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STATE OF NEW HAMPSHIRE
DEPARTMENT of RESOURCES and ECONOMIC DEVELOPMENT
DIVISION OF ECONOMIC DEVELOPMENT

172 Pembroke Road Concord, New Hampshire 03301
Phone: 603-271-2341 www.nheconomy.com

March 28, 2017

His Excellency, Governor Christopher T. Sununu
and the Honorable Executive Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Resources and Economic Development, Division of Economic Development, Office of International Commerce, to enter into a contract with Firebrand International, LLC (VC #226655), Portsmouth, NH, in the amount of \$58,500 to act as Consortium Manager for the New Hampshire Aerospace and Defense Export Consortium, in compliance with a grant awarded by the U.S. Department of Defense through the Office of Economic Adjustment upon Governor and Executive Council approval through April 30, 2018, with the option to renew for 2 additional one-year periods subject to Governor and Executive Council approval. **100% Federal Funds**

Funding is available as follows pending budget approval for Fiscal Year 2018 with the authority to adjust encumbrances in each of the State fiscal years through the Budget Office if needed and justified:

	<u>FY 2017</u>	<u>FY 2018</u>
03-35-35-350510-52700000		
OEA Grant	\$10,000	\$48,500
046-500464 Consultants		

EXPLANATION

The purpose of this consultancy will be to coordinate with the Office of International Commerce by providing management for, and implementation and evaluation of, a series of programs aimed at growing and maintaining the sustainability of an export-focused consortium for New Hampshire's aerospace and defense sectors. The objective is to increase the value of export sales and the number of new to export companies in the aerospace and defense cluster, as well as to increase the number of contractual arrangements entered into by New Hampshire aerospace and defense companies resulting in future export sales.

On October 3, 2016, a Request for Proposals for "Aerospace and Defense Consortium Manager Consultant Services" was advertised on the Department of Administrative Services' website. Two (2) companies submitted proposals by the closing date of October 28, 2016. Firebrand International, LLC, was subsequently recommended based on the scoring provided by a review panel. A summary of the scoring and list of panel members is attached for your review.

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

Respectfully submitted,

Christopher S. Way
Acting Director

Concurred,

Jeffrey J. Rose
Commissioner

(RW)

Proposal Evaluation for New Hampshire Aerospace and Defense Export Consortium Manager

The Division of Economic Development, Office of International Commerce (OIC), issued a Request for Proposals on October 3, 2016, for a consultant to act as the Consortium Manager for the New Hampshire Aerospace and Defense Export Consortium (NHADEC). The aerospace and defense sectors are noted to have high-growth potential and opportunities for companies at various parts of the supply-chain.

In preparing to review the submitted responses, it was determined that a review committee composed of representatives of OIC and NHADEC would be appropriate. Accordingly, it was determined that Nathaniel Nelson, International Trade Officer, OIC, and Zenagui Brahim, Chairman, NHADEC, would have the necessary expertise to adequately score submitted proposals. As project manager for the Office of Economic Adjustment (OEA) grant and staff member of OIC, Nathaniel Nelson is aware of the goals of this particular project as set forth under the OEA grant and OIC strategic plan, and how this position would best need to meet those goals. As Chairman of NHADEC, Zenagui Brahim is aware of the importance of the Consortium Manager to NHADEC's growth and success and what would be required in this position in order to realize success.

Responses to the RFP were submitted to OIC by October 28, 2016. Two companies submitted proposals:

- Firebrand International, LLC, of Portsmouth, NH; and
- Future iQ Partners, Inc., of Minneapolis, MN.

Below is an overview of scoring for each submitted proposal:

Selection Committee Members	Companies	
	Firebrand Int'l, LLC	Future iQ Partners, Inc.
Nathaniel Nelson, OIC	85	60
Zenagui Brahim, NHADEC Chair	90	64

Criteria for Scoring:

- | | |
|---|--------------------|
| 1. Experience and Qualifications | Maximum points: 30 |
| 2. Overall strategy and approach, methodology | Maximum points: 30 |
| 3. Prior work and past performance | Maximum points: 20 |
| 4. Cost of Services | Maximum points: 20 |

The proposed cost of services by:

- Firebrand International, LLC is \$58,500 (noted as total budget); and
- Future iQ Partners, Inc. did not indicate cost in their proposal.

