, NEW HAMPSHIRE 03301-5652

David J. Mikolaities, Major General  
*The Adjutant General*

Phone: 603-225-1360  
TDD Access: 1-800-735-2964

Nicole Desilets-Bixler  
*Deputy Adjutant General*

April 21, 2026

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

**REQUESTED ACTION**

Authorize the Department of Military Affairs and Veterans Services to enter into a contract with WEDÜ (VC#158621), Manchester, NH, in the amount of \$130,00.00 for the purpose of marketing awareness and advertising effective upon Governor and Council approval for the period July 1, 2026, through June 30, 2027, with the option of two (2) one-year renewals. **100% General Funds.**

Funding is available in account, Veterans Services Mental Health and Social Isolation, as follows:

	FY 2027
<b>02-12-121010-16480000-102-500731 – Contracts for Program Services</b>	<b>\$130,000.00</b>

**EXPLANATION**

The Department of Military Affairs and Veterans Services (DMAVS) is responsible for communicating with and informing New Hampshire service members, veterans, and their families (SMVF) as well as the businesses and organizations that employ and serve them. There are a variety of services, supports, and resources available to the SMVF population, businesses, and organizations within our State, and they can only be utilized if people are aware of their existence.

The services procured through this contract will create messaging and marketing content and materials that contain valuable information about the resources available to the NH SMVF community. The content and materials, as disseminated by DMAVS, will have a real impact on these targeted populations today as well as in the near future.


DMAVS solicited for these services by placing a Request for Proposal (RFP) on the State of New Hampshire Bureau of Purchase and Property website on February 20, 2026. We received ten (10) responses to the RFP of which eight (8) were qualified. Upon review of the proposals, WEDÜ secured the highest score of all qualified proposals. This contract is for a one-year period with the option for two (2), one-year renewals to be negotiated and mutually agreed upon between both parties and upon the approval of Governor and Executive Council as well as the availability of State Funds.

Her Excellency, Governor Kelly A. Ayotte  
And the Honorable Executive Council  
April 21, 2026  
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Should Governor and Council not approve this request, DMAVS will not be able to provide our community partners with the resources needed to support the mental health and wellness of our veteran community.

This contract has been approved for form, substance, and execution by the New Hampshire Department of Justice.

Respectfully submitted,



David J. Mikolaities  
Major General, NH National Guard  
The Adjutant General

**RFP-DMAVS-2026-02**  
**Marketing and Advertising Campaign and Program Materials**

**RATING SUMMARY OF QUALIFIED PROPOSALS**

	<b>Company Profile</b>	<b>Project Understanding</b>	<b>Ability to Meet Deliverables</b>	<b>Implement Plan</b>	<b>Evaluation &amp; Reporting</b>	<b>Price Proposal</b>	
	<b>/15</b>	<b>/20</b>	<b>/25</b>	<b>/20</b>	<b>/10</b>	<b>/10</b>	<b>Total Out of 100</b>
Altos	11	10	11	7	6	NA	<70
Argus	12	14	13	10	6	NA	<70
Broadreach	14	19	20	14	9	9	85
Growth Partners	12	16	22	16	8	9	83
Hello Clark	13	16	21	15	7	10	82
Initium Health	14	17	18	13	6	NA	<70
Leap Group	8	9	11	4	4	NA	<70
<b>WEDÜ</b>	<b>14</b>	<b>20</b>	<b>23</b>	<b>16</b>	<b>8</b>	<b>9</b>	<b>90</b>

*Total Number of Responses Received: Ten (10)*

*Millennium Agency: Disqualified (No Physical Proposal Received)*

*MarchCorp: Disqualified (Physical Proposal Delivered by Carrier After 3:00 PM Deadline)*

## **RFP DMAVS 2026-02 Marketing and Advertising Campaign and Program Materials**

### **Rating Panel Background Information**

#### **Rating Panel Members:**

**Erica Gaydos** - Military Skills and Test Waiver Specialist II for NH Department of Military Affairs & Veteran Services since 2023.

