



**Caitlin D. Davis**  
Commissioner

**Richard K. Sala**  
Deputy Commissioner

**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF EDUCATION  
25 Hall Street  
Concord, N.H. 03301**

May 26, 2026

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

**REQUESTED ACTION**

Authorize the New Hampshire Department of Education (NHED) to enter into a contract with Double Line, Inc. (VC#318529) Ridgetop, TN, in an amount not to exceed \$495,575 to map NHED’s assessment and finance data warehouse tables to the NHED’s new Common Educational Data Standards (CEDS) data warehouse model, create the necessary Extract, Transform, Load (ETL) code to extract the data from the old databases to the new CEDS data model, create 19 data mart domains for reporting, and upgrade the CEDS data warehouse from version 11 to 13, effective upon Governor and Council approval through June 30, 2027. 100% Education Trust Fund.

Funds to support this request are available in Fiscal Year 2027 as follows:

06-56-56-560040-21960000- EDUCATION TRUST FUND

| Fiscal Year | Class/Account | Class Title         | Amount    |
|-------------|---------------|---------------------|-----------|
| 2027        | 038-500177    | Technology-Software | \$495,575 |
| Total       |               |                     | \$495,575 |

**EXPLANATION**

A request for proposal (RFP) was posted on the websites of the New Hampshire Department of Education (NHED) and the Department of Administrative Services (DAS) from February 6th, 2026, through March 13th, 2026. Seven proposals were received by the state during that period. NHED selected the Double Line, Inc. (Double Line) proposal as it received the highest overall score across the technical proposal (see Attachment A). While the second highest scoring proposal submitted a

lower cost bid, it included five (5) pages of pricing exceptions that did not fully align with the project and created significant concern that the bidder would not be able to accomplish the project at the proposed bid. The evaluation team included individuals from the Department of Education who have extensive background and experience with New Hampshire's data collections systems, data warehouse, and reporting systems.

Double Line specializes in public-sector data modernization, helping government agencies build scalable data architecture, strengthen governance, and deliver audit-ready, accessible reporting and transparency dashboards. Double Line is uniquely positioned to help the NHED advance its data modernization roadmap because they combine deep familiarity with NHED's current environment with a proven record of delivering the Common Educational Data Standards (CEDS)-based modernization efforts for state agencies nationwide.

Double Line understands the practical realities of operating a State Longitudinal Data System (SLDS), maintaining continuity for reporting consumers, protecting data integrity, and enabling staff ownership while modernizing architecture, standards alignment, and analytics capability. More than implementing requirements, Double Line brings patterns, lessons learned, and governance-minded practices from multiple CEDS implementations that reduce risk and accelerate time-to-value.

Double Line will contribute strategy as well as execution by helping prioritize roadmap decisions, anticipate downstream impacts, and translate CEDS alignment into durable reporting and decision support. Double Line's goal is to help New Hampshire not only modernize successfully but to also set a repeatable, well-documented process.

Over the last three years, Double Line has supported NHED's SLDS modernization efforts, centered on adopting CEDS by deploying a CEDS-aligned data warehouse and transforming legacy source data into the CEDS model. This work has included detailed data analysis, mapping, implementation, and knowledge transfer aligned to NHED's long-term sustainability goals. In addition, Double Line has deep expertise in NHED's Microsoft data stack software. This familiarity allows Double Line to execute modernization work efficiently, reduce implementation risk, and maintain continuity for NHED staff and downstream reporting consumers.

Double Line will map NHED's existing assessment and finance data warehouse tables to CEDS, identify gaps, implement CEDS extensions (when necessary), and create the necessary ETL code to extract the data from the old databases to the new CEDS data model. All changes will be documented for traceability, supported through ongoing knowledge transfer using NHED's established code repositories (i.e., GitHub), and with parallel operation maintained until validation is complete.

The CEDS Data Warehouse will serve as the authoritative source for the new data marts that Double Line will build for reporting. Double Line will recreate reporting views to match existing names and structures to avoid breaking downstream reports. Reconciliation and unit testing will verify integrity (keys, duplicates, completeness, and consistency) and ensure continuity between legacy and the new data marts.

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council  
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Finally, Double Line will upgrade CEDS from version 11 to 13. Double Line will perform a comparison to identify database impacts, migrate applicable CEDS extensions into core CEDS elements where appropriate, update the CEDS data warehouse model, ETL, and workflows accordingly. Changes will be validated in step with the NHED staff, with clear documentation and walk-throughs to ensure maintainability and internal ownership.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Caitlin D. Davis". The signature is fluid and cursive, with the first name being the most prominent.

