



New Hampshire Department of
**BUSINESS AND
ECONOMIC AFFAIRS**

24 - 9/2/26



July 30, 2026

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

REQUESTED ACTION

Authorize the Department of Business and Economic Affairs to enter into a contract with Lou Hammond Group New York, Inc. (VC# 226733), New York, NY in the amount of \$250,000 for domestic media services, with the option to renew for an additional two-year period, effective upon Governor and Council approval through June 30, 2027. **80% General Funds, 20% Agency Income.**

Funds are available in the following accounts for Fiscal Year 2027:

FY2027

03-22-022-220010-20130000, Division of Travel - Tourism

069-500569 – Promotional and Marketing Exp

\$200,000

03-22-022-220010-20190000, Tourism Development Fund

069-500569 – Promotional and Marketing Exp

\$ 50,000

EXPLANATION

The Department of Business and Economic Affairs (BEA) respectfully requests approval to enter into a one-year agreement with an option for a two-year renewal with Lou Hammond Group New York, Inc. (LHG) to provide U. S. media services for the State of New Hampshire. This contract focuses on earning positive, unpaid and paid media coverage in trusted national outlets.

This work supports BEA's mission to bring visitors, jobs, businesses, and investment into New Hampshire. On the economic development side, this contract will also support sharing news about companies moving to or expanding in New Hampshire and support workforce recruitment, as well as growth in manufacturing, technology, and life sciences. Through targeted communications and media outreach, the program will help position New Hampshire as a destination for skilled workers, particularly those in the Massachusetts life sciences sector, while raising awareness among students and graduates from top Northeast universities about career opportunities in the state. On the tourism side, the firm will help place national stories about New Hampshire's outdoor recreation, scenic travel, towns, and cultural experiences, including outreach to audiences such as motorcyclists, OHRV and snowmobile riders, outdoor enthusiasts, and arts and culture travelers. These stories will appear in national trade and business publications read by business leaders and site selectors, helping reach people who make decisions about where to invest and grow.

Securing consistent national media coverage requires established industry relationships and ongoing outreach to editors, producers, and writers, which extend beyond the capacity of the state staff. As a New

📍 100 North Main Street
Suite 100
Concord, New Hampshire 03301

☎ 603.271.2341

🌐 visitnh.gov nheconomy.com choosenh.com

York-based firm, LHG provides direct access to national consumer, business, and trade media outlets that influence travel decisions, business investment, and site selection. This is particularly important for economic development outreach, where coverage in national trade and industry publications can help position New Hampshire among business leaders, investors, and companies considering expansion or relocation. LHG also brings extensive experience in destination marketing, business communications, and crisis management, as well as a strong understanding of New Hampshire from its prior work with BEA, allowing the firm to quickly identify and promote stories that support the state's tourism and economic development goals.

This partnership also benefits New Hampshire's small businesses and destinations that do not have the staff or budget to reach national media on their own.

BEA issued a Request for Proposal (RFP) on February 24, 2025, seeking a U.S.-based public relations firm. The RFP was posted on VisitNH.gov, NHEconomy.com, and admin.state.nh.us. Fourteen firms submitted proposals by the March 20, 2025 deadline. A selection committee of BEA staff and a representative from BEA's advertising agency reviewed and scored all proposals. After this competitive process, Lou Hammond Group New York, Inc. was selected as the highest scoring and best overall value. While not the lowest bidder, LHG demonstrated the strongest combination of strategy, experience, and measurable results. The scoring summary is included as Schedule #3.

For these reasons, BEA respectfully requests approval to enter into this two-year agreement with Lou Hammond Group New York, Inc. to help New Hampshire remain competitive in attracting visitors, workers, and business investment.

