



State of New Hampshire

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



EDDIE EDWARDS
 ASSISTANT COMMISSIONER

ROBERT L. QUINN
 COMMISSIONER

STEVEN R. LAVOIE
 ASSISTANT COMMISSIONER

May 8, 2026

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

REQUESTED ACTION

Authorize the Department of Safety, Division of State Police, to enter into a contract with URSA, INC. (VC #483937), Exeter, NH, in an amount not to exceed \$46,250 for Unmanned Aircraft System (UAS) analysis consulting services. These services will inform the New Hampshire State Police and the Department of Safety's New Hampshire Information and Analysis Center in assessing UAS-related threats to special events and critical infrastructure statewide. Effective upon Governor and Council approval through August 31, 2027. **100% Intra Agency Transfers.**

Funding is available in account, SP-Homeland Security Grants, as follows:

02-23-23-234010-32530000-103-502664-Contracts for Operational Services	<u>FY 2026</u> \$46,250
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EXPLANATION

The New Hampshire State Police (NHSP) recognize the critical importance of intelligence analysis in identifying and mitigating threats posed by unauthorized Unmanned Aircraft Systems (UAS). To strengthen this capability, NHSP seeks to contract with URSA, Inc., a New Hampshire-based small business specializing in Unmanned Aerial Vehicle (UAV) policy and analysis, as well as advanced cybersecurity research and development. Through this engagement, URSA will provide advanced intelligence analysis of URSA will provide advanced analysis of UAS-related data, delivering actionable intelligence to enable proactive measures that protect special events and critical infrastructure across the State.

URSA brings extensive experience and capabilities to support key objectives: aiding the protection of special events from UAS-based threats, informing and enhancing state and local decision-making regarding UAS activity, strengthening UAS-related state threat working groups through subject matter expertise, and maximizing the utility of UAS detection systems. Since 2018, URSA's staff have been actively engaged in UAS and Counter-UAS testing, evaluation, deployment, data analysis, investigations, and policy development. URSA is currently working under its second three-year contract with the Federal Aviation Administration (FAA), where it developed and supports the analytical platform used to assess UAV risks in the National Airspace. This platform has been utilized for airspace studies in Virginia, investigative reports for federal and state clients, and analysis for a peer-reviewed white paper on UAV and manned aircraft near-misses. URSA proposes to use this same proven platform to support the State of New Hampshire under the proposed contract.

Her Excellency, Governor Kelly A. Ayotte

and the Honorable Council

Page 2 of 2

In addition to its analytical expertise, URSA offers advanced capabilities in security operations, counter-UAS technologies, geographic information system, and radio frequency analysis tools. GIS is a software-based tool used to collect, analyze, and visualize location-based data. These capabilities support effective coordination with NHSP and the New Hampshire Information and Analysis Center (NHIAC) for sensor deployment and site selection.

The Division of State Police issued Request for Proposal (RFP DOS 2026-11), advertised from October 17, 2025, through November 14, 2025. Four (4) proposals were received, and URSA, Inc., was awarded the contract based on its ability to meet all qualification criteria outlined in the RFP, as determined by three technical scorers. The Scoring Sheet is attached.

In the event that Intra Agency Funds become no longer available, General Funds/Highway Funds will not be requested to support this program.

Respectfully submitted,



Robert L. Quinn
Commissioner of Safety

Evaluation Factor		Guardian		ResilienX		Tactien		URSA	
Adherence to Mandatory Requirements (Pass/Fail)		Pass		Pass		Pass		Pass	
Technical Proposal		Point Score		Point Score		Point Score		Point Score	
<i>Proposed Plan</i>									
Vendor Business and Service Experience		20	10.67	16.00	12.33	19.00			
Experience & Qualifications		40	23.33	29.33	28.33	38.00			
Technical Proposal Score		60	34.00	45.33	40.67	57.00			
Proposal Cost		40	\$ 76,500.00	\$ 97,500.00	\$ 148,500.00	\$ 90,000.00			Lowest Cost
(lowest proposed cost/vendor's proposed cost) X maximum allocated points for proposal cost			40.00	31.38	20.61	34.00			
Total Score		100	74.00	76.71	61.28	91.00			

Technical Scoring Team

Lt. Christopher Storm, Commander of NHSP Special Services

Adam Ciardelli, Counterterrorism Consultant, Terrorism & Intelligence Unit/ NH Information & Analysis Center

TFC Christopher Ball, Assistance Commander, NHSP Special Enforcement Unit

Pricing Scoring Team

Sarah Pillsbury, FMPB, Finance Manager

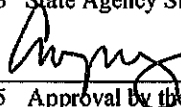
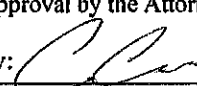
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Dept of Safety, Division of State Police		1.2 State Agency Address 33 Hazen Drive Concord, NH 03305	
1.3 Contractor Name URSA, INC.		1.4 Contractor Address 38 Cross Road Exeter, NH 03833	
1.4 Contractor Phone Number (650) 278-1774	1.5 Account Unit and Class 10 3253 103 502664	1.6 Completion Date August 31, 2027	1.7 Price Limitation \$46,250
1.8 Contracting Officer for State Agency Tammy Holso		1.10 State Agency Telephone Number (603) 223-8437	
1.11 Contractor Signature <i>David Kovar</i> Date: April 18th, 2026		1.12 Name and Title of Contractor Signatory David Kovar, CEO	
1.13 State Agency Signature  Date: 5/8/26		1.14 Name and Title of State Agency Signatory Amy L. Newbury, 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:  Director, On 08/26/26			
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.