Caitlin D. Davis

Commissioner of Education



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**

27 Hazen Drive | Concord, NH | 03301  
Fax: (603) 271-1516 | TDD: (800) 753-2964  
[doit.nh.gov](http://doit.nh.gov)



Denis Goulet, *Commissioner*

May 21, 2026

Caitlin Davis, Commissioner  
Department of Education  
State of New Hampshire  
25 Hall Street  
Concord, NH 03301

Dear Commissioner Davis:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with Double Line, Inc., as described below and referenced as DoIT No. 2026-096.

The purpose of this request is to map NHED's assessment and finance data warehouse tables to the NHED's new Common Educational Data Standards (CEDS) data warehouse model.

The Total Price Limitation shall be \$495,575, effective upon Governor and Executive Council approval through June 30, 2027.

A copy of this letter must accompany the Department of Education's submission to the Governor and Executive Council for approval.

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Goulet". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Denis Goulet

DG/jd  
DoIT #2026-096

cc: David Heafey, IT Lead

**Attachment A**  
 Bid Scoring Summary Sheet  
 RFP 2026-NHED-STATS-01 (SLDS Data Warehouse Data Mapping to CEDS)

| <b>Proposed Price</b>  |                         | \$231,400       | \$385,000        | \$193,000            | \$360,750         | \$319,674       | \$2,192,246      | \$495,575          |
|--|-------------------------|-----------------|------------------|----------------------|-------------------|-----------------|------------------|--------------------|
| <b>Vendor</b>  |                         | <b>Buzzclan</b> | <b>EastPoint</b> | <b>Entellimetrix</b> | <b>FocalPoint</b> | <b>*Otis Ed</b> | <b>Resultant</b> | <b>Double Line</b> |
| <b>Criteria for Evaluation and Scoring</b>   | <b>Potential Points</b> |                 |                  |                      |                   |                 |                  |                    |
| <b>Extensive experience with the CEDS data warehouse model.</b> Extending it for state specific data, and developing ETL, with at least 5 years' experience as demonstrated by the proposal. | 25                      | 0               | 0                | 5                    | 5                 | 25              | 25               | 25                 |
| <b>Extensive experience creating data mart domains.</b> At least 5 years' experience as demonstrated by the proposal.  | 15                      | 0               | 10               | 3                    | 5                 | 15              | 10               | 15                 |
| <b>Extensive experience with CEDS upgrades.</b> At least 5 years' experience as demonstrated by the proposal.  | 10                      | 0               | 0                | 3                    | 0                 | 10              | 10               | 10                 |
| <b>Extensive experience in creating step-by-step training documentation.</b> At least 5 years' experience as demonstrated by the proposal.   | 5                       | 5               | 5                | 5                    | 5                 | 5               | 5                | 5                  |
| <b>Technical Skills.</b> Demonstrated experience with Microsoft SQL, database modeling, and SSIS.  | 15                      | 15              | 15               | 15                   | 15                | 15              | 15               | 15                 |
| <b>NHED Experience.</b> A strong understanding of NHED's current data systems and processes.   | 10                      | 0               | 0                | 0                    | 0                 | 0               | 0                | 10                 |
| <b>Subtotal</b>  | 80                      | 20              | 30               | 31                   | 30                | 70              | 65               | 80                 |
|  |                         |                 |                  |                      |                   |                 |                  |                    |
| PRICE PROPOSAL MAXIMUM POINTS  | 20                      | 17              | 10               | 20                   | 11                | 12              | 2                | 8                  |
| <b>Points Awarded</b>  | <b>100</b>              | <b>37</b>       | <b>40</b>        | <b>51</b>            | <b>41</b>         | <b>82</b>       | <b>67</b>        | <b>88</b>          |

| <b>Name of Reviewers</b> | <b>Title</b>                               |
|--------------------------|--|
| James Kask               | Bureau Administrator, Education Statistics |
| Nathan Valence           | Technical Support Specialist               |
| Gretchen Tetreault       | Information Analyst for EDFacts Reporting  |

**Review Process**

Scoring was done as a group by the three reviewers, who have extensive background and experience with New Hampshire’s data collections systems, data warehouse, and reporting systems. Preliminary evaluation and scoring occurred on 3/27/2026. Oral interviews with the highest preliminary scorers occurred 4/2/2026. Final evaluation and scoring occurred on 4/8/2026. The final scores represent the least rounded average of each reviewers individual scores.

