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Lori A. Shibinette  
Commissioner

Patricia M. Tilley  
Director

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION OF PUBLIC HEALTH SERVICES

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November 4, 2021

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

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division of Public Health Services, to enter into a **Sole Source** Agreement with the National Collaborative for Digital Equity (VC# 341297), Weare, NH, in the amount of \$529,760 to expand digital equity in order to increase and improve health, economic and educational opportunities for low median income families, statewide, with the option to renew for up to two (2) additional years, effective upon Governor and Council approval through May 31, 2023. 100% Federal Funds.

Funds are available in the following account for State Fiscal Years 2022 and 2023, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

**05-95-90-901010-57710000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SERVICES, HHS: DIVISION OF PUBLIC HEALTH, BUREAU OF POLICY AND PERFORMANCE, COVID-19 HEALTH DISPARITIES**

State Fiscal Year	Class / Account	Class Title	Job Number	Total Amount
2022	074-500589	Grants for Public Asst and Relief	90577100	\$327,600
2023	074-500589	Grants for Public Asst and Relief	90577100	\$202,160
			<b>Total</b>	<b>\$529,760</b>

**EXPLANATION**

This request is **Sole Source** because the Department identified the National Collaborative for Digital Equity in the federal grant application as the vendor to address the COVID-19 Pandemic-related digital disparities among populations who are at high risk for COVID-19 and those underserved including racial and ethnic minority populations and rural communities. The Department selected the National Collaborative for Digital Equity because they are a New Hampshire-based, national organization, uniquely qualified to develop and scale systemic approaches and strategies that can improve and increase digital access for low median income families, statewide. Additionally, the Contractor is uniquely positioned to expand social capital programs among businesses and educational institutions in order to improve the health and well-being of individuals and families.

The Contractor will develop trainings and technical assistance to ensure broadband access is available to individuals, statewide, including the underserved areas of the State. Additionally, the Contractor will design a New Hampshire Broadband Ready Communities Program that addresses digital equity, which will help improve public health response by ensuring individuals have access to digital services that could affect their health and wellbeing. Digital equity allows individuals to have access to Public Service Announcements including, but not limited to, pandemics and epidemic response information; telehealth services as appropriate; online resources related to health services; and other beneficial health awareness messaging and programming.

The Contractor will provide statewide technology training and support to linguistically diverse low-income families with school-aged children to address the early-literacy crisis, worsened by the COVID-19 Pandemic. The Contractor will pilot an afterschool-based training program during the first year of the Agreement for linguistically diverse individuals on how to provide multilingual technical support to linguistically diverse children, youth and adults. Subsequent trainings will be provided during the second year of the Agreement. The Contractor will develop a plan for a pipeline pathway to college for Manchester High School Students through Historically Black Colleges and Universities (HBCUs), Hispanic Serving and Tribal Colleges. Additionally, the Contractor will work with banks and credit unions to provide financial literacy education, services and materials to families and minority-led businesses impacted by the COVID-19 Pandemic.

The Department will monitor services to ensure:

- Training and Technical Assistance is provided to linguistically diverse individuals.
- Monthly progress reports are submitted highlighting the progress on all contract scope of work, digital equity improvement related to COVID-19 disparities and inequities, and the partnerships created statewide to address expanding digital equity.

As referenced in Exhibit A, Revisions to Standard Agreement Provisions, of the attached agreement, the parties have the option to extend the agreement for up two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval.

Should the Governor and Council not authorize this request, digital equity and multilingual technology support may not be available to residents and/or low median income families statewide, which may result in individuals not having access to digital resources that could negatively impact their health and wellness.

Area served: Statewide

Source of Federal Funds: CFDA #93.391, FAIN NH75OT000031.

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

Respectfully submitted,

DocuSigned by:  
**Ann H. N. Landry**  
24BAB37EDBEB488...

Lori A. Shibinette  
Commissioner

Subject: Expanding Digital Equity in NH (SS-2022-DPHS-14-EXPAN-01)

**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 New Hampshire Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name National Collaborative for Digital Equity		1.4 Contractor Address 38 Elanor Way Weare, NH 03281	
1.5 Contractor Phone Number (866) 922-8750	1.6 Account Number 05-95-90-901010-5771	1.7 Completion Date May 31, 2023	1.8 Price Limitation \$529,760
1.9 Contracting Officer for State Agency Nathan D. White, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature DocuSigned by: <i>Robert McLaughlin</i> Date: 11/3/2021		1.12 Name and Title of Contractor Signatory Robert McLaughlin Executive Director	
1.13 State Agency Signature DocuSigned by: <i>Patricia M. Tilley</i> Date: 11/4/2021		1.14 Name and Title of State Agency Signatory Patricia M. Tilley Director	
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: <i>J. Christopher Marshall</i> On: 11/4/2021			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

**2. SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.17, 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. 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 affected 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. 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 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 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 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. 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 race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3. 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 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 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 cured, 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 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.

8.3. 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.

**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) 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) 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 B. In addition, at the State's discretion, the Contractor shall, within 15 days of notice of early termination, develop and

submit to the State a Transition Plan for services under the Agreement.

**10. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.**

10.1 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.

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 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.

**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 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, 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.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. 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.** Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omissions of the

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Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. 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 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 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 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 ten (10) days prior to the expiration date of each insurance policy. 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 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. **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.

17. **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.

18. **CHOICE OF LAW AND FORUM.** This Agreement shall be governed, interpreted and 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. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

19. **CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

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 or modifying provisions set forth in the attached EXHIBIT A 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 with respect to the subject matter hereof.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire**

**EXHIBIT A**

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**Revisions to Standard Agreement Provisions**

1. Revisions to Form P-37, General Provisions
  - 1.1. Paragraph 3, Effective Date/Completion of Services, is amended by adding subparagraph 3.3 as follows:
    - 3.3. The parties may extend the Agreement for up to two (2) additional year(s) from the Completion Date, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and approval of the Governor and Executive Council.
  - 1.2. Paragraph 12, Assignment/Delegation/Subcontracts, is amended by adding subparagraph 12.3 as follows:
    - 12.3. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions. The Contractor shall have written agreements with all subcontractors, specifying the work to be performed and how corrective action shall be managed if the subcontractor's performance is inadequate. The Contractor shall manage the subcontractor's performance on an ongoing basis and take corrective action as necessary. The Contractor shall annually provide the State with a list of all subcontractors provided for under this Agreement and notify the State of any inadequate subcontractor performance.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire  
EXHIBIT B**

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**Scope of Services**

**1. Statement of Work**

- 1.1. The Contractor shall provide digital equity and multilingual technology support for New Hampshire residents statewide, including but not limited to low median income families and social capital programs in the City of Manchester.
- 1.2. The Contractor shall provide support to BankOn New Hampshire to address digital equity.
- 1.3. For the purposes of this agreement, all references to days shall mean business days.
- 1.4. The Contractor shall develop and submit a Work Plan to the Department within ten (10) days of the Agreement Effective Date for the development of specialized trainings and technical assistance to ensure statewide broadband access that includes, but is not limited to:
  - 1.4.1. Mapping all fiber broadband access points and lines statewide.
  - 1.4.2. Determining the expenses to bring fiber access to all unserved areas of New Hampshire and design of a New Hampshire Broadband Ready Communities Program.
  - 1.4.3. Identifying and/or profiling replicable business models offering affordable broadband for lower median income families and communities.
  - 1.4.4. Developing and submitting a Broadband Investment Prospectus to the Department for review by April 30, 2023 in order to increase broadband access.
  - 1.4.5. Piloting a New Hampshire Broadband Ready Communities Program in a minimum of three (3) predominantly lower median income communities in Year two (2) of the Contract Period.
- 1.5. The Contractor shall provide multilingual technology support to linguistically diverse families, statewide, who are considered lower median income families that includes, but is not limited to:
  - 1.5.1. Developing, promoting and sustaining a campaign to collect personal computers for refurbishment, donation and distribution for home use by linguistically diverse families who are considered lower median income families by December 31, 2021.
  - 1.5.2. Establishing a Rosen Digital Level Up subscription for English Learners and K-3 students with special needs to address the early literacy crisis of linguistically diverse families who are considered lower median income families by January 31, 2022.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire  
EXHIBIT B**