Erica is the program lead for the NH Veteran-Friendly Business Program which seeks to educate, support and engage NH employers and organizations about how they can develop enhanced recruitment and retention policies and procedures for transitioning Service Members, Veterans and their Families through state, federal and non-profit programs, and collaboration with public private partnerships. Erica graduated from the University of Washington in 2021 with a B.A in Interdisciplinary Arts & Science and minor Environmental Studies.

**Heather Smith** - Veteran Wellness Program Coordinator at the Division of Community Based Military Program at the NH Department of Military Affairs and Veterans Services.

State employee of thirty-one years, currently 18+ years at DMAVS. Educational background: Bachelor of Arts in Mathematics. Assists agency with request for proposals and participant on scoring panels for several agency contracts.

#### **Rating Panel Moderator:**

**Brenton Fraser** – Director, Division of Community Based Military Programs, NH Department of Military Affairs and Veterans Services.

Graduate of U.S. Naval War College, College of Naval Command and Staff with Master of Arts in National Security and Strategic Studies and the Naval equivalent of the Army's School of Advanced Military Studies; a Bachelors of Science in Business Administration from the University of New Hampshire as a Distinguished Military Graduate; over 25 years of Active Duty in the Army followed by; 6 plus years as a U.S. Department of the Army Civilian culminating as Director, Capability Development Integration Directorate, U.S. Army Space and Missile Defense Command.



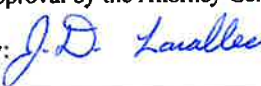
**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

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

**GENERAL PROVISIONS**

**I. IDENTIFICATION.**

1.1 State Agency Name Department of Military Affairs and Veteran Services		1.2 State Agency Address 1 Minuteman Way, Building 1, Concord, NH 03301	
1.3 Contractor Name WEDÜ (VC#:158621)		1.4 Contractor Address 20 Market Street, Manchester, NH 03101	
1.5 Contractor Phone Number (603) 647-9338	1.6 Account Unit and Class 10-12-12-16480000-102-500731	1.7 Completion Date 6/30/2027	1.8 Price Limitation Not to Exceed \$130,000.00
1.9 Contracting Officer for State Agency Quinton Hawkins		1.10 State Agency Telephone Number (603) 225-1372	
1.11 Contractor Signature  Date: 04.23.26		1.12 Name and Title of Contractor Signatory LIAM ROBERGE, VP GROWTH	
1.13 State Agency Signature  Date: 04-23-26		1.14 Name and Title of State Agency Signatory Quinton Hawkins Administrator of Business Operations	
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: 5/12/2026			
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.

**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF MILITARY AFFAIRS AND VETERANS SERVICES**

**EXHIBIT A  
SPECIAL PROVISIONS**

**SUBJECT: MARKETING AND ADVERTISING CAMPAIGN AND PROGRAM MATERIALS**

The following special provisions modify, change, delete, or add to the General Provisions of the agreement. Where any part of the General Provisions is modified or voided by these Special Provisions, the unaltered provisions for that part shall remain in effect.

1. The term "Contracting Officer" as used in this agreement shall mean the State's Contracting Officer as is specified at item# 1.9 of the General Provisions of this agreement or his/her authorized representative. No individual shall be an authorized representative of the Contracting Officer unless he or she is so appointed in writing by the Contracting Officer, in which case such written appointment shall be provided to the Contractor.
2. The Contractor shall be responsible to correct, at their own cost and expense, defective work, or damaged property when defects and damage are caused by the Contractor's employees, equipment, or supplies. The Contracting Officer may withhold all, or part of, payments due to the Contractor until defective work or damaged property caused by the Contractor, their employees, equipment, or materials, is placed in satisfactory condition.
3. **Provision 10. DATA: ACCESS; CONFIDENTIALITY; PRESERVATION:** Add the following sub-part:
  - a. 10.4 Between the Effective Date and three (3) years after the Completion Date, as often as the State Government shall demand, the Contractor shall make available for audit purposes, all records that pertain to this Agreement. Upon demand, the contractor shall provide copies of such documents which may include invoices, payrolls, records of personnel, and other information relating to all matters covered in this agreement.