\*NHED received five pages of pricing exceptions relative to the bid by OtisEd, the runner up to Double Line, Inc., which creates concern that their pricing does not fully align with the scope of the project.



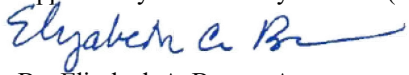
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

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

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

|   |   |  |                                   |
|---|---|--|-----------------------------------|
| 1.1 State Agency Name<br>New Hampshire Department of Education<br>(NHED)  |   | 1.2 State Agency Address<br>25 Hall Street<br>Concord, NH 03301                              |                                   |
| 1.3 Contractor Name<br>Double Line, Inc. (VC# 318529)   |   | 1.4 Contractor Address<br>PO Box 737<br>Ridgetop, TN 37152                                   |                                   |
| 1.5 Contractor Phone Number<br>(512) 646-4929   | 1.6 Account Unit and Class<br>See Exhibit C | 1.7 Completion Date<br>June 30, 2027   | 1.8 Price Limitation<br>\$495,575 |
| 1.9 Contracting Officer for State Agency<br>James Kask, Administrator   |   | 1.10 State Agency Telephone Number<br>603-271-4862   |                                   |
| 1.11 Contractor Signature<br> <div style="text-align: right; margin-top: 5px;">Date: 05/20/26</div>  |   | 1.12 Name and Title of Contractor Signatory<br>Matt Warden, CEO                              |                                   |
| 1.13 State Agency Signature<br> <div style="text-align: right; margin-top: 5px;">Date: 5/26/26</div>   |   | 1.14 Name and Title of State Agency Signatory<br>Caitlin D. Davis, Commissioner of Education |                                   |
| 1.15 Approval by the N.H. Department of Administration, Division of Personnel <i>(if applicable)</i><br><br>By: _____ Director, On: _____   |   |  |                                   |
| 1.16 Approval by the Attorney General (Form, Substance and Execution) <i>(if applicable)</i><br> <div style="text-align: right; margin-top: 5px;">5/26/26</div> By: Elizabeth A. Brown, Attorney On: _____ |   |  |                                   |
| 1.17 Approval by the Governor and Executive Council <i>(if applicable)</i><br><br>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**

Additional Attachments  
Appendix A

**Confidential Information**

In performing its obligations under this Agreement, the contractor may gain access to Confidential Information of the State. Confidential Information includes any and all information owned or managed by the State of NH - created, received from or on behalf of any Agency of the State or accessed in the course of performing contracted Services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes but is not limited to Protected Health Information (PHI), Personally Identifiable Information (PII), Personal Financial Information (PFI), Social Security Numbers (SSN), Family Educational Rights and Privacy Act (FERPA), and or other sensitive and Confidential Information. The contractor shall not use the Confidential Information developed or obtained during the performance of, or acquired, or developed by reason of the Agreement, except as directly connected to and necessary for the performance of the Agreement. The contractor shall maintain the confidentiality of and protect from unauthorized use, disclosure, publication, and reproduction (collectively “release”), all Confidential Information.

**EXHIBIT B**  
**Scope of Work**

Please see Appendix A for a glossary of terms.

Double Line, Inc. shall complete the following:

**Data Mappings and ETL (Extract, Transform, Load) for CEDS (Common Education Data Standards) Data Warehouse**

- CEDS mapping for the Assessment and Finance domain tables
- ETL incremental load pipeline up to 30 tables

Scope Development:

1. Identify required elements for Mapping to CEDS
  - a. Collect data dictionaries for identified tables
  - b. Conduct a mapping exercise
  - c. Co-development and decision milestone requirement
    - i. NHED and Double Line (DL) mapping approval synchronization (Sync)
  - d. Create a Mapping and ETL tracker
2. ETL Development Source to CEDS WH
  - a. ETL - Incremental data pipeline
    - i. Source to CEDS Data Warehouse
  - b. Orchestration SQL (Structured Query Language) Server Agents
3. Testing and Validation
  - a. Unit Testing & QA (Quality Assurance) Scripts
    - i. Co-development and decision milestone requirement
      1. NHED and DL approval sync (1 week)

Co-development Sessions:

DL will conduct review mapping sessions to foster NHED's (New Hampshire Department of Education) business needs and improve mapping accuracy.