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- 1.5.3. Piloting an afterschool-based training program for linguistically diverse individuals on how to provide multilingual technical support to linguistically diverse children, youth and adults, which shall include:
  - 1.5.3.1. A minimum of six (6) trainings per year located throughout the State; and
  - 1.5.3.2. A minimum of ten (10) linguistically diverse youth and adults per training site and/or location.
- 1.5.4. Piloting an afterschool-based training in the City of Manchester in Year One (1) of the Agreement Term to a minimum of ten (10) Middle and/or High School students on how to provide technical support to peers, teachers and families.
- 1.5.5. Providing an afterschool-based training program in Year Two (2) of the Agreement Term on how to provide technical support to peers, teachers and families, which shall include:
  - 1.5.5.1. A minimum of six (6) afterschool-based trainings located throughout the State; and
  - 1.5.5.2. A minimum of ten (10) Middle and/or High School students per training site and/or location.
- 1.6. The Contractor shall support the planning and development of specialized training and technical assistance to support a Manchester Systemic Inclusion Initiative that will include, but is not limited to:
  - 1.6.1. Developing and conducting an online strategic planning retreat with leaders from national networks of Historically Black Colleges and Universities (HBCUs), Hispanic Serving and Tribal Colleges, no later than December 31, 2021.
  - 1.6.2. Developing a plan for a pipeline pathway to college for Manchester High School Students through HBCUs, Hispanic Serving and Tribal Colleges.
  - 1.6.3. Designing and piloting social capital development program in Manchester for K-12 teachers, matching with employers, to reinforce applicability of core academic skills to economic inclusion and to develop social capital-building partnerships by which employers mentor students on persisting academically.
  - 1.6.4. Maintaining and expanding a web-based digital equity database of financial and economic inclusion resources on an ongoing basis.
  - 1.6.5. Developing and maintaining a toll-free mobile and chat-based digital equity help desk.
  - 1.6.6. Promoting the digital equity resource database and toll-free mobile and chat-based help desk.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire  
EXHIBIT B**

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- 1.7. The Contractor shall increase planning and development of specialized training and technical assistance to support BankOn New Hampshire by:
  - 1.7.1. Expanding recruitment and promotion of banks and credit unions offering BankOn accounts.
  - 1.7.2. Expanding recruitment and promotion of banks and credit unions offering free financial literacy education services and materials.
  - 1.7.3. Expanding recruitment of community based organizations that serve or represent unbanked households to promote BankOn accounts and financial literacy services statewide.
  - 1.7.4. Expanding recruitment of New Hampshire banks and credit unions committed to providing free business development consulting and more equitable access to capital and credit for members of the NH Minority Business Owners Coalition (NHMBOC)
  - 1.7.5. Promoting business development consulting and targeted loan programs for NH minority owned businesses.

**2. Exhibits Incorporated**

- 2.1. The Contractor shall use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit I, Business Associate Agreement, which has been executed by the parties.
- 2.2. The Contractor shall manage all confidential data related to this Agreement in accordance with the terms of Exhibit K, DHHS Information Security Requirements.
- 2.3. The Contractor shall comply with all Exhibits D through K, which are attached hereto and incorporated by reference herein.

**3. Reporting Requirements**

- 3.1. The Contractor shall submit monthly Progress Reports to the Department by the fifteenth (15<sup>th</sup>) day of the month for services provided in the prior month to ensure adequate and efficient service delivery. The Contractor shall ensure monthly reports include, but are not limited to:
  - 3.1.1. Progress on all scope of work identified in this Agreement.
  - 3.1.2. Participation and populations impacted.
  - 3.1.3. The number of improvements on digital equity related to COVID-19 disparities and inequities.
  - 3.1.4. Strategies implemented to educate communities on the importance of digital equity to address disparities and inequities.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire  
EXHIBIT B**

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- 3.1.5. Partnerships created to address expanding digital equity statewide.
- 3.2. The Contractor shall submit a Final Progress Report to the Department no later than ten (10) days prior to the Agreement End Date.
- 3.3. The Contractor shall develop and submit a comprehensive Annual Report by May 15<sup>th</sup> each year of the Agreement Term, which includes summaries on topics including:
  - 3.3.1. Participation;
  - 3.3.2. Outcomes;
  - 3.3.3. Challenges;
  - 3.3.4. Strengths; and
  - 3.3.5. The needs identified for the following year of the Agreement Term.

**4. Performance Measures**

- 4.1. The Department will monitor Contractor performance to ensure:
  - 4.1.1. Training and Technical Assistance is provided to linguistically diverse individuals.
  - 4.1.2. Monthly progress reports are submitted highlighting the progress on all contract scope of work, digital equity improvement related to COVID-19 disparities and inequities, and the partnerships created statewide to address expanding digital equity.
- 4.2. The Contractor shall actively and regularly collaborate with the Department to enhance contract management, improve results, and adjust program delivery and policy based on successful outcomes.
- 4.3. The Contractor may be required to provide other key data and metrics to the Department, including client-level demographic, performance, service data, and strategies implemented to educate communities on the importance of digital equity to address disparities and inequities as required.
- 4.4. The Contractor shall collect and share data with the Department on the partnerships created to address and expand digital equity statewide.

**5. Additional Terms**

- 5.1. Impacts Resulting from Court Orders or Legislative Changes
  - 5.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire  
EXHIBIT B**

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**5.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services**

5.2.1. The Contractor shall submit, within ten (10) days of the Agreement Effective Date, a detailed description of the communication access and language assistance services to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.

**5.3. Credits and Copyright Ownership**

5.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement shall include the following statement, "The preparation of this (report, document etc.) was financed under an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

5.3.2. All materials produced or purchased under the Agreement shall have prior approval from the Department before printing, production, distribution or use.

5.3.3. The Department shall retain copyright ownership for any and all original materials produced, including, but not limited to:

5.3.3.1. Brochures.

5.3.3.2. Resource directories.

5.3.3.3. Protocols or guidelines.

5.3.3.4. Posters.

5.3.3.5. Reports.

5.3.4. The Contractor shall not reproduce any materials produced under the Agreement without prior written approval from the Department.

**6. Records**

6.1. The Contractor shall keep records that include, but are not limited to:

6.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire  
EXHIBIT B**

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- 6.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 6.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives shall have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts. Upon the purchase by the Department of the maximum number of units provided for in the Agreement and upon payment of the price limitation hereunder, the Agreement and all the obligations of the parties hereunder (except such obligations as, by the terms of the Agreement are to be performed after the end of the term of this Agreement and/or survive the termination of the Agreement) shall terminate, provided however, that if, upon review of the Final Expenditure Report the Department shall disallow any expenses claimed by the Contractor as costs hereunder the Department shall retain the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire**

**EXHIBIT C**

**Payment Terms**

1. This Agreement is funded by 100% Federal Funds from the New Hampshire Initiative to Address COVID-19 Health Disparities, as awarded on May 27, 2021 by the Centers for Disease Control and Prevention, CFDA #93.391, FAIN NH75OT000031.
2. For the purposes of this Agreement:
  - 2.1. The Department has identified the Contractor as a Subrecipient, in accordance with 2 CFR 200.331.
  - 2.2. The Department has identified this Agreement as NON-R&D, in accordance with 2 CFR §200.332.
  - 2.3. The de minimis Indirect Cost Rate of 10% applies in accordance with 2 CFR §200.414.
3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement, and shall be in accordance with the approved line items, as specified in Exhibit C-1 Budget and Exhibit C-2 Budget.
4. The Contractor shall submit an invoice in a form satisfactory to the Department by the fifteenth (15th) working day of the following month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The Contractor shall ensure the invoice is completed, dated and returned to the Department in order to initiate payment.
5. The Contractor shall provide supporting financial documentation with each invoice.
6. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to [DPHSContractBilling@dhhs.nh.gov](mailto:DPHSContractBilling@dhhs.nh.gov), or invoices may be mailed to:  

Financial Manager  
Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301
7. The Department shall make payment to the Contractor within thirty (30) days of receipt of each invoice, subsequent to approval of the submitted invoice and if sufficient funds are available, subject to Paragraph 4 of the General Provisions Form Number P-37 of this Agreement.
8. The final invoice shall be due to the Department no later than forty (40) days after the contract completion date specified in Form P-37, General Provisions Block 1.7 Completion Date.
9. The Contractor must provide the services in Exhibit B, Scope of Services, in compliance with funding requirements.