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

Respectfully submitted,


Lucy Lange
Commissioner

**Department of Business and Economic Affairs
Domestic Public Relations Services RFP
Proposal Review Committee**

Schedule #2

Michelle Cruz, Director

Division of Travel & Tourism Development
100 North Main Street, Suite 100, Concord, NH 03301
603-271-2665 Michelle.Cruz@livefree.nh.gov

Michelle Cruz is the Director of the New Hampshire Division of Travel and Tourism. In this role she is dedicated to supporting the economic growth for the state of New Hampshire, through travel and tourism. Prior to her current role, Michelle was the Executive Director of the Mt. Washington Valley Chamber of Commerce. In this role she successfully spearheaded initiatives that enhanced local economic development, fostered collaboration among businesses and the community. With a deep understanding of public relations and strategic planning, Michelle played a key role in advancing the chamber's mission and improving its visibility within the region. Under her guidance, launched innovative marketing campaigns and events to support small businesses and local entrepreneurs. Michelle developed strong relationships with local government, businesses, and community leaders, and consistently promoted a thriving supportive environment for economic growth. Michelle's professional experience also includes Director of Education with the Mount Washington Observatory, where she gained valuable experience in outreach, collaboration, and a passion for community development.

Amy Bassett, Deputy Director

Division of Travel & Tourism Development
100 North Main Street, Suite 100, Concord, NH 03301
603-271-2665 Amy.O.Bassett@livefree.nh.gov

Amy Bassett is the Deputy Director of the New Hampshire Division of Travel and Tourism. Bassett is an experienced senior management executive with more than two decades of experience in utilizing research to create, manage, and execute marketing and public relations campaigns and events at the state level. The experience that she has gained, enables her to think strategically and utilizes data and resources to market New Hampshire as a year-round destination.

Kris Neilsen, Communications Manager

Division of Travel & Tourism Development
100 North Main Street, Suite 100, Concord, NH 03301
603-271-2665 Kris.M.Nelisen@livefree.nh.gov

Kris Neilsen is the Communications and Social Media Manager for the New Hampshire Division of Travel and Tourism. In this role she oversees VisitNH's social media as well as the domestic and Canadian Public Relations efforts. She has more than fifteen years of experience providing communication direction within New Hampshire State Government. She also has extensive experience in the broadcast industry.

Sophia Cigliano, Group Account Director

GYK
175 Canal Street, Manchester, NH 03101
603.792.2058 scigliano@gykantler.com

Sophia Cigliano is the Group Account Director at GYK. She is experienced in strategic account planning across multiple brand categories. Over the past 10 years, she's been the lead agency partner for the New Hampshire Department of Business and Economic Affairs where she drives the brand development and management of all advertising for the Division of Travel and Tourism, as well as ongoing marketing support and campaigns for the Division of Economic Development. She has also played a key role with brand planning across several different health care systems and financial institutions throughout New England. Her experience also includes six years with Arnold Worldwide, where she drove the evolution of Royal Caribbean International's consumer loyalty and digital marketing programs.

Department of Business and Economic Affairs
Domestic Public Relations
Proposal Evaluation

SCHEDULE #3

Proposal Evaluation	Broadreach PR Portland, ME	Coyne PR New York, NY	Cronin Glastonbury, CT	DCI New York, NY	The Hayes Initiative New York, NY	Juna PR Charlotte, VT	Kronus Communications Millcreek, UT
Overall Experience and Qualifications	95	104	95	116	78	78	67
Key Staff Experience and Qualifications	88	86	83	89	66	67	66
Strategic Thinking	76	86	76	86	57	66	55
Familiarity w/NH and Tourism	27	25	22	29	21	26	19
Budget	28	26	20	25	22	30	18
TOTAL	314	327	296	345	244	267	225

Proposed Contract Cost

\$162,588	\$398,056	\$315,500	\$246,300	\$115,876*	\$200,000	\$315,000
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Proposal Evaluation
Overall Experience and Qualifications
Key Staff Experience and Qualifications
Strategic Thinking
Familiarity w/NH and Tourism
Budget
TOTAL

Lou Hammond Group New York, NY	Madden Media Tucson, AZ	Matter Communications Newburyport, MA	Odyssey	SIPP Communications New York, NY	Thompson & Co Anchorage, AK	Turner PR Denver, CO
119	104	98	100	83	85	110
96	86	81	85	77	75	91
92	86	81	77	68	72	84
40	28	25	25	16	18	33
35	29	28	26	24	25	30
382	333	313	313	268	275	348

Proposed Contract Cost

\$300,000	\$200,000	\$200,000	\$300,000	\$162,000	\$265,400	\$580,000
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*Max points 400

*Didn't correctly respond to the budget question

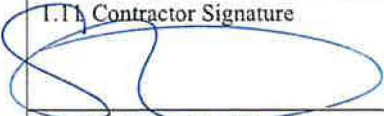
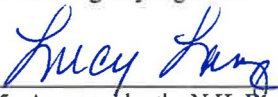
**BEA decided to not include additional funding for projects other than monthly services, making the final contract amount less than proposed amount.