**Data Marts: Agile Development Approach for:**

**Attendance, membership, graduation & cohort, etc.**

- Domain-specific views up to 150 views combined

Scope Development:

1. Domain Specific Views Analysis and Review
  - a. Technical Design Document
  - b. List of elements required based on reporting views
    1. Map view elements to data warehouse
    2. Co-development and decision milestone requirement
      - a. NHED and DL approval sync (1- week)
2. Data Modeling
  - a. ER (Entity Relationship) Diagram
    - i. Co-development and decision milestone requirement
      1. NHED and DL approval sync
  - b. DDL (Data Definition Language) Script Development

**EXHIBIT B**  
**Scope of Work**  
**Continued**

3. Data Pipeline Development
  - a. ETL - Incremental data pipeline (Data Warehouse to Data Mart)
  - b. Orchestration SQL Server Agents
4. Existing Views Modification
  - a. Align views logic to Data Mart design
5. Testing and Validation
  - a. Comparison table outputs
    - i. Existing views with new development
      1. Co-development and decision milestone requirement
        - a. NHED and DL approval sync (1 week)

Co-development Sessions:

Double Line will conduct bi-weekly sessions to foster NH business needs and align on strategic design development, including reporting views analysis, data mart design, and testing

**Version v11 to v13 Update Development**

**Upstream and Downstream Impact Analysis:**

- CEDS mapping up to 1,200 additional data elements
- ETL incremental load pipeline up to 55 tables

Scope Development:

1. Impact analysis on aligned table structures and extensions
  - a. Map and ETL extensions to new elements in v13
    - i. Conduct a mapping exercise for extensions
    - ii. Co-development and decision milestone requirement
  - b. New ETL v13 in NHED
2. Deletions, Re-Fitting, and Renamings
  - a. Element/Table Re-mappings
  - b. Table/Element ETL changes, deletions, and name changes
3. Restructure Table and Elements Updates to v13
  - a. Re-mappings
  - b. ETL updates from restructure
4. QA Testing on v13 Updates
  - a. QA Scripts
    - i. Co-development and decision milestone requirement
5. NHED and DL approval sync

Documentation and GitHub (version control software) Code Push

**KT (Knowledge Transfer):**

1. Document Finalization
2. GitHub Final Code Push
3. KT Close-out

**EXHIBIT B**  
**Scope of Work**  
**Continued**

**Solution Documentation and Training**

As part of delivery, Double Line will provide a complete set of process and procedure documentation for the NHED staff. This will include step-by-step training guides and referenceable materials covering the operations and maintenance of the environment, including refresh orchestration and diagnostics to configuration management, testing, troubleshooting, and future enhancements. Documentation will also cover architecture, system processes, change management, and the specifics of data ingestion.

NHED will receive the complete set of materials used during training, including mapping documentation, process guides, code repository references, and supporting assets. During the documentation phase, if Double Line should surface historical data errors that require internal analysis, Double Line will work with NHED staff to address these issues independently while conducting QA/QC.

**EXHIBIT C**  
**Method of Payment**

Budget through June 30, 2027

| # | Payment Milestone  | Amount           |
|---|--|------------------|
| 1 | Discovery and Project Kickoff                                      | \$12,500         |
| 2 | Data Mapping to CEDS (Common Educational Data Standards) Warehouse | \$70,525         |
| 3 | Source to CEDS Warehouse ETL (Extract, Transform, Load             | \$115,700        |
| 4 | Data Mart Modeling and ETL   | \$140,350        |
| 5 | CEDS Upgrade Version 11 to 13                                      | \$120,000        |
| 6 | Project Closeout – User Acceptance Testing Complete                | \$36,500         |
|   | <b>Total</b>   | <b>\$495,575</b> |

**Limitation on Price:** Upon mutual agreement between the state contracting officer and the contractor, line items in this budget may be adjusted one to another, if needed and justified, but in no case shall the total budget exceed the price limitation of \$495,575. To be binding on the state, such adjustments of budget line items must be memorialized in writing, executed by the Contracting Officer and approved by the Commissioner.