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire**

**EXHIBIT C**

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10. The Contractor agrees that funding under this Agreement may be withheld, in whole or in part in the event of non-compliance with the terms and conditions of Exhibit B, Scope of Services.
11. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this agreement may be withheld, in whole or in part, in the event of non-compliance with any Federal or State law, rule or regulation applicable to the services provided, or if the said services or products have not been satisfactorily completed in accordance with the terms and conditions of this agreement.
12. Notwithstanding Paragraph 17 of the General Provisions Form P-37, changes limited to adjusting amounts within the price limitation and adjusting encumbrances between State Fiscal Years and budget class lines through the Budget Office may be made by written agreement of both parties, without obtaining approval of the Governor and Executive Council, if needed and justified.
13. Audits
  - 13.1. The Contractor must email an annual audit to melissa.s.morin@dhhs.nh.gov if any of the following conditions exist:
    - 13.1.1. Condition A - The Contractor expended \$750,000 or more in federal funds received as a subrecipient pursuant to 2 CFR Part 200, during the most recently completed fiscal year.
    - 13.1.2. Condition B - The Contractor is subject to audit pursuant to the requirements of NH RSA 7:28, III-b, pertaining to charitable organizations receiving support of \$1,000,000 or more.
    - 13.1.3. Condition C - The Contractor is a public company and required by Security and Exchange Commission (SEC) regulations to submit an annual financial audit.
  - 13.2. If Condition A exists, the Contractor shall submit an annual single audit performed by an independent Certified Public Accountant (CPA) to the Department within 120 days after the close of the Contractor's fiscal year, conducted in accordance with the requirements of 2 CFR Part 200, Subpart F of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards.
  - 13.3. If Condition B or Condition C exists, the Contractor shall submit an annual financial audit performed by an independent CPA within 120 days after the close of the Contractor's fiscal year.
  - 13.4. Any Contractor that receives an amount equal to or greater than \$250,000 from the Department during a single fiscal year, regardless of the funding source, may be required, at a minimum, to submit annual

**New Hampshire Department of Health and Human Services  
Expanding Digital Equity in New Hampshire**

**EXHIBIT C**

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financial audits performed by an independent CPA if the Department's risk assessment determination indicates the Contractor is high-risk.

- 13.5. In addition to, and not in any way in limitation of obligations of the Contract, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department all payments made under the Contract to which exception has been taken, or which have been disallowed because of such an exception.

### Exhibit C-1 Budget

New Hampshire Department of Health and Human Services									
Contractor Name: National Collaborative for Digital Equity									
Project Title: Expanding Digital Equity in NH (Covid Health Disparity)									
Budget Period: SFY 2022 (Agreement Effective Date - June 30, 2022)									
Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
1. Total Salary/Wages	\$ 70,000.00	\$ 7,000.00	\$ 77,000.00	\$ -	\$ -	\$ -	\$ 70,000.00	\$ 7,000.00	\$ 77,000.00
2. Employee Benefits	\$ 21,000.00	\$ 2,100.00	\$ 23,100.00	\$ -	\$ -	\$ -	\$ 21,000.00	\$ 2,100.00	\$ 23,100.00
3. Consultants	\$ 103,000.00		\$ 103,000.00	\$ -	\$ -	\$ -	\$ 103,000.00		\$ 103,000.00
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7. Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10. Marketing/Communication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12. Subcontracts/Agreement	\$ 124,500.00		\$ 124,500.00	\$ -	\$ -	\$ -	\$ 124,500.00		\$ 124,500.00
13. Other (specific details ma	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 318,500.00</b>	<b>\$ 9,100.00</b>	<b>\$ 327,600.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 318,500.00</b>	<b>\$ 9,100.00</b>	<b>\$ 327,600.00</b>

### Exhibit C-2 Budget

New Hampshire Department of Health and Human Services									
Contractor Name: National Collaborative for Digital Equity									
Project Title: Expanding Digital Equity in NH (Covid Health Disparity)									
Budget Period: SFY 2023 (July 1, 2022 - May 31, 2023)									
Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
1. Total Salary/Wages	\$ 70,000.00	\$ 7,000.00	\$ 77,000.00	\$ -	\$ -	\$ -	\$ 70,000.00	\$ 7,000.00	\$ 77,000.00
2. Employee Benefits	\$ 21,000.00	\$ 2,100.00	\$ 23,100.00	\$ -	\$ -	\$ -	\$ 21,000.00	\$ 2,100.00	\$ 23,100.00
3. Consultants	\$ 77,560.00		\$ 77,560.00	\$ -	\$ -	\$ -	\$ 77,560.00		\$ 77,560.00
4. Equipment:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. Supplies:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Educational	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lab	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pharmacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Medical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7. Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8. Current Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Audit and Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Board Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10. Marketing/Communication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11. Staff Education and Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12. Subcontracts/Agreements	\$ 24,500.00		\$ 24,500.00	\$ -	\$ -	\$ -	\$ 24,500.00		\$ 24,500.00
13. Other (specific details may be provided)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 193,060.00</b>	<b>\$ 9,100.00</b>	<b>\$ 202,160.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 193,060.00</b>	<b>\$ 9,100.00</b>	<b>\$ 202,160.00</b>



New Hampshire Department of Health and Human Services  
Exhibit D

**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS**

The Vendor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS**

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner  
NH Department of Health and Human Services  
129 Pleasant Street,  
Concord, NH 03301-6505

1. The grantee certifies that it will or will continue to provide a drug-free workplace by:
  - 1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - 1.2. Establishing an ongoing drug-free awareness program to inform employees about
    - 1.2.1. The dangers of drug abuse in the workplace;
    - 1.2.2. The grantee's policy of maintaining a drug-free workplace;
    - 1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
    - 1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - 1.3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - 1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will
    - 1.4.1. Abide by the terms of the statement; and
    - 1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - 1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency

Vendor Initials DS  
RAM

Date 11/3/2021



New Hampshire Department of Health and Human Services  
Exhibit D

has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

- 1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted
    - 1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
    - 1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - 1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.
2. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

Place of Performance (street address, city, county, state, zip code) (list each location)

Check  if there are workplaces on file that are not identified here.

Vendor Name:

11/3/2021

Date

DocuSigned by:  
  
 Name: ROBERT McLaughlin  
 Title: Executive Director

Vendor Initials   
 Date 11/3/2021



New Hampshire Department of Health and Human Services  
Exhibit E

**CERTIFICATION REGARDING LOBBYING**

The Vendor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

- Programs (indicate applicable program covered):
- \*Temporary Assistance to Needy Families under Title IV-A
  - \*Child Support Enforcement Program under Title IV-D
  - \*Social Services Block Grant Program under Title XX
  - \*Medicaid Program under Title XIX
  - \*Community Services Block Grant under Title VI
  - \*Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor).
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-I.)
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Vendor Name:

11/3/2021

Date

DocuSigned by:

*Robert McLaughlin*

Name: ROBERT McLaughlin

Title: Executive Director

Exhibit E – Certification Regarding Lobbying

Vendor Initials DS  
RM  
Date 11/3/2021

New Hampshire Department of Health and Human Services  
Exhibit F



**CERTIFICATION REGARDING DEBARMENT, SUSPENSION  
AND OTHER RESPONSIBILITY MATTERS**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**INSTRUCTIONS FOR CERTIFICATION**

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and

DS  
RM



New Hampshire Department of Health and Human Services  
Exhibit F

information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

- 10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

PRIMARY COVERED TRANSACTIONS

- 11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
11.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
11.2. have not within a three-year period preceding this proposal (contract) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
11.3. are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (l)(b) of this certification; and
11.4. have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

LOWER TIER COVERED TRANSACTIONS

- 13. By signing and submitting this lower tier proposal (contract), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
13.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
13.2. where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (contract).
14. The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

Contractor Name:

11/3/2021

Date

DocuSigned by:
Robert McLaughlin
Name: ROBERT McLaughlin
Title: Executive Director

DS
RM



**New Hampshire Department of Health and Human Services  
Exhibit G**

**CERTIFICATION OF COMPLIANCE WITH REQUIREMENTS PERTAINING TO  
FEDERAL NONDISCRIMINATION, EQUAL TREATMENT OF FAITH-BASED ORGANIZATIONS AND  
WHISTLEBLOWER PROTECTIONS**

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

Contractor will comply, and will require any subgrantees or subcontractors to comply, with any applicable federal nondiscrimination requirements, which may include:

- the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
- the Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
- the Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
- the Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
- the Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
- the Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
- the Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
- 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
- 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.