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

AGREEMENT

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

GENERAL PROVISIONS**1. IDENTIFICATION.**

1.1 State Agency Name State of New Hampshire Department of Business and Economic Affairs		1.2 State Agency Address 100 North Main Street, Suite 100 Concord, NH 03301	
1.3 Contractor Name Lou Hammond Group New York, Inc.		1.4 Contractor Address 145 King Street, Suite 411 Charleston, SC 29401	
1.5 Contractor Phone Number 212-891-0200	1.6 Account Unit and Class 10-022-20130000-69- 500567 10-022-20190000-69- 500567	1.7 Completion Date 6/30/2027	1.8 Price Limitation \$250,000
1.9 Contracting Officer for State Agency Lucy Lange, Commissioner		1.10 State Agency Telephone Number 603-271-2665	
1.11 Contractor Signature  Date: 6/23/24		1.12 Name and Title of Contractor Signatory STEPHEN HAMMOND, CEO	
1.13 State Agency Signature  Date: 7-7-26		1.14 Name and Title of State Agency Signatory Lucy Lange, Commissioner	
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: Vasilios Manthos On: 8/7/26			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

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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**

Option to renew for one two-year period upon consent of both parties and approval by Governor and Council.

**EXHIBIT B
SCOPE OF SERVICES**

Lou Hammond Group New York, Inc. (LHG) will serve as the NH Department of Business and Economic Affairs (BEA) public relations representative in the U.S. market, increasing brand awareness. LHG will develop and execute an innovative, brand-aligned public relations program, targeting a variety of channels and complementing BEA's advertising/marketing program. Specific details as follows:

1. SCOPE OF WORK

- 1.1 Create, implement and manage a 12-month regional and national media relations outreach strategy and hosting program that supports New Hampshire's campaigns and initiatives that results in trackable media coverage. This plan will:
 - 1.1.1 Generate positive exposure for New Hampshire through consumer and industry mediums with direct tiebacks to return on investment and qualitative measurement results.
 - 1.1.2 Include a robust and creative activation or program to support a seasonal and/or a niche consumer advertising campaign initiative.
- 1.2 Plan and execute media receptions for BEA staff in key markets, including but not limited to New York City and one additional market.
- 1.3 Coordinate, and possibly participate in, key market media tours and in-market desk-side briefing appointments at least twice a year.
- 1.4 Create a recommended media target list for print, online and broadcast that aligns with New Hampshire's brand, quality, and strategic objectives.
- 1.5 Facilitate visiting journalist program, securing a minimum of six individual press trips annually.
- 1.6 Create media outreach strategies to garner coverage around New Hampshire programming and/or matters impacting or related to New Hampshire's tourism industry.
- 1.7 Work in tandem with BEA's Agency of Record to develop and execute a digital influencer strategy.