**Funding Source:** Funds to support this request are available in Fiscal Year 2027 as follows:

06-56-56-560040-21960000- EDUCATION TRUST FUND

| Fiscal Year | Class/Account | Class Title         | Amount    |
|-------------|---------------|---------------------|-----------|
| 2027        | 038-500177    | Technology-Software | \$495,575 |
|             |               | Total               | \$495,575 |

**Method of Payment:** Payment will be made upon the submittal of monthly invoices that are received by the 10th day of the following month and supported by a summary of activities/completed deliverables that have taken place in accordance with the terms of the contract, along with a detailed listing of expenses incurred. If otherwise correct and acceptable, payment will be made for 100% of the expenditures listed. A final invoice is due within 30 days of the end of this contract. Invoices and reports shall be electronically submitted to:

[DEAR@doe.nh.gov](mailto:DEAR@doe.nh.gov)

Appendix A  
Glossary

|        |   |
|--------|---|
| CEDS   | Common Educational Data Standards   |
| DDL    | Data Definition Language  |
| DL     | Double Line   |
| DL     | Double Line, Inc.   |
| DM     | Data mart   |
| DW     | Data Warehouse  |
| ER     | Entity Relationship   |
| ETL    | Extract, Transform, Load) code  |
| GitHub | GitHub is a cloud-based platform that acts as a central hub for developers to store, manage, share, and collaborate on code projects. |
| KT     | Knowledge Transfer  |
| NH     | New Hampshire   |
| NHED   | New Hampshire Department of Education   |
| QA     | Quality Assurance   |
| QC     | Quality Control   |
| SQL    | Structured Query Language   |
| WH     | Warehouse   |

**CERTIFICATE OF ATTESTATION**

Corporation

I, Samudra Sen, **hereby certify** that I am the duly appointed  
(Name of Clerk of Corporation)

Secretary of Double Line, Inc.. I hereby certify that  
(Corporation Name)


Matt Warden, Chief Executive Officer, is duly authorized  
(Name of Contract Signatory) (Title of Contract Signatory)

to execute contracts on behalf of Double Line, Inc. and may bind the  
(Corporation Name)

company thereby.

**I hereby certify** that said authority 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**. 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:** 05/20/26

**ATTEST:**  Samudra Sen (May 20, 2026 15:10:43 EDT), Director and Secretary  
(Signature of Clerk of Corporation) (Title of Clerk of Corporation)

# 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 DOUBLE LINE, INC. is a Delaware Profit Corporation registered to transact business in New Hampshire on August 02, 2023. 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: **938580**

Certificate Number: **0007909223**



IN TESTIMONY WHEREOF,  
I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 15th day of April A.D. 2026.

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

David M. Scanlan  
Secretary of State



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/13/2026

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

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

| <b>PRODUCER</b><br>TPB Insurance Group, Inc.<br>2915 W. Bitters Rd<br>Suite 312<br>San Antonio TX 78248 |  | <b>CONTACT NAME:</b> Perla Hernandez-Palacios<br><b>PHONE (A/C, No, Ext):</b> (210) 822-1571<br><b>E-MAIL ADDRESS:</b> perla.hernandez@tpbinsurance.com<br><b>FAX (A/C, No):</b>   |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
|---|--|--|--|-------------------------------|--|--------|---|--|-------|--|--|-------|--|--|-------|--|--|-------|-------------------|--|--|-------------------|--|--|
| <b>INSURED</b><br>Double Line, Inc.<br>PO Box 737<br>Ridgetop TN 37152                                  |  | <table border="1"> <thead> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td><b>INSURER A:</b> Allmerica Financial Benefit</td> <td></td> <td>41840</td> </tr> <tr> <td><b>INSURER B:</b> Massachusetts Ins. Co.</td> <td></td> <td>22306</td> </tr> <tr> <td><b>INSURER C:</b> At-Bay Specialty Insurance Company</td> <td></td> <td>19607</td> </tr> <tr> <td><b>INSURER D:</b> Scottsdale Indemnity Company</td> <td></td> <td>15580</td> </tr> <tr> <td><b>INSURER E:</b></td> <td></td> <td></td> </tr> <tr> <td><b>INSURER F:</b></td> <td></td> <td></td> </tr> </tbody> </table> |  | INSURER(S) AFFORDING COVERAGE |  | NAIC # | <b>INSURER A:</b> Allmerica Financial Benefit |  | 41840 | <b>INSURER B:</b> Massachusetts Ins. Co. |  | 22306 | <b>INSURER C:</b> At-Bay Specialty Insurance Company |  | 19607 | <b>INSURER D:</b> Scottsdale Indemnity Company |  | 15580 | <b>INSURER E:</b> |  |  | <b>INSURER F:</b> |  |  |
| INSURER(S) AFFORDING COVERAGE   |  | NAIC #   |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
| <b>INSURER A:</b> Allmerica Financial Benefit   |  | 41840  |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
| <b>INSURER B:</b> Massachusetts Ins. Co.  |  | 22306  |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
| <b>INSURER C:</b> At-Bay Specialty Insurance Company  |  | 19607  |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
| <b>INSURER D:</b> Scottsdale Indemnity Company  |  | 15580  |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
| <b>INSURER E:</b>   |  |  |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |
| <b>INSURER F:</b>   |  |  |  |                               |  |        |   |  |       |  |  |       |  |  |       |  |  |       |                   |  |  |                   |  |  |