The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment.

Exhibit G

Contractor Initials

DS  
RM

Certification of Compliance with requirements pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower protections



New Hampshire Department of Health and Human Services  
Exhibit G

In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

- 1. By signing and submitting this proposal (contract) the Contractor agrees to comply with the provisions indicated above.

Contractor Name:

11/3/2021

Date

DocuSigned by:  
*Robert McLaughlin*  
Name: Robert McLaughlin  
Title: Executive Director

Exhibit G

Contractor Initials RM

Certification of Compliance with requirements pertaining to Federal Nondiscrimination, Equal Treatment of Faith-Based Organizations and Whistleblower protections

New Hampshire Department of Health and Human Services  
Exhibit H



**CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE**

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this contract, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.

Contractor Name:

11/3/2021

Date

DocuSigned by:  
*Robert McLaughlin*  
Name: Robert McLaughlin  
Title: Executive Director

Contractor Initials DS  
RM  
Date 11/3/2021



New Hampshire Department of Health and Human Services

Exhibit I

**HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT**  
**BUSINESS ASSOCIATE AGREEMENT**

The Contractor identified in Section 1.3 of the General Provisions of the Agreement agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191 and with the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160 and 164 applicable to business associates. As defined herein, "Business Associate" shall mean the Contractor and subcontractors and agents of the Contractor that receive, use or have access to protected health information under this Agreement and "Covered Entity" shall mean the State of New Hampshire, Department of Health and Human Services.

(1) **Definitions.**

- a. "**Breach**" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
- b. "**Business Associate**" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "**Covered Entity**" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "**Designated Record Set**" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "**Data Aggregation**" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "**Health Care Operations**" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "**HITECH Act**" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009.
- h. "**HIPAA**" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164 and amendments thereto.
- i. "**Individual**" shall have the same meaning as the term "individual" in 45 CFR Section 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "**Privacy Rule**" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- k. "**Protected Health Information**" shall have the same meaning as the term "protected health information" in 45 CFR Section 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity.



New Hampshire Department of Health and Human Services

Exhibit I

- l. "Required by Law" shall have the same meaning as the term "required by law" in 45 CFR Section 164.103.
- m. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.
- p. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time, and the HITECH Act.

(2) Business Associate Use and Disclosure of Protected Health Information.

- a. Business Associate shall not use, disclose, maintain or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement. Further, Business Associate, including but not limited to all its directors, officers, employees and agents, shall not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
- b. Business Associate may use or disclose PHI:
  - I. For the proper management and administration of the Business Associate;
  - II. As required by law, pursuant to the terms set forth in paragraph d. below; or
  - III. For data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to notify Business Associate, in accordance with the HIPAA Privacy, Security, and Breach Notification Rules of any breaches of the confidentiality of the PHI, to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A of the Agreement, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business Associate shall not disclose the PHI.



New Hampshire Department of Health and Human Services

Exhibit I

Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

- e. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions and shall abide by any additional security safeguards.

**(3) Obligations and Activities of Business Associate.**

- a. The Business Associate shall notify the Covered Entity's Privacy Officer immediately after the Business Associate becomes aware of any use or disclosure of protected health information not provided for by the Agreement including breaches of unsecured protected health information and/or any security incident that may have an impact on the protected health information of the Covered Entity.
- b. The Business Associate shall immediately perform a risk assessment when it becomes aware of any of the above situations. The risk assessment shall include, but not be limited to:
  - o The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
  - o The unauthorized person used the protected health information or to whom the disclosure was made;
  - o Whether the protected health information was actually acquired or viewed
  - o The extent to which the risk to the protected health information has been mitigated.

The Business Associate shall complete the risk assessment within 48 hours of the breach and immediately report the findings of the risk assessment in writing to the Covered Entity.

- c. The Business Associate shall comply with all sections of the Privacy, Security, and Breach Notification Rule.
- d. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- e. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section 3 (I). The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's intended business associates, who will be receiving PHI



## New Hampshire Department of Health and Human Services

## Exhibit I

- pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by standard Paragraph #13 of the standard contract provisions (P-37) of this Agreement for the purpose of use and disclosure of protected health information.
- f. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement.
  - g. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
  - h. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
  - i. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
  - j. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
  - k. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
  - l. Within ten (10) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate

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Contractor Initials

RM

Date 11/3/2021



New Hampshire Department of Health and Human Services

Exhibit I

Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

**(4) Obligations of Covered Entity**

- a. Covered Entity shall notify Business Associate of any changes or limitation(s) in its Notice of Privacy Practices provided to individuals in accordance with 45 CFR Section 164.520, to the extent that such change or limitation may affect Business Associate's use or disclosure of PHI.
- b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this Agreement, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.
- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

**(5) Termination for Cause**

In addition to Paragraph 10 of the standard terms and conditions (P-37) of this Agreement the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a breach by Business Associate of the Business Associate Agreement set forth herein as Exhibit I. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

**(6) Miscellaneous**

- a. Definitions and Regulatory References. All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy and Security Rule, amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. Interpretation. The parties agree that any ambiguity in the Agreement shall be resolved to permit Covered Entity to comply with HIPAA, the Privacy and Security Rule. RM



New Hampshire Department of Health and Human Services

Exhibit I

- e. Segregation. If any term or condition of this Exhibit I or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit I are declared severable.
- f. Survival. Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section (3) I, the defense and indemnification provisions of section (3) e and Paragraph 13 of the standard terms and conditions (P-37), shall survive the termination of the Agreement.

IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

Department of Health and Human Services  
 The State by:  
Patricia M. Tilley  
 Signature of Authorized Representative  
 Patricia M. Tilley  
 Name of Authorized Representative  
 Director  
 Title of Authorized Representative  
 11/4/2021  
 Date

National Collaborative for Digital Equity  
 Name of the Contractor  
Robert McLaughlin  
 Signature of Authorized Representative  
 Robert McLaughlin  
 Name of Authorized Representative  
 Executive Director  
 Title of Authorized Representative  
 11/3/2021  
 Date



New Hampshire Department of Health and Human Services  
Exhibit J

**CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY  
ACT (FFATA) COMPLIANCE**

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique identifier of the entity (DUNS #)
10. Total compensation and names of the top five executives if:
  - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
  - 10.2. Compensation information is not already available through reporting to the SEC.

Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

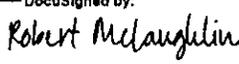
The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

Contractor Name:

11/3/2021

Date

DocuSigned by:  
  
 Name: ROBERT MCLAUGHLIN  
 Title: Executive Director

Contractor Initials   
 Date 11/3/2021



New Hampshire Department of Health and Human Services  
Exhibit J

FORM A

As the Contractor identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The DUNS number for your entity is: 096894109
2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

X  NO                        YES

If the answer to #2 above is NO, stop here

If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO                        YES

If the answer to #3 above is YES, stop here

If the answer to #3 above is NO, please answer the following:

4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name: _____	Amount: _____

## New Hampshire Department of Health and Human Services

### Exhibit K

## DHHS Information Security Requirements



### A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.
3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) 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), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.
5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.
6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss or misplacement of hardcopy documents, and misrouting of physical or electronic

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New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



mail, all of which may have the potential to put the data at risk of unauthorized access, use, disclosure, modification or destruction.