It is important to note that the Consortium Manager position requires significant one-on-one engagement with local businesses to discuss NHADEC membership and to understand a member's goals for membership in the organization. Accordingly, it is vital that the selected contractor be able to engage at the local level. Per the cover letter submitted by Future iQ with their proposal, they would not be "best suited to deliver on [the] RFP responsibilities, especially with the concentrated local involvement required." As such, Future iQ was scored significantly lower and not deemed to be the best candidate for this position.

The review panel's recommendation is to award this contract to Firebrand International, LLC, based on the scores of the abovementioned criteria.

RFP - NHADEC Consortium Manager - November 2016

Business Name: Firebrand International

	Experience and Qualifications Max Points (30)	Strategy, Approach and Methodology Max Points (30)	Prior Work and Performance Max Points (20)	Cost of Services Max Points (20)	TOTAL
Nathaniel Nelson, Office of Int'l Commerce	25	25	15	20	85
Zenagui Brahim, NHADEC Board Member	27	25	18	20	90
Grand Total:					175

Business Name: Future IQ Partners

	Experience and Qualifications Max Points (30)	Strategy, Approach and Methodology Max Points (30)	Prior Work and Performance Max Points (20)	Cost of Services Max Points (20)	TOTAL
Nathaniel Nelson, Office of Int'l Commerce	25	15	20	0	60
Zenagui Brahim, NHADEC Board Member	22	27	15	0	64
Grand Total:					124

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

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Resources and Economic Development		1.2 State Agency Address 172 Pembroke Road, Concord, NH 03301	
1.3 Contractor Name Firebrand International, LLC		1.4 Contractor Address PO Box 524, Portsmouth, NH 03802	
1.5 Contractor Phone Number 603-836-4207	1.6 Account Number 52700000-046-500464	1.7 Completion Date April 30, 2018	1.8 Price Limitation \$58,500
1.9 Contracting Officer for State Agency Tina Kasim, OIC Program Director		1.10 State Agency Telephone Number 603-271-8444	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Dawn Wivell, CEO	
1.13 Acknowledgement: State of <u>New Hampshire</u> , County of <u>Merrimack</u> On <u>3/31/17</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace [Seal] 		LEANNE M. LAVOIE, Notary Public My Commission Expires October 3, 2017	
1.13.2 Name and Title of Notary or Justice of the Peace			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory Jeffrey J. Rose, Commissioner	
Date: <u>4/10/17</u>			
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: <u>n/a</u> Director, On:			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: <u>4/13/2017</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: On:			

2. EMPLOYMENT OF CONTRACTOR/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 A 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 as indicated in block 1.18, 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 1.14 ("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. 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, and 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, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account 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 B which is incorporated herein by reference.

5.2 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. The State shall have no liability to the Contractor other than the contract price.

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 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.

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 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 opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further 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 all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

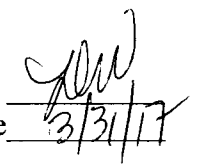
7. PERSONNEL.

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 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

Contractor Initials

Date


3/31/17

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

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) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) 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 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 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all 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.

9.2 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.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) 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. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

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. The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. 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 maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive 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; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 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 his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

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. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her 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. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

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. CONSTRUCTION OF AGREEMENT AND TERMS.

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. 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.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. 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.

22. SPECIAL PROVISIONS. Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

23. 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.

24. 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 relating hereto.

**Department of Resources and Economic Development
Division of Economic Development
Office of International Commerce**

New Hampshire Aerospace and Defense Export Consortium Manager

Exhibit A

SCOPE OF WORK

The role of the Consortium Manager is to coordinate, manage, and strategically evaluate the NHADEC, as well as implement programs associated with the consortium, in accordance with state and federal programs, within the Office of International Commerce (OIC).