**COVERAGES**

CERTIFICATE NUMBER: 26-27 ALOB


REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE  | ADDL INSD | SUBR WVD | POLICY NUMBER            | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS   |              |
|----------|--|-----------|----------|--------------------------|-------------------------|-------------------------|--|--------------|
| A        | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |           |          | Z2DA959476               | 06/10/2026              | 06/10/2027              | EACH OCCURRENCE  | \$ 2,000,000 |
|          |  |           |          |                          |                         |                         | DAMAGE TO RENTED PREMISES (Ea occurrence)  | \$ 1,000,000 |
|          |  |           |          |                          |                         |                         | MED EXP (Any one person)   | \$ 5,000     |
|          |  |           |          |                          |                         |                         | PERSONAL & ADV INJURY  | \$ 2,000,000 |
|          |  |           |          |                          |                         |                         | GENERAL AGGREGATE  | \$ 4,000,000 |
|          |  |           |          |                          |                         |                         | PRODUCTS - COMP/OP AGG   | \$ 4,000,000 |
|          |  |           |          |                          |                         |                         |  | \$           |
| A        | <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY<br><input checked="" type="checkbox"/> HIRED AUTOS ONLY<br><input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY  |           |          | Z2DA959476               | 06/10/2026              | 06/10/2027              | COMBINED SINGLE LIMIT (Ea accident)  | \$ 2,000,000 |
|          |  |           |          |                          |                         |                         | BODILY INJURY (Per person)   | \$           |
|          |  |           |          |                          |                         |                         | BODILY INJURY (Per accident)   | \$           |
|          |  |           |          |                          |                         |                         | PROPERTY DAMAGE (Per accident)   | \$           |
|          |  |           |          |                          |                         |                         |  | \$           |
| A        | <input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b><br><input checked="" type="checkbox"/> <b>EXCESS LIAB</b><br><input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$   |           |          | Z2DA959476               | 06/10/2026              | 06/10/2027              | EACH OCCURRENCE  | \$ 3,000,000 |
|          |  |           |          |                          |                         |                         | AGGREGATE  | \$ 3,000,000 |
|          |  |           |          |                          |                         |                         |  | \$           |
| B        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  |           | N/A      | WDDA959475               | 06/10/2026              | 06/10/2027              | <input checked="" type="checkbox"/> PER STATUTE<br><input type="checkbox"/> OTH-ER |              |
|          |  |           |          |                          |                         |                         | E.L. EACH ACCIDENT   | \$ 1,000,000 |
|          |  |           |          |                          |                         |                         | E.L. DISEASE - EA EMPLOYEE   | \$ 1,000,000 |
|          |  |           |          |                          |                         |                         | E.L. DISEASE - POLICY LIMIT  | \$ 1,000,000 |
| C/D      | Professional Liability/Cyber Liability Retention: \$10,000   |           |          | AB-6628012-04/EKI3596913 | 11/26/2025              | 11/26/2026              | Primary Each Claim   | \$3,000,000  |
|          |  |           |          |                          |                         |                         | Excess - Each Claim  | \$2,000,000  |
|          |  |           |          |                          |                         |                         | Total  | \$5,000,000  |

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

**CERTIFICATE HOLDER****CANCELLATION**

|   |  |
|---|--|
| New Hampshire Department of Education<br>25 Hall Street<br>Concord NH 03301 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br>AUTHORIZED REPRESENTATIVE<br> |
|---|--|

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