7. "Open Wireless Network" means any network or segment of a network that is not designated by the State of New Hampshire's Department of Information Technology or delegate as a protected network (designed, tested, and approved, by means of the State, to transmit) will be considered an open network and not adequately secure for the transmission of unencrypted PI, PFI, PHI or confidential DHHS data.
8. "Personal Information" (or "PI") means information which can be used to distinguish or trace an individual's identity, such as their name, social security number, personal information as defined in New Hampshire RSA 359-C:19, biometric records, etc., alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.
9. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
10. "Protected Health Information" (or "PHI") has the same meaning as provided in the definition of "Protected Health Information" in the HIPAA Privacy Rule at 45 C.F.R. § 160.103.
11. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. Part 164, Subpart C, and amendments thereto.
12. "Unsecured Protected Health Information" means Protected Health Information that is not secured by a technology standard that renders Protected Health Information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

**I. RESPONSIBILITIES OF DHHS AND THE CONTRACTOR**

**A. Business Use and Disclosure of Confidential Information.**

1. The Contractor must not use, disclose, maintain or transmit Confidential Information except as reasonably necessary as outlined under this Contract. Further, Contractor, including but not limited to all its directors, officers, employees and agents, must not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
2. The Contractor must not disclose any Confidential Information in response to a

New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



request for disclosure on the basis that it is required by law, in response to a subpoena, etc., without first notifying DHHS so that DHHS has an opportunity to consent or object to the disclosure.

3. If DHHS notifies the Contractor that DHHS has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Contractor must be bound by such additional restrictions and must not disclose PHI in violation of such additional restrictions and must abide by any additional security safeguards.
4. The Contractor agrees that DHHS Data or derivative there from disclosed to an End User must only be used pursuant to the terms of this Contract.
5. The Contractor agrees DHHS Data obtained under this Contract may not be used for any other purposes that are not indicated in this Contract.
6. The Contractor agrees to grant access to the data to the authorized representatives of DHHS for the purpose of inspecting to confirm compliance with the terms of this Contract.

**II. METHODS OF SECURE TRANSMISSION OF DATA**

1. Application Encryption. If End User is transmitting DHHS data containing Confidential Data between applications, the Contractor attests the applications have been evaluated by an expert knowledgeable in cyber security and that said application's encryption capabilities ensure secure transmission via the internet.
2. Computer Disks and Portable Storage Devices. End User may not use computer disks or portable storage devices, such as a thumb drive, as a method of transmitting DHHS data.
3. Encrypted Email. End User may only employ email to transmit Confidential Data if email is encrypted and being sent to and being received by email addresses of persons authorized to receive such information.
4. Encrypted Web Site. If End User is employing the Web to transmit Confidential Data, the secure socket layers (SSL) must be used and the web site must be secure. SSL encrypts data transmitted via a Web site.
5. File Hosting Services, also known as File Sharing Sites. End User may not use file hosting services, such as Dropbox or Google Cloud Storage, to transmit Confidential Data.
6. Ground Mail Service. End User may only transmit Confidential Data via *certified* ground mail within the continental U.S. and when sent to a named individual.
7. Laptops and PDA. If End User is employing portable devices to transmit Confidential Data said devices must be encrypted and password-protected.
8. Open Wireless Networks. End User may not transmit Confidential Data via an open

## New Hampshire Department of Health and Human Services

### Exhibit K

## DHHS Information Security Requirements



wireless network. End User must employ a virtual private network (VPN) when remotely transmitting via an open wireless network.

9. Remote User Communication. If End User is employing remote communication to access or transmit Confidential Data, a virtual private network (VPN) must be installed on the End User's mobile device(s) or laptop from which information will be transmitted or accessed.
10. SSH File Transfer Protocol (SFTP), also known as Secure File Transfer Protocol. If End User is employing an SFTP to transmit Confidential Data, End User will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).
11. Wireless Devices. If End User is transmitting Confidential Data via wireless devices, all data must be encrypted to prevent inappropriate disclosure of information.

### III. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

The Contractor will only retain the data and any derivative of the data for the duration of this Contract. After such time, the Contractor will have 30 days to destroy the data and any derivative in whatever form it may exist, unless, otherwise required by law or permitted under this Contract. To this end, the parties must:

#### A. Retention

1. The Contractor agrees it will not store, transfer or process data collected in connection with the services rendered under this Contract outside of the United States. This physical location requirement shall also apply in the implementation of cloud computing, cloud service or cloud storage capabilities, and includes backup data and Disaster Recovery locations.
2. The Contractor agrees to ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
3. The Contractor agrees to provide security awareness and education for its End Users in support of protecting Department confidential information.
4. The Contractor agrees to retain all electronic and hard copies of Confidential Data in a secure location and identified in section IV. A.2
5. The Contractor agrees Confidential Data stored in a Cloud must be in a FedRAMP/HITECH compliant solution and comply with all applicable statutes and regulations regarding the privacy and security. All servers and devices must have currently-supported and hardened operating systems, the latest anti-viral, anti-hacker, anti-spam, anti-spyware, and anti-malware utilities. The environment, as a

New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



whole, must have aggressive intrusion-detection and firewall protection.

6. The Contractor agrees to and ensures its complete cooperation with the State's Chief Information Officer in the detection of any security vulnerability of the hosting infrastructure.

B. Disposition

1. If the Contractor will maintain any Confidential Information on its systems (or its sub-contractor systems), the Contractor will maintain a documented process for securely disposing of such data upon request or contract termination; and will obtain written certification for any State of New Hampshire data destroyed by the Contractor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations. When no longer in use, electronic media containing State of New Hampshire data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion and media sanitization, or otherwise physically destroying the media (for example, degaussing) as described in NIST Special Publication 800-88, Rev 1, Guidelines for Media Sanitization, National Institute of Standards and Technology, U. S. Department of Commerce. The Contractor will document and certify in writing at time of the data destruction, and will provide written certification to the Department upon request. The written certification will include all details necessary to demonstrate data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and Contractor prior to destruction.
2. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to destroy all hard copies of Confidential Data using a secure method such as shredding.
3. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to completely destroy all electronic Confidential Data by means of data erasure, also known as secure data wiping.

IV. PROCEDURES FOR SECURITY

- A. Contractor agrees to safeguard the DHHS Data received under this Contract, and any derivative data or files, as follows:
  1. The Contractor will maintain proper security controls to protect Department confidential information collected, processed, managed, and/or stored in the delivery of contracted services.
  2. The Contractor will maintain policies and procedures to protect Department confidential information throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).

New Hampshire Department of Health and Human Services

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DHHS Information Security Requirements



3. The Contractor will maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Department confidential information where applicable.
4. The Contractor will ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
5. The Contractor will provide regular security awareness and education for its End Users in support of protecting Department confidential information.
6. If the Contractor will be sub-contracting any core functions of the engagement supporting the services for State of New Hampshire, the Contractor will maintain a program of an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that at a minimum match those for the Contractor, including breach notification requirements.
7. The Contractor will work with the Department to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Department system(s). Agreements will be completed and signed by the Contractor and any applicable sub-contractors prior to system access being authorized.
8. If the Department determines the Contractor is a Business Associate pursuant to 45 CFR 160.103, the Contractor will execute a HIPAA Business Associate Agreement (BAA) with the Department and is responsible for maintaining compliance with the agreement.
9. The Contractor will work with the Department at its request to complete a System Management Survey. The purpose of the survey is to enable the Department and Contractor to monitor for any changes in risks, threats, and vulnerabilities that may occur over the life of the Contractor engagement. The survey will be completed annually, or an alternate time frame at the Departments discretion with agreement by the Contractor, or the Department may request the survey be completed when the scope of the engagement between the Department and the Contractor changes.
10. The Contractor will not store, knowingly or unknowingly, any State of New Hampshire or Department data offshore or outside the boundaries of the United States unless prior express written consent is obtained from the Information Security Office leadership member within the Department.
11. Data Security Breach Liability. In the event of any security breach Contractor shall make efforts to investigate the causes of the breach, promptly take measures to prevent future breach and minimize any damage or loss resulting from the breach. The State shall recover from the Contractor all costs of response and recovery from

DS  
RM

New Hampshire Department of Health and Human Services

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DHHS Information Security Requirements



the breach, including but not limited to: credit monitoring services, mailing costs and costs associated with website and telephone call center services necessary due to the breach.