**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF MILITARY AFFAIRS AND VETERANS SERVICES**

**EXHIBIT B  
SCOPE OF SERVICES**

**SUBJECT: MARKETING AND ADVERTISING CAMPAIGN AND PROGRAM MATERIALS**

**SECTION 1: OVERVIEW**

This Agreement shall consist of the following documents: Form P-37, Exhibit A – Special Provisions, Exhibit B – Scope of Services, and Exhibit C – Price and Terms of Payment.

The Contractor will provide all labor, materials, equipment, supplies, and transportation needed to perform the services as further specified herein.

**SECTION 2: CONTRACT TERM**

This Agreement shall be effective upon Governor and Executive Council approval through June 30, 2027. This Agreement may be extended for up to two (2) one-year renewals based upon satisfactory completion of each contract year, contingent upon Governor and Executive Council approval as well as the availability of State funds.

**SECTION 3: PRIMARY CONTACT**

The Contractor will report and work in conjunction with a DMAVS Primary Contact as designated by the Department. The initial Primary Contact will be:

Brenton Fraser, Director  
New Hampshire Department of Military Affairs and Veterans Services  
Division of Community Based Military Programs  
1 Minuteman Way  
Concord, NH 03301  
(603) 227-1403  
[Brenton.K.Fraser@DMAVS.nh.gov](mailto:Brenton.K.Fraser@DMAVS.nh.gov)

The Department reserves the right to appoint an alternate Primary Contact to assist in managing this contract.

**SECTION 4: INTENT AND GOALS**

The intent of this Agreement is to promote the Department's initiatives and programs along other state, federal, Veteran Service Organizations, and a range of public and private sector support for Service Members, Veterans and their Families (SMVF) to increase awareness of the services and benefits available to New Hampshire SMVF. The Contractor shall provide all services under this Agreement in pursuit of the following key programs and initiatives:

- A. *New Hampshire: First for Veterans initiative:* A campaign to target the approximately 200,000 Service Members who transition to civilian sector each year. This public/private partnership initiative is the Department's flagship effort addressing the ~200,000 transitioning Service

Members each year from uniform to civilian and contributing toward the Governor's goal of becoming the most Veteran friendly State in the Nation. The initiative addresses two key themes: the importance of Service and attracting talent to NH to meet critical workforce development needs contributing to Granite State economic success. The main initiatives are Veteran friendly policy and law, employment services, improved focus on well-being and "Why NH" is the place to "Stay, Work and Play". Actions should address a holistic, global campaign, leveraging a geographically targeted audience through the main initiatives with a focus on facilitating how a transitioning Service Member or potentially relocating Veteran will find a career and a home in the Granite State.

- B. *NH Veteran-Friendly Business Network*: Established in 2020 by NH DMAVS and NH Employment Security as a network of businesses, organizations, colleges, and schools in NH recognized for their policies and practices that honor, fortify, empower, and positively impact the lives of NH SMVF. Now entering its sixth year, the almost 100-member strong network focuses its efforts on attracting and recruiting Veterans matched with critical Granite State workforce needs. Efforts should target continuing to increase the number of organizations in all regions of the State applying for recognition from the NH Veteran-Friendly Business Network, showcasing their membership, as they actively support Network programs and events on behalf of attracting, recruiting, and retaining SMVF.
- C. *Mental Health/Suicide Prevention programs and initiatives including "Ask the Question" (ATQ), the New Hampshire Suicide Prevention Council's Military and Veterans Committee and the VA/SAMHSA Governor's Challenge to Prevent Suicide Among SMVF*. The ATQ campaign is dedicated to improving NH Veterans and their families well-being beginning with asking the question, "Have you or a family member ever served in the military?". This initiative offers resources and training for organizations and providers across all domains and sectors (including healthcare, social services, education, and others) facilitating identifying Veterans, Service Members and their Families while conducting mental health/suicide prevention screening and raising awareness of earned benefits and services available and operationalizing the "what's next" when the answer to the question is "Yes". Efforts should target ensuring social services providers in all regions of the State better understand the benefits, services and resources available to SMVF and the importance of 1) identifying SMVF at intake leveraging New Hampshire Ask the Question initiative, "Have you or a family member ever served in the military?", and if the answer is "yes" to the question, 2) conducting a level of screening followed by 3) referral to earned benefits, services and resources.
- D. *Ending Veteran Homelessness in NH Project*: Composed of federal, state, and local public and private sector members, this Team of teams approach works to quickly house a Veteran should they experience homelessness or be at risk of homelessness and transition to permanent housing stability. Actions should target raising awareness with SMVF and care providers on the services available to the SMVF experiencing housing instability, if possible before the instability exists.
- E. *NH Veterans Freedom to Smile*: A public/private partnership, this Team of teams approach is composed of state government officials, healthcare leaders, nonprofits, associations, and the U.S. Department of Veterans Affairs. The initiative seeks to build upon existing efforts to connect underserved, qualified NH Veterans with options for free or reduced cost dental care. Actions should target raising awareness of the oral health care options available to qualified Veterans along with garnering additional organizations participation in this voluntary initiative.