Initial SGH
Date 6-23-26

- 1.8 Provide crisis communication support and reputation management.
- 1.9 Hold bi-monthly team meetings, quarterly editorial brainstorm meetings, providing notes from meetings and tracking of follow ups.
- 1.10 Attend and potentially present at New Hampshire Tourism Summit; potentially attend other BEA or regional event(s); and quarterly partner meetings.
- 1.11 Provide strategic direction and support the execution of New Hampshire-based press conferences.
- 1.12 Provide a monthly report to include achieved clips with earned media and impressions – statewide and categorized by region; stories pitched - who, what and current status; media interactions; and ongoing projects. Additional reports may include PR Insider, partners report and monthly budget summary. All monthly reports are due by the 5th of each month.
 - 1.12.1 Provide links and pdfs of articles about New Hampshire shortly after they are published. The email should follow the format below:
 - Date: March 25, 2026
 - Outlet: *Matador Network*
 - Article: Budget Glamping in the US: 11 Luxe Retreats for Less Than \$200
 - UVM: 476,000
 - Ad Value: \$4,403.00
 - Region(s) highlighted: White Mountains Region
 - Origin: Media Outreach
- 1.13 Provide an annual end-of-the-year report highlighting results of the strategic public relations plan (1.1) and evaluating the effectiveness of the plan. The report is due thirty days after the end of the fiscal year.
- 1.14 Secure at least one national promotional partnership.
- 1.15 Manage award submissions on New Hampshire's behalf.
- 1.16 All materials and products prepared and provided by LHG for DTTD will become the property of DTTD, upon payment, unless otherwise agreed to in writing by both parties.
- 1.17 LHG is not authorized to represent the State's position to the public or media and must be authorized to provide information by BEA.

EXHIBIT C

Initial SH
Date 6-23-26

PAYMENT TERMS

LHG will invoice BEA monthly based on twelve equal retainer amounts of \$14,000 for agency fees. Press trips, special projects and out-of-pocket expenses will be billed on the monthly invoice. Total amounts for each category will not exceed the amounts specified below unless by written agreement. All external expenses will be invoiced at net costs with corresponding back-up. Total expenses for all services shall not exceed the total contract award of \$250,000/per fiscal year.

Fees Per Fiscal Year

Professional Fees \$168,000

Monthly fee includes comprehensive public relations strategy, planning, execution, and account management services, including but not limited to:

- Ongoing media relations, including proactive pitching, story development, media outreach, etc.
- Content development, writing, editing, and distribution of press releases.
- Coordination and management of individual and group press visits.
- Event planning support, media engagement and coordination.
- Crisis management
- Influencer identification, outreach, vetting, coordination, and tracking.
- Monitoring and tracking of media coverage.
- Monthly reporting and analysis, including earned media results, media outreach activities.
- Regular client meeting, management and project coordination.

Out of Pockets \$ 32,000

May include reasonable and necessary expenses incurred in support of contract activities, including but not limited to:

- Administrative fee and project related expenses.
- Media databases, monitoring platforms, and distribution services.
- Costs associated with media events/missions/activations.
- Expenses from press trips.
- Travel expenses incurred in support of contract activities.

Additional Project Budget \$50,000

An optional budget allocation available to support strategic opportunities that may arise during the contract period. May include but not limited to:

- Media activation events in target markets like Boston, New York, Tampa, Orlando, etc.
- Additional opportunities that arise and align with BEA's marketing strategy.

Total \$250,000

LHG will provide a written estimate of work for client approval in advance of beginning work on projects. The estimates will detail the nature of the work and the associated costs. LHG will adhere to these costs

Initial SH
Date 6-23-26

as the estimates, once signed by the client, form the contract between the two parties. Should there be a change in scope of services provided, LHG will revise the estimate and seek approval of the client before proceeding. The signed estimate indicates approval to proceed.

Retained fees are to be billed at the beginning of each month. Itemized monthly invoices for all other expenses are to be submitted by the 15th of the following month. The state payment terms are net 30.

Initial SD
Date 6-23-26

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 LOU HAMMOND GROUP NEW YORK, INC. is a New York Profit Corporation registered to transact business in New Hampshire on May 03, 2012. 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: **670217**

Certificate Number: **0007954505**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 23rd day of June A.D. 2026.

A handwritten signature in black ink, appearing to read "David M. Scanlan", is written over a faint circular outline.

David M. Scanlan
Secretary of State



address: 145 King Street, Suite 411 | Charleston, SC 29401
phone: 843.722.8880 web: louhammond.com

CORPORATE RESOLUTION

For

LOU HAMMOND & ASSOCIATES, INC.