12. Contractor must, comply with all applicable statutes and regulations regarding the privacy and security of Confidential Information, and must in all other respects maintain the privacy and security of PI and PHI at a level and scope that is not less than the level and scope of requirements applicable to federal agencies, including, but not limited to, provisions of the Privacy Act of 1974 (5 U.S.C. § 552a), DHHS Privacy Act Regulations (45 C.F.R. §5b), HIPAA Privacy and Security Rules (45 C.F.R. Parts 160 and 164) that govern protections for individually identifiable health information and as applicable under State law.
13. Contractor agrees to establish and maintain appropriate administrative, technical, and physical safeguards to protect the confidentiality of the Confidential Data and to prevent unauthorized use or access to it. The safeguards must provide a level and scope of security that is not less than the level and scope of security requirements established by the State of New Hampshire, Department of Information Technology. Refer to Vendor Resources/Procurement at <https://www.nh.gov/doit/vendor/index.htm> for the Department of Information Technology policies, guidelines, standards, and procurement information relating to vendors.
14. Contractor agrees to maintain a documented breach notification and incident response process. The Contractor will notify the State's Privacy Officer and the State's Security Officer of any security breach immediately, at the email addresses provided in Section VI. This includes a confidential information breach, computer security incident, or suspected breach which affects or includes any State of New Hampshire systems that connect to the State of New Hampshire network.
15. Contractor must restrict access to the Confidential Data obtained under this Contract to only those authorized End Users who need such DHHS Data to perform their official duties in connection with purposes identified in this Contract.
16. The Contractor must ensure that all End Users:
  - a. comply with such safeguards as referenced in Section IV A. above, implemented to protect Confidential Information that is furnished by DHHS under this Contract from loss, theft or inadvertent disclosure.
  - b. safeguard this information at all times.
  - c. ensure that laptops and other electronic devices/media containing PHI, PI, or PFI are encrypted and password-protected.
  - d. send emails containing Confidential Information only if encrypted and being sent to and being received by email addresses of persons authorized to receive such information.

New Hampshire Department of Health and Human Services

Exhibit K

DHHS Information Security Requirements



- e. limit disclosure of the Confidential Information to the extent permitted by law.
- f. Confidential Information received under this Contract and individually identifiable data derived from DHHS Data, must be stored in an area that is physically and technologically secure from access by unauthorized persons during duty hours as well as non-duty hours (e.g., door locks, card keys, biometric identifiers, etc.).
- g. only authorized End Users may transmit the Confidential Data, including any derivative files containing personally identifiable information, and in all cases, such data must be encrypted at all times when in transit, at rest, or when stored on portable media as required in section IV above.
- h. in all other instances Confidential Data must be maintained, used and disclosed using appropriate safeguards, as determined by a risk-based assessment of the circumstances involved.
- i. understand that their user credentials (user name and password) must not be shared with anyone. End Users will keep their credential information secure. This applies to credentials used to access the site directly or indirectly through a third party application.

Contractor is responsible for oversight and compliance of their End Users. DHHS reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided in herein, HIPAA, and other applicable laws and Federal regulations until such time the Confidential Data is disposed of in accordance with this Contract.

**V. LOSS REPORTING**

The Contractor must notify the State's Privacy Officer and Security Officer of any Security Incidents and Breaches immediately, at the email addresses provided in Section VI.

The Contractor must further handle and report Incidents and Breaches involving PHI in accordance with the agency's documented Incident Handling and Breach Notification procedures and in accordance with 42 C.F.R. §§ 431.300 - 306. In addition to, and notwithstanding, Contractor's compliance with all applicable obligations and procedures, Contractor's procedures must also address how the Contractor will:

- 1. Identify Incidents;
- 2. Determine if personally identifiable information is involved in Incidents;
- 3. Report suspected or confirmed Incidents as required in this Exhibit or P-37;
- 4. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents; and

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5. Determine whether Breach notification is required, and, if so, identify appropriate Breach notification methods, timing, source, and contents from among different options, and bear costs associated with the Breach notice as well as any mitigation measures.

Incidents and/or Breaches that implicate PI must be addressed and reported, as applicable, in accordance with NH RSA 359-C:20.

**VI. PERSONS TO CONTACT**

A. DHHS Privacy Officer:

DHHSPrivacyOfficer@dhhs.nh.gov

B. DHHS Security Officer:

DHHSInformationSecurityOffice@dhhs.nh.gov

# State of New Hampshire

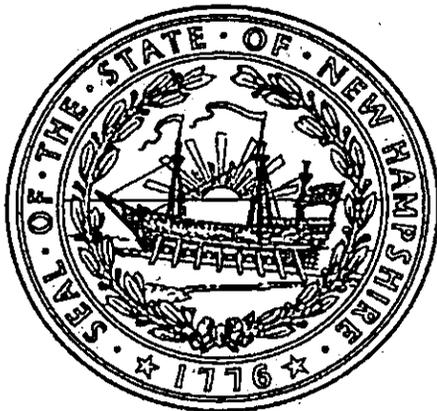
## Department of State

### CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that NATIONAL COLLABORATIVE FOR DIGITAL EQUITY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on March 17, 2017. 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: 766411

Certificate Number: 0005451244



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 4th day of October A.D. 2021.

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

William M. Gardner  
Secretary of State

**CERTIFICATE OF AUTHORITY**

**Dr. Paul Resta**

I, \_\_\_\_\_, hereby certify that:  
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of National Collaborative for Digital Equity  
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on October 21, 2021\_\_\_\_, at which a quorum of the Directors/shareholders were present and voting.  
(Date)

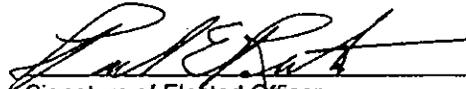
**VOTED:** That Dr. Robert McLaughlin (may list more than one person)  
{Name and Title of Contract Signatory)

is duly authorized on behalf of National Collaborative for Digital Equity to enter into contracts or agreements with the State  
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. 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/contract amendment to which this certificate is attached. This authority **remains valid for thirty (30) days** from the date of this Certificate of Authority. 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: October 21, 2021

  
\_\_\_\_\_  
Signature of Elected Officer.  
Name: Dr. Paul Resta  
Title: Board President





## **Mission Statement**

**The mission of the National Collaborative for Digital Equity** is to assist communities, educators and their partners to plan, implement, assess and disseminate initiatives that foster digital equity as well as educational and economic opportunity for low-income learners of all ages.

Form **990-EZ**

**Short Form**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-1150

**2018**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

**Open to Public Inspection**

▶ Go to [www.irs.gov/Form990EZ](http://www.irs.gov/Form990EZ) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

**A** For the 2018 calendar year, or tax year beginning January 01, 2018, and ending December 31, 2018

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input checked="" type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	<b>D</b> Employer identification number <b>82-0809194</b>
	Number and street (or P.O. box, if mail is not delivered to street address) Room/suite <b>38 Elanor Way</b>	<b>E</b> Telephone number <b>802-249-1159</b>
	City or town, state or province, country, and ZIP or foreign postal code <b>Weare, NH 03281</b>	<b>F</b> Group Exemption Number ▶

**G** Accounting Method:  Cash  Accrual Other (specify) ▶ \_\_\_\_\_

**H** Check  if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

**I** Website: ▶ [www.digitalequity.us](http://www.digitalequity.us)

**J** Tax-exempt status (check only one) -  501(c)(3)  501(c)( ) ◀ (insert no.)  4947(a)(1) or  527

**K** Form of organization:  Corporation  Trust  Association  Other \_\_\_\_\_

**L** Add lines 5b, 6c, and 7b to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, column (B)) are \$500,000 or more, file Form 990 instead of Form 990-EZ. ▶ \$ **79,791**

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (see the instructions for Part I)**

Check if the organization used Schedule O to respond to any question in this Part I