- F. Increasing the number of SMVF, both currently in the State as well as transitioning Service Members and Veterans CONUS and OCONUS, applying for available military skills and test waiver programs, training, licensing and certification.
- G. Increasing the number of Veterans enrolled with VA Manchester Healthcare System and VA White River Junction medical center.
- H. Developing a greater understanding of the increasingly aging Veteran demographics in the State of New Hampshire and the implications on the requirements and gaps in SMVF services and on the programs and initiatives outlined above.

**SECTION 5: DELIVERABLES**

The Contractor must complete the following deliverables during the performance of this Agreement:

- A. An initial collaborative meeting between the Contractor and the Department to develop an overall strategy for the marketing campaign.
- B. Monthly reporting of marketing services performed, promotional materials created, and marketing analytics submitted by the Contractor.
- C. At a minimum, monthly conference calls, virtual meetings, and/or in-person meetings as scheduled by the Department.
- D. Implementation of the following phased approach to pursue the goals specified herein:
  - (1) Phase 1- Onboarding, Discovery and Strategic Foundation
  - (2) Phase 2 - Creative Development and Campaign Build
  - (3) Phase 3 - Campaign Launch and Active Execution
  - (4) Phase 4 - Optimize, Expand, and Sustain Execution
  - (5) Phase 5 – In stride – Roadmap for way ahead
- E. Development and implementation of other marketing projects as identified by the Department in pursuit of one or more of the goals of this Agreement.
- F. Assignment of a dedicated project manager to oversee the implementation of this Agreement with support from the Contractor’s leadership, staff, and vendor partners as needed.

**SECTION 6: PHASE I - Onboarding, Discovery and Strategic Foundation**

During this phase of the marketing campaign, the Contractor shall complete the following tasks:

- A. Facilitate a strategic onboarding meeting with the Department to gather preliminary information and establish lines of communication and project management processes.
- B. Perform a review of the Department’s current messaging and paid, earned, shared, and owned media assets, e.g., print/digital marketing collateral, previous ad creative, program websites and

materials, social media accounts, press releases, etc. Auditing current marketing, web and social ecosystem, mapping of fragmented channels and partner networks.

- C. Assess the operational environment. Work with the Primary Contact on receipt of initial planning guidance (desired end state, key tasks, actionable objectives...) in order to understand and establish priority objectives and identify quick wins for budget allocation. Identify internal and external stakeholders in relation to the Department's key programs and initiatives in order to understand organizational relationships, prioritize audiences and ascertain risks and opportunities. Conduct key stakeholder interviews across all initiatives. Develop audience segmentation framework linked to real behavior.
- D. Develop unified messaging architecture (flagship overarching umbrella and initiative levels), and associated key performance indicator (KPI) framework aligned to operational outcomes and an opportunity map that includes quick wins.
- E. Establish campaign project Gantt chart to track phases, deliverables, and timeframes to provide to the Department at established campaign/project meetings and upon the Department's request.
- F. Work with the Primary Contact to establish a standing campaign/project update/meeting schedule.