EXHIBIT B SCOPE OF SERVICES

URSA INC. of Exeter, NH (Contractor) is being contracted by State of New Hampshire, Department of Safety, Division of State Police (State) to provide Unmanned Aircraft Systems (UAS) analysis consulting services to inform the New Hampshire State Police (NHSP) and the Department of Safety's New Hampshire Information and Analysis Center (NHIAC) of threats posed by UAS to special events and infrastructure in New Hampshire.

The contract shall become effective upon Governor and Council approval through August 31, 2027. The State will have the right to terminate the contract at any time by giving the Contractor a thirty (30) day written notice.

Scope of Services

The Contractor shall provide analysis and UAS subject matter expertise to assist the state's all-hazards/all-crimes Fusion Center and the New Hampshire State Police Special Services through the UAS Unit with UAS activity data interpretation, as described herein, for the State.

The work performed by the Contractor will be monitored by the Commander of the State Police Special Services Unit and the lead NHIAC member assigned to the project. The Contractor may be granted access to sensitive systems and must comply with all NHIAC policies and operating procedures.

The Contractor shall be a subject matter expert in the field of UAS technology and be able to provide analysis and reporting to aid NHIAC information sharing and NHSP protection efforts. The Contractor will be relied on to support the following:

- Planning and protection efforts for Special Event Assessment Rating (SEAR) events in New Hampshire.
- Site selection and employment of detection system equipment in response to events that have a heightened risk of UAS activity presenting threats to citizens and/or critical infrastructure.
- Information sharing of UAS activity trends.

The Contractor shall be able to attend topic relevant meetings and be a contributing member of topic related threat working groups, such as the New Hampshire UAS Threat Working Group. The Contractor will provide data interpretation to enhance UAS threat-based discussions with a variety of different audiences, including but not limited to state and local leaders, first responders, and the public and private sectors.

Requirements

- Aid the protection of special events in New Hampshire from UAS-based threats.
- Inform and enhance state and local leader decision making regarding UAS activity.
- Enhance UAS related state threat working groups by providing subject matter expertise.
- Provide input to maximize the utility of UAS detection systems.
- Production and delivery of a detailed analytic report of UAS activity at select SEAR-rated events in New Hampshire.
- Production and delivery of a detailed analytic report of UAS activity in the vicinity of unscheduled events or gatherings where there is an increased likelihood of UAS activity presenting threats to citizens and/or critical infrastructure.
- In tandem with the NHIAC, provide timely reports that include UAS data analysis, threat assessments, and recommendations.

- Production of a comprehensive end-of-year report that characterizes UAS activity in New Hampshire that is delivered by February 1 of each year.

3. Required work procedures:

- The Contractor shall be work a flexible schedule to meet requirements of this contract.
- The Contractor be available to work upon approval of the contract by the New Hampshire Governor and Council.
- It is not required that the Contractor work on-site or during normal business hours.
- The Contractor may be required to support requests at odd hours or during weekend days in order to support mission needs. Requests of this nature will be made sparingly, in concert with NHSP and NHIAC personnel.
- The Contractor may be granted access to sensitive systems and must comply with all NHIAC polices, operating procedures, and information handling caveat requirements:
- Strict adherence to the current NHIAC Privacy Policy.
- NHIAC Civil Rights Civil Liberties Refresher Training.
- 28 CFR (Code of Federal Regulations) Part 23 Online Training.
- All products developed are work for hire and ownership is in accordance with the New Hampshire Contract Terms and Conditions.
- Sign a “Computer Access and Use Agreement” and complete annual cybersecurity awareness training.

**EXHIBIT C
PRICING AND PAYMENT TERMS**

The Contractor shall invoice the State of New Hampshire, Division of State Police at the hourly rate listed below in monthly intervals, as work is completed during the contract period.

The State agrees to make payment of such invoices within thirty (30) of the invoice and the State's approval and acceptance. The Contractor agrees not to exceed the contract total of \$46,250.

Staff Position	Year One Rate per Hour	Year Two Rate per Hour
All Staff	\$160/hour	\$160/hour
AAP-NMAC License Fee	\$6,000/Year	\$6,000/Year

Invoices shall be sent to:

State of New Hampshire
Accounts Payable
33 Hazen Drive
Concord, NH 03305

OR via e-mail to:

accountspayable@dos.nh.gov

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

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 URSA, INC. is a Delaware Profit Corporation registered to transact business in New Hampshire on January 16, 2018. 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: **786236**

Certificate Number: **0007923996**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 6th day of May A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a large, stylized circular flourish.

David M. Scanlan
Secretary of State

CORPORATE RESOLUTION

I, Robert Cutler, hereby certify that I am duly elected Secretary of URSA, Inc. I hereby certify the following is a true copy of a vote taken at a meeting of the Board of Directors, duly called and held on May 8, 2026 at which a quorum of the Directors were present and voting.

VOTED: That, David Kovar, President and Chief Executive Officer is duly authorized to enter into contracts or agreements on behalf of URSA, Inc. with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any documents which may in his judgement be desirable or necessary to effect the purpose of this vote.

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

DATED: May 8, 2026

ATTEST: Robert Cutler, Secretary