<b>Revenue</b>	<b>1</b> Contributions, gifts, grants, and similar amounts received	<b>1</b>	<b>79,791</b>
	<b>2</b> Program service revenue including government fees and contracts	<b>2</b>	
	<b>3</b> Membership dues and assessments	<b>3</b>	
	<b>4</b> Investment income	<b>4</b>	
	<b>5a</b> Gross amount from sale of assets other than inventory	<b>5a</b>	
	<b>b</b> Less: cost or other basis and sales expenses	<b>5b</b>	
	<b>c</b> Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)	<b>5c</b>	
	<b>6</b> Gaming and fundraising events:		
	<b>a</b> Gross income from gaming (attach Schedule G if greater than \$15,000)	<b>6a</b>	
<b>b</b> Gross income from fundraising events (not including \$ _____ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)	<b>6b</b>		
<b>c</b> Less: direct expenses from gaming and fundraising events	<b>6c</b>		
<b>d</b> Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)	<b>6d</b>		
<b>7a</b> Gross sales of inventory, less returns and allowances	<b>7a</b>		
<b>b</b> Less: cost of goods sold	<b>7b</b>		
<b>c</b> Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)	<b>7c</b>		
<b>8</b> Other revenue (describe in Schedule O)	<b>8</b>	<b>0</b>	
<b>9</b> <b>Total revenue.</b> Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8	<b>9</b>	<b>79,791</b>	
<b>Expenses</b>	<b>10</b> Grants and similar amounts paid (list in Schedule O)	<b>10</b>	<b>1,500</b>
	<b>11</b> Benefits paid to or for members	<b>11</b>	
	<b>12</b> Salaries, other compensation, and employee benefits	<b>12</b>	<b>14,887</b>
	<b>13</b> Professional fees and other payments to independent contractors	<b>13</b>	<b>10,200</b>
	<b>14</b> Occupancy, rent, utilities, and maintenance	<b>14</b>	<b>2,016</b>
	<b>15</b> Printing, publications, postage, and shipping	<b>15</b>	<b>2,088</b>
	<b>16</b> Other expenses (describe in Schedule O)	<b>16</b>	<b>43,387</b>
<b>17</b> <b>Total expenses.</b> Add lines 10 through 16	<b>17</b>	<b>74,078</b>	
<b>Net Assets</b>	<b>18</b> Excess or (deficit) for the year (Subtract line 17 from line 9)	<b>18</b>	<b>5,713</b>
	<b>19</b> Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)	<b>19</b>	<b>20,440</b>
	<b>20</b> Other changes in net assets or fund balances (explain in Schedule O)	<b>20</b>	<b>0</b>
	<b>21</b> Net assets or fund balances at end of year. Combine lines 18 through 20	<b>21</b>	<b>26,153</b>



Part V Other Information (Note the Schedule A and personal benefit contract statement requirements in the instructions for Part V.) Check if the organization used Schedule O to respond to any question in this Part V

33 Did the organization engage in any significant activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O
34 Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O. See instructions
35a Did the organization have unrelated business gross income of \$1,000 or more during the year from business activities (such as those reported on lines 2, 6a, and 7a, among others)?
35b If "Yes" to line 35a, has the organization filed a Form 990-T for the year? If "No," provide an explanation in Schedule O
35c Was the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements during the year? If "Yes," complete Schedule C, Part III
36 Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N
37a Enter amount of political expenditures, direct or indirect, as described in the instructions
37b Did the organization file Form 1120-POL for this year?
38a Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return?
38b If "Yes," complete Schedule L, Part II and enter the total amount involved
39 Section 501(c)(7) organizations. Enter:
39a Initiation fees and capital contributions included on line 9
39b Gross receipts, included on line 9, for public use of club facilities
40a Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911; section 4912; section 4955
40b Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I
40c Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958
40d Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax on line 40c reimbursed by the organization
40e All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T
41 List the states with which a copy of this return is filed
42a The organization's books are in care of Robert McLaughlin Telephone no. 802-249-1159 Located at 38 Eleanor Way, Weare, NH ZIP + 4 03281
42b At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country See the instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).
42c At any time during the calendar year, did the organization maintain an office outside the United States? If "Yes," enter the name of the foreign country
43 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041 - Check here and enter the amount of tax-exempt interest received or accrued during the tax year
44a Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ
44b Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ
44c Did the organization receive any payments for indoor tanning services during the year?
44d If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O
45a Did the organization have a controlled entity within the meaning of section 512(b)(13)?
45b Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ. See instructions

**46** Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I Yes No  
46

**Part VI Section 501(c)(3) Organizations Only**

All section 501(c)(3) organizations must answer questions 47-49b and 52, and complete the tables for lines 50 and 51.

Check if the organization used Schedule O to respond to any question in this Part VI

**47** Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II Yes No  
47

**48** Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E 48

**49a** Did the organization make any transfers to an exempt non-charitable related organization? 49a

**b** If "Yes," was the related organization a section 527 organization? 49b

**50** Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees, and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and title of each employee	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
NONE				

**f** Total number of other employees paid over \$100,000 ▶ \_\_\_\_\_

**51** Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and business address of each independent contractor	(b) Type of service	(c) Compensation
NONE		

**d** Total number of other independent contractors each receiving over \$100,000 ▶ \_\_\_\_\_

**52** Did the organization complete Schedule A? Note: All section 501(c)(3) organizations must attach a completed Schedule A ▶  Yes  No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here** Signature of officer Date  
 Robert McLaughlin Secretary Treasurer  
 Type or print name and title

**Paid Preparer Use Only** Print/Type preparer's name Preparer's signature Date Check  if self-employed PTIN  
 Firm's name ▶ Firm's EIN ▶  
 Firm's address ▶ Phone no.

May the IRS discuss this return with the preparer shown above? See instructions ▶  Yes  No

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
--	---

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2  A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)			<input type="checkbox"/>	<input type="checkbox"/>		
(B)			<input type="checkbox"/>	<input type="checkbox"/>		
(C)			<input type="checkbox"/>	<input type="checkbox"/>		
(D)			<input type="checkbox"/>	<input type="checkbox"/>		
(E)			<input type="checkbox"/>	<input type="checkbox"/>		
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>4 Total.</b> Add lines 1 through 3 . . . . .						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						
<b>6 Public support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>7</b> Amounts from line 4 . . . . .						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10						
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					<b>12</b>	
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) . . . . .	<b>14</b>	%
<b>15</b> Public support percentage from 2017 Schedule A, Part II, line 14 . . . . .	<b>15</b>	%
<b>16a 33 1/3% support test—2018.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>b 33 1/3% support test—2017.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>17a 10%-facts-and-circumstances test—2018.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>b 10%-facts-and-circumstances test—2017.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ▶ <input type="checkbox"/>		

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")				24,750	79,791	104,541
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . .						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 . . . . .						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>6 Total.</b> Add lines 1 through 5 . . . . .				24,750	79,791	104,541
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . . .						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . . .						
<b>c</b> Add lines 7a and 7b . . . . .						
<b>8 Public support.</b> (Subtract line 7c from line 6.) . . . . .						104,541

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>9</b> Amounts from line 6 . . . . .				24,750	79,791	104,541
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .						
<b>c</b> Add lines 10a and 10b . . . . .						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on . . . . .						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . . .				24,750	79,791	104,541
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . <input checked="" type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) . . . . .	<b>15</b>	%
<b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15 . . . . .	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)) . . . . .	<b>17</b>	%
<b>18</b> Investment income percentage from 2017 Schedule A, Part III, line 17 . . . . .	<b>18</b>	%

- 19a 33 1/3% support tests—2018.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization
- b 33 1/3% support tests—2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in <b>Part VI</b> how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.	<input type="checkbox"/>	<input type="checkbox"/>
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> how the organization determined that the supported organization was described in section 509(a)(1) or (2).	<input type="checkbox"/>	<input type="checkbox"/>
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.	<input type="checkbox"/>	<input type="checkbox"/>
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in <b>Part VI</b> when and how the organization made the determination.	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in <b>Part VI</b> what controls the organization put in place to ensure such use.	<input type="checkbox"/>	<input type="checkbox"/>
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.	<input type="checkbox"/>	<input type="checkbox"/>
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in <b>Part VI</b> how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.	<input type="checkbox"/>	<input type="checkbox"/>
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in <b>Part VI</b> , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).	<input type="checkbox"/>	<input type="checkbox"/>
b <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	<input type="checkbox"/>	<input type="checkbox"/>
c <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?	<input type="checkbox"/>	<input type="checkbox"/>
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in <b>Part VI</b> .	<input type="checkbox"/>	<input type="checkbox"/>
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).	<input type="checkbox"/>	<input type="checkbox"/>
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).	<input type="checkbox"/>	<input type="checkbox"/>
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in <b>Part VI</b> .	<input type="checkbox"/>	<input type="checkbox"/>
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in <b>Part VI</b> .	<input type="checkbox"/>	<input type="checkbox"/>
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in <b>Part VI</b> .	<input type="checkbox"/>	<input type="checkbox"/>
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.	<input type="checkbox"/>	<input type="checkbox"/>
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)	<input type="checkbox"/>	<input type="checkbox"/>