#### **SECTION 7: PHASE II - Creative Development and Campaign Build**

During this phase of the marketing campaign, the Contractor shall complete the following tasks as they relate to major areas of focus:

- A. Develop flagship campaign concept and messaging platform – NH First for Veterans initiative.
- B. Create concepts and messaging platform across priority programs and initiatives.
- C. Build out of content systems (social, web, print, video) library.
- D. Conduct video production planning.
- E. Synchronize with Primary Contact on requirements for website optimization and conversion pathways.
- F. Develop paid media strategy and target audience framework for each of the respective priority programs and initiatives to include transitioning audiences in CONUS/OCONUS.
- G. Create social media content system to include content calendar for organic and paid social media content themes around relevant seasons, events, and holidays.

#### **SECTION 8: PHASE III - Campaign Launch and Active Execution**

During this phase of the marketing campaign, the Contractor shall complete the following tasks as they relate to major areas of focus:

- A. Launch of messaging for flagship campaign of New Hampshire First for Veterans initiative and messaging across priority programs and initiatives – campaign and messaging live across all modalities.
- B. Deploy targeted paid media.
- C. Activation of partners network as an amplification system – partners actively sharing content.
- D. Rollout of update website (if required, as directed by primary contact) – with increased traffic to key web properties.
- E. Execute content production (social, video, storytelling).
- F. Integration, as applicable into events for real time content capture.
- G. Gather early performance data and develop insights and recommendations.

**SECTION 9: PHASE IV - Optimize, Expand, and Sustain Execution**

During this phase of the marketing campaign, the Contractor shall complete the following tasks:

- A. Continuous performance monitoring, insights and recommendations developed and execution optimized.
- B. Expand high performing content across campaign(s) and messaging.
- C. Iterate messaging based on real audience behavior.
- D. Develop additional campaign waves as applicable.
- E. Explore higher performing channels for leveraging.
- F. Develop improved engagement and conversion metrics, refine targeting and messaging and scale content production to align to what is working.

**SECTION 10: PHASE V - In Stride - Roadmap for Way Ahead**

During this phase of the marketing campaign, the Contractor shall complete the following tasks:

- A. Assess performance across all initiatives and develop annual performance report tied to KPIs and provide tactical to strategic recommendations across messaging and campaign approaches.
- B. Identify highest impact channels and messaging.
- C. Seek stakeholder feedback and support program alignment recommendations.
- D. Develop roadmap for way ahead championing continued growth and awareness.

**SECTION 11: REPORTING**

The Contractor will, at a minimum, report at the following cadence :

- A. Monthly reporting for all media activities. These reports will include campaign status reports for each of the respective priority programs and initiatives. Specific details to be developed at the initial meeting between the Department and the Contractor, with anticipation that the monthly report would include addressing areas such as:
- Awareness metrics
  - Engagement metrics
  - Impact metrics.
- B. Quarterly strategic reviews that augment monthly reports conducted with Department leadership to assess overall campaign trajectory, discuss strategic adjustments and align priorities for the upcoming quarter.
- C. Annual performance report. At the conclusion of contract year, provide a comprehensive annual report documenting outcomes against established KPIs, key learning, audience insights and strategic to tactical recommendations for the year ahead.
- D. The initial reporting requirements shall be determined by the Contractor with the Primary Contact's approval at the initial collaborative meeting. The Primary Contact may alter the reporting requirements and will provide written notification to the Contractor of the modifications. The Contractor may propose modifications to the requirements for the Primary Contact's consideration and approval. The Contractor shall not modify the approved requirements without written consent from the Primary Contact.