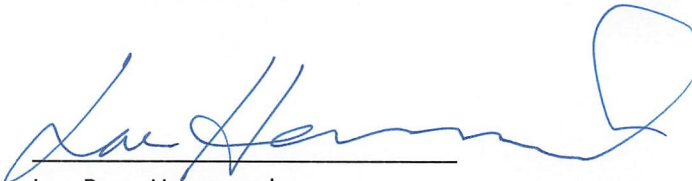
CERTIFICATE OF AUTHORITY

I, Lou Rena Hammond, Chairman/Founder of Lou Hammond Group New York, Inc., a New York corporation (the "company"), do HEREBY certify that the following is a true and correct copy of a resolution duly adopted at a meeting of the Board of Directors of the Company duly held and convened on June 1, 2026, at which meeting a duly constituted quorum of the Board of Directors was present and acting throughout and that such resolution has not been modified, rescinded or revoked and is at present in full force and effect:

RESOLVED: That the CEO, Stephen Hammond, is empowered to execute and deliver in the name and on behalf of this Company a certain contract with the NH Department of Business and Economic Affairs.

IN WITNESS WHEREOF, the undersigned has affixed her signature and the corporate seal of the Company.

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.



Lou Rena Hammond
Chairman/Founder



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/9/2026

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).

PRODUCER Marsh & McLennan Agency LLC 100 Brigade Street, 2nd Floor Charleston SC 29403	CONTACT NAME: PHONE (A/C, No, Ext): 843-725-1930 FAX (A/C, No): E-MAIL ADDRESS: certificates@MarshMMA.com
INSURED Lou Hammond and Associates, Inc. dba Lou Hammond Group New York, Inc. 145 King Street Ste 411 Charleston SC 29401	INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Underwriters Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES**CERTIFICATE NUMBER:** 1495873666**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	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y		22SBABH6DFE	7/12/2026	7/12/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ Excluded \$
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			22SBABH6DFE	7/12/2026	7/12/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			22SBABH6DFE	7/12/2026	7/12/2027	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Employers Liability			22SBABH6DFE	7/12/2026	7/12/2027	Each Claim Limit 25,000 Annual Aggregate Limi 25,000

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

The Business Liability Coverage Part includes a Blanket Additional Insured By Contract Endorsement, Form SL 30 32.

30 Day Cancellation Notice for Certificate Holders endorsement attached

Department of Business and Economic Affairs State of New Hampshire is recognized as additional insured for the general liability

CERTIFICATE HOLDER**CANCELLATION**Department of Business and Economic Affairs
State of New Hampshire
100 North Main Street
Concord NC 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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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
08/03/2026

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).

PRODUCER Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	CONTACT NAME: Marsh Affinity	
	PHONE (A/C, No, Ext): 800-743-8130	FAX (A/C, No):
INSURED ADP TotalSource FL XVII, Inc. 5800 Windward Parkway Alpharetta, GA 30005 U/C/F: Lou Hammond Group New York, Inc. 900 3RD AVE RM 401 SUITE 200 New York, NY 100220000	E-MAIL ADDRESS: ADPTotalSource@marsh.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: New Hampshire Insurance Co.	
	INSURER B:	
	INSURER C:	
	INSURER D:	
INSURER E:		
INSURER F:		
NAIC # 23841		

COVERAGES

CERTIFICATE NUMBER:

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
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE \$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
							GENERAL AGGREGATE \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$
	☐ POLICY ☐ PRO JECT ☐ LOC						
	OTHER:						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	☐ ANY AUTO						BODILY INJURY (Per person) \$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	☐ OCCUR ☐ CLAIMS-MADE						\$
	☐ DED ☐ RETENTION \$						
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE ☒ OTHER ☐
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y / N					E.L. EACH ACCIDENT \$ Unlimited
	If yes, describe under DESCRIPTION OF OPERATIONS below	N	N/A	WC 051699342 NY	07/01/2026	07/01/2027	E.L. DISEASE - EA EMPLOYEE \$ Unlimited
							E.L. DISEASE - POLICY LIMIT \$ Unlimited

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

All worksite employees working for Lou Hammond Group New York, Inc. paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADPTS payroll or have completed the SEI Participation Addendum.

CERTIFICATE HOLDER

Department of Business and Economic Affairs
c/o: State of New Hampshire
100 North Main Street
Concord, NH 03301

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Jo Phillips

ACORD 25 (2016/03)

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