The Consortium Manager's responsibilities will be to:

- Coordinate and collaborate with the OIC team and the NHADEC Board of Directors in the management, direction, and implementation of NHADEC and its programs;
- Plan for and direct the facilitation of regular membership and board meetings and consortium-related updates (newsletter/email) for consortium members;
- Attend both regular membership and board meetings;
- Serve on the NHADEC Board of Directors as an *ex-officio* member;
- Collaborate in the development and implementation of the short- and long-term plans, strategies, and programs aimed at the continued sustainability and growth of the consortium and its members;
- Actively participate in the development and implementation of outreach activities aimed to enhance and promote the export capacity of New Hampshire's aerospace and defense industries;
- Coordinate with OIC and the Division of Economic Development on domestic and international brand building of New Hampshire's aerospace and defense industry, NHADEC, and its entire membership;
- Lead program development and implementation of sector's ongoing mission to connect with regional and international partners;
- Coordinate and mature linkages and partnerships with regional and international aerospace and defense clusters;
- Contribute to the development of a training and best practices information sharing program for NH's aerospace and defense sectors and assist in its implementation;
- Research, identify, and showcase industry best-practices, industry prospects and market trends, and trade events for consortium members;
- Assist OIC in development and implementation of programs established through OEA grant funding;
- Direct programming, coordination of logistics, recruitment of companies, and development of follow-up plans, as appropriate, for NHADEC annual events;
- Assist in the counsel of consortium members on international business development best practices and cultural considerations;
- Assist with administrative support to ensure adherence to schedule, manage interdependencies, and provide recommendations to the OIC and NHADEC Board of Directors;
- Prepare reports, as determined by the OIC and NHADEC, to document work achieved towards the execution and delivery of tasks;
- Provide personnel, as needed, who have the necessary skills and expertise to accomplish their assigned functions and ensure performance is maintained at an acceptable level;
- Travel, both in-state and out-of-state, on behalf of the NHADEC to events necessary for the execution of the Manager's responsibilities;

The Consortium Manager's deliverables are:

1. Initial briefing meeting with OIC Program Manager outlining action plan for the project;

2. Weekly reports/updates provided to OIC Program Manager to note project status;
3. Updates to company profiles provided to OIC for input into client and regional database;
4. Increase in NHADEC membership through recruitment of companies for consortium participation;
5. Coordination of (i.e., agenda development, logistical planning, etc.) and attendance at NHADEC general member and board meetings and events;
6. Recommendations for, and implementation of, short- and long-term strategies and plans for consortium sustainability and growth;
7. Collaboration with contracted marketing agency in marketing strategy and branding efforts;
8. Collaboration with contracted consultants for all NHADEC-related projects and activities;
9. Engagement in awareness building efforts for the consortium;
10. Building and maintenance of partnerships with New Hampshire aerospace and defense industry clusters (e.g., composites, maritime, antennae, etc.);
11. Building and maintenance of partnerships with national and international aerospace and defense industry-related organizations and businesses;
12. Development and implementation of, and analysis and recommendations on, a survey and its associated results aimed at assessing consortium members' market research needs;
13. Development of programming, coordination of logistics, recruitment of companies, and development of follow-up plan, as appropriate, for NHADEC annual events;
14. Implementation of a best practices information sharing and training program for consortium members, in coordination with OIC training program and other OEA grant partners;
15. Consultation to consortium members in strategies to diversify products and markets;
16. A final report that details and analyzes the findings of the project and any recommendations, including:
 - a. Contact details and listing of opportunities of partnerships with regional, national and international clusters;
 - b. Narrative of recommended short- and long-term strategies and next steps to continue the sustainment of the Consortium Manager position and the consortium, as a whole; and
 - c. Final recommendations.

Exhibit B

CONTRACT PRICE

Total contract shall not exceed: \$58,500

METHOD OF PAYMENT

Payments shall be made within 30 days after receipt of progress based reports and invoices by the Office of International Commerce, Program Director.

TERM

This contract shall commence upon approval of the Governor and Executive Council through April 30, 2018, with an option to renew for 2 additional one-year periods subject to Governor and Executive Council approval.

Exhibit C

There are no special or additional provisions to this contract.

State of New Hampshire

Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that FIREBRAND INTERNATIONAL LLC is a New Hampshire Limited Liability Company registered to transact business in New Hampshire on March 18, 2010. 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: 627830



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 31st day of March A.D. 2017.

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State

Limited Partnership or LLC Certification of Authority

I, Dawn Wivell, hereby certify that I am a Partner, Member or Manager
(Name)

of Firebrand International LLC a limited liability partnership under RSA 304-B or limited
(Name of Partnership or LLC)

liability company under RSA 304-C.

I certify that I am authorized to bind the 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.

DATED: March 31, 2017

ATTEST: *Dawn Wivell, CEO*
(Name and Title)