## **SECTION 12: OTHER PROJECTS**

In the pursuit of the goals of this Agreement, the Department may identify other projects as they relate to this marketing campaign that require additional tasks from the Contractor. Identification, cost, and execution of those projects will follow these specifications:

- A. The Primary Contact will determine project needs and develop a Scope of Work (SOW) with the Contractor. The SOW will include, at a minimum, general project information, tasks to be completed, deliverables to be provided, and a timetable for completion.
- B. The Contractor shall prepare a Cost Proposal for each project requested.
- C. The Department will evaluate the Cost Proposal and determine its reasonableness. If the proposal is determined to be reasonable, the Department will issue a Notice to Proceed. If the project Cost Proposal is determined to be unreasonable, the Department will request a modified Cost Proposal from the Contractor with justification. Once an agreed upon Cost Proposal is established, the Department will issue a Notice to Proceed memorandum. The Notice to Proceed will include copies of the approved project SOW and Cost Proposal. No work on the project shall be performed by the Contractor prior to the issuance of a Notice to Proceed.
- D. The Primary Contact and the Contractor shall attend a project kick-off meeting to clarify the manner of conducting the project, to review a proposed project schedule, a proposed outline of the project tasks to be executed, and confirmation of expected deliverables.

- E. Unless otherwise requested by the Primary Contact, the Contractor must provide monthly status reports for any project that exceeds one month in length, and/or between deliverables for specific project tasks. Status reports must include the specific project tasks that were completed, funds spent, a general outline of work to be completed in the coming month, and any issues that need to be addressed.
- F. The Contractor will complete the projects to the specifications established herein or further specified in accordance with the project SOW, as determined by the Department's Primary Contact.

### **SECTION 13: TARGETED AUDIENCES AND REGIONS**

Marketing efforts will generally focus:

- Service Members, Veterans, and their Families
- Transitioning Service Members
- NH Employers
- NH Healthcare Providers
- NH leadership (public and private)
- Potential New Hampshire National Guard recruits
- Marketing shall reach in-state audiences to major military installations across the Continental United States (CONUS) and Outside the Continental United States (OCONUS).

### **SECTION 14: ADVERTISING DEVELOPMENT**

- A. **Approval.** The Contractor must obtain approval from the Department before producing advertising or related material. When producing creative work, the Contractor must not vary from approved scripts, storyboards, or print layouts without the Department's approval. Failure to adhere to approved scripts, storyboards, or layouts may void the Department's prior approval. The Contractor shall be liable for all costs if advertisements or collateral materials are executed in a manner not consistent with the Department's written approval.
- B. **Artwork Changes.** The Contractor shall charge the Department one time only for artwork that is used in multiple forms. Artwork required for any print advertisements must be billed as a one-time item on a separate invoice. Any duplication of charges for artwork will be rejected. All original artwork shall become the property of the Department and shall be delivered to the Department upon request.
- C. **Creative Services.** Following approval by the Department, the Contractor is responsible for the execution, creation, and production of Department advertising materials, including but not limited to print, digital, broadcast advertisements, out of home advertising, social, point-of-sale (POS) items, and other materials that may be required by the Department. The Contractor must develop multi-media campaigns in support of the services and programs identified by the Department.

- D. **Production.** The Contractor must submit for the Department's approval all production estimates. Estimates must clearly indicate any subcontractors or other parties who will be involved in the production work and where those parties are located. Any production work to be conducted at a location outside of New Hampshire must be specified, and the Contractor must demonstrate to the Department's satisfaction that locations, facilities, and/or resources within the state were not adequate for the production work required. The Contractor should always work towards having production work done in-state.
- E. **Routine Meetings.** The Department and the Contractor will meet routinely, as determined by the Primary Contact.

**SECTION 15: COLLATERAL MATERIAL AND SIGNAGE**

- A. **Collateral Materials.** The Contractor will be responsible for the creative design, project dependency, and production of all materials in support of the Department's advertising goals. All materials will be approved by the Department, including items such as posters, displays, and other POS items intended for temporary use. The Contractor may be required to produce printed items. The Department owns all original artwork, layout, design, and final product and can use as needed.
- B. **Printers.** Most print jobs will be awarded through the Department of Graphic Services bid process. The Contractor must provide print specifications and artwork for such jobs. The Contractor may be expected to review proof(s) provided by the printer and work further with the printer to achieve the final piece. For print jobs that do not go through the Department of Graphic Services, the Contractor must present to the Department an estimate for print jobs for the Department's review and approval. The Contractor will be expected to review and approve the proof as well as direct the printer to provide the final pieces to the Department.

**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF MILITARY AFFAIRS AND VETERANS SERVICES**

**EXHIBIT C  
PRICE AND TERMS OF PAYMENT**

**SUBJECT: MARKETING AND ADVERTISING CAMPAIGN AND PROGRAM MATERIALS**

**CONTRACT PRICE**

The Price for this Agreement shall not exceed \$130,000.00 without issuance of an amendment to this Agreement and approval of the New Hampshire Governor and Executive Council.

**METHOD OF PAYMENT**

Payment shall be made by mailing a bank draft or electronic funds transfer as established by submitting or updating an Alternate W-9 Form to the State of New Hampshire.

**TERMS OF PAYMENT**

Payments shall be made within 30 days after receipt of proper invoices and only upon the satisfactory completion of identified deliverables and tasks as determined by the Department.

The Contractor shall not invoice the Department for any services not yet rendered or performed outside the scope and terms of this Agreement.

Invoices shall be submitted by the Contractor to:

**Department of Military Affairs and Veterans Services  
ATTN: State Business Office  
1 Minuteman Way, Bldg. 1  
Concord, NH 03301**

# 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 WEDU, INC. is a New Hampshire Profit Corporation registered to transact business in New Hampshire on December 31, 1998. 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: **307436**

Certificate Number: **0007912908**



IN TESTIMONY WHEREOF,  
I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 21st day of April A.D. 2026.

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

David M. Scanlan  
Secretary of State

**Certificate of Authority #3**


*(Limited partnership, Limited liability professional partnership or LLC)*

**Limited Partnership or LLC Certification of Authority**

I, Sean Owen, hereby certify that I am a Partner, Member or  
(Name of Attestor)  
Manager and an Officer of wedu, inc. a limited liability partnership  
(Name of Partnership or LLC)  
under RSA 304-B, a limited liability professional partnership under RSA 304-D, or a limited liability company  
under RSA 304-C.

I certify that Liam Roberge is duly authorized to bind the partnership or  
(Name of Authorized Signatory)  
LLC to enter into contracts or agreements on behalf of wedu, inc.  
(Name of Partnership or LLC)

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 partnership or LLC and that this authorization shall remain valid for thirty (30) days from the date of this certificate.

DATED: 4-20-2026      ATTESTOR:   
NAME: Sean Owen  
TITLE: President



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
04/21/2026

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> Wieczorek Insurance 166 Concord St.  Manchester NH 03104		<b>CONTACT NAME:</b> Cheryl Lapointe <b>PHONE (A/C, No, Ext):</b> (603) 668-3311 <b>E-MAIL ADDRESS:</b> cheryl@wizinsurance.com <b>FAX (A/C, No):</b> (603) 668-8413	
<b>INSURED</b> Wedu, Inc. Granite River Studio 20 Market Street Manchester NH 03101		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> The Hanover American Ins Co <b>INSURER B:</b> Hanover Insurance Company <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	
		<b>NAIC #</b> 36064 22292	

**COVERAGES**                      **CERTIFICATE NUMBER:** 25-26 Basic                      **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:			Z2VM13936700	09/01/2025	09/01/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Employee Benefits \$ 1,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			AWVM13891900	09/01/2025	09/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Uninsured motorist \$ 1,000,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$			Z2VM13936700	09/01/2025	09/01/2026	COMBINED SINGLE LIMIT EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
	<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				PER STATUTE    OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

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

RE: MARKETING AND ADVERTISING CAMPAIGN AND PROGRAM MATERIALS. Please refer to policy for complete details and information regarding limitations and exclusions.

### CERTIFICATE HOLDER

### CANCELLATION

New Hampshire Department of Military Affairs and Veterans Services 1 Minuteman Way, Building 1,  Concord NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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