**Part IV Supporting Organizations (continued)**

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	<input type="checkbox"/>	<input type="checkbox"/>
b	A family member of a person described in (a) above?	<input type="checkbox"/>	<input type="checkbox"/>
c	A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.	<input type="checkbox"/>	<input type="checkbox"/>

**Section B. Type I Supporting Organizations**

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	<input type="checkbox"/>	<input type="checkbox"/>
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	<input type="checkbox"/>	<input type="checkbox"/>

**Section C. Type II Supporting Organizations**

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	<input type="checkbox"/>	<input type="checkbox"/>

**Section D. All Type III Supporting Organizations**

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	<input type="checkbox"/>	<input type="checkbox"/>
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).	<input type="checkbox"/>	<input type="checkbox"/>
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

**Section E. Type III Functionally Integrated Supporting Organizations**

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2	Activities Test. Answer (a) and (b) below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	<input type="checkbox"/>	<input type="checkbox"/>
3	Parent of Supported Organizations. Answer (a) and (b) below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	
Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e <b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):			
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D—Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required—explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2018			
a From 2013 . . . . .			
b From 2014 . . . . .			
c From 2015 . . . . .			
d From 2016 . . . . .			
e From 2017 . . . . .			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2018 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2019. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2014 . . . . .			
b Excess from 2015 . . . . .			
c Excess from 2016 . . . . .			
d Excess from 2017 . . . . .			
e Excess from 2018 . . . . .			

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

FormAndLineReferenceDesc: Part I

Other reason for public charity:

Public charity status: 509(a)(2)

Area with horizontal dashed lines for supplemental information.

**Schedule of Contributors**

**2018**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 $\frac{1}{3}$ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ .....

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
--	---

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	Capital One ----- 15000 Capital One Drive, ----- Richmond, VA-23238 -----	\$ ----- 30,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	New Hampshire Charitable Foundation ----- 37 Pleasant Street, ----- Concord, NH-03301 -----	\$ ----- 25,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	Comcast ----- One Comcast Center, 1701 JFK Blvd., ----- Philadelphia, PA-19103 -----	\$ ----- 15,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-----	----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-----	----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-----	----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

**SCHEDULE L**  
**(Form 990 or 990-EZ)**

**Transactions With Interested Persons**

OMB No. 1545-0047

**2018**

Department of the Treasury  
Internal Revenue Service

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**Open To Public Inspection**

Name of the organization  
**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number  
**82-0809194**

**Part I Excess Benefit Transactions** (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only).  
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1	(a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
				Yes	No
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. ▶ \$ \_\_\_\_\_

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ \_\_\_\_\_

**Part II Loans to and/or From Interested Persons.**  
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No
			(1) Dr Robert McLaughlin	Board			Fund organiz	✓		38,466	7,266	
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												
(8)												
(9)												
(10)												
<b>Total</b>						\$	7,266					

**Part III Grants or Assistance Benefiting Interested Persons.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10)				



**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Name of the organization  
**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number  
**82-0809194**

#1: FormAndLineReferenceDesc: Part I, line 10

ExplanationTxt:

Activity :	Grantee Name :	Grantee Address :	Amount :	Relationship :
Educational	MC2 Charter School	105 NH-101A #1a Amherst, NH 03031	\$1,500	None

Name of the organization

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#2: FormAndLineReferenceDesc: Part I, line 16

ExplanationText:

Other Expenses :

Amount :

Bank Charges	\$18
Dues, membership & subscriptions	\$3,907
Software	\$3,963
Webhosting	\$498
Advertising	\$474
Travel & meeting expenses	\$34,527

Name of the organization

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#3: FormAndLineReferenceDesc: Part II, line 26

ExplanationText:

Description :

BOY Amount : EOY Amount :

Mortgages or other loans payable

\$308

\$7,266

Name of the organization  
NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number  
82-0809194

#4: FormAndLineReferenceDesc: Part III

ExplanationText:

Our aim is support sustained efforts to eliminate the digital divide as a barrier to economic and educational opportunity. Having encouraged federal policy makers to provide credit for banks toward meeting their Community Reinvestment Act requirement by investing in digital equity, we:

1. Educate banking leaders on why and how to make sound investments in digital equity likely to yield measurable impacts, emphasizing that digital equity efforts should include affordable access for low- and moderate-income (LMI) learners to broadband, devices, tech support, librarian support, apps/software for learning and productivity, and digital learning resources for economic inclusion and educational opportunity.
2. Mentoring educational system (school district, college, educator union pension fund, and education foundation) leaders on how to establish win-win-win partnerships with the bank where their system does its banking, to tap CRA funding for digital equity and economic inclusion.

Name of the organization

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#5: FormAndLineReferenceDesc: Part III, line 28

ExplanationText:

Annual national summit - We convene and mobilize national leaders in education, philanthropy, banking, workforce development and digital equity resource providers to collaborate in addressing the nation's digital divide. The broad aim is to engage national leaders in these sectors in working together to align bank Community Reinvestment Act (CRA) funding for economic inclusion in economically distressed communities with education foundations' investments in educational equity and opportunity in these same communities. It is because such investments have tended to be siloed that we see the persistence of both intergenerational poverty and the "school-to-prison pipeline".

Through our highly interactive annual national summit and the engagement of participants in workgroups, we spur action planning that is then reflected in our ensuing work over the following year. (See <http://digitalequity.us/natl-summit.html>).

Name of the organization

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#6: FormAndLineReferenceDesc: Part III, line 29

ExplanationText:

NHSCI - We provided free technical assistance and professional development to NH school system

leaders who were not taking advantage of their eligibility for Federal e-rate funding, which is

intended to provide funding for broadband to the school campus and strengthening of the on-campus

broadband network. We helped address the common barrier to eligible NH schools applying for e-rate

funding -- that they lacked sufficient staff capacity and expertise to apply.

Name of the organization

Employer identification number

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

82-0809194

#7: FormAndLineReferenceDesc: Part III, line 30

ExplanationText:

NCDE has pioneered the "state summit strategy" as a powerful means of recruiting and engaging state leaders in banking, education, workforce development and philanthropy to engage local leaders in these sectors in the state's low- and moderate-income (LMI) communities in forming local efforts to remove digital divide barriers to economic inclusion, then spur greater local coordination in building more robust pathways to living wage employment for LMI learners of all ages. We have held two annual state summits in N H (with a third slated for October 2019), one in MA, and a regional summit in Boston. With SETDA (see above) we're slated to assist state education technology leaders to plan state summits in CA (one in northern CA, the other for southern CA), IN, LA, SC and WV. In NH, the summits are generating precedents in CRA funding for digital equity and launch of an initiative to spur CRA investment in broadband infrastructure for affordable access in underserved LMI and rural areas.

Name of the organization

Employer identification number

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

82-0809194

#8: FormAndLineReferenceDesc: Part III, line 31

ExplanationText:

Our program funding has enabled NCDE to (1) develop and nationally disseminate our "Guide to CRA Funding for Digital Equity and Economic Inclusion", (2) present in featured sessions at annual conferences for education grantmakers, school boards, teacher educators, housing authorities, and banking leaders; (3) develop a strategic partnership with the State Education Technology Directors Association to launch a national initiative to replicate our statewide summit program (see #4 below) for mobilizing state leaders in education, banking, philanthropy and workforce development to remove digital divide barriers to economic inclusion in the state's high poverty communities; (4) assist Capital One to make CRA investments in formation of nearly a dozen GenYes chapters in low-income schools, teaching youths to provide tech support to non-tech-savvy adults; (5) establish several national precedents in tapping CRA funds for PC refurbishment, broadband access and other key digital equity purposes

Form **990-EZ**

**Short Form**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

**2019**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**Open to Public Inspection**

▶ Do not enter social security numbers on this form, as it may be made public.

▶ Go to [www.irs.gov/Form990EZ](http://www.irs.gov/Form990EZ) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

**A** For the 2019 calendar year, or tax year beginning January 01, 2019, and ending December 31, 2019

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	<b>D</b> Employer identification number <b>82-0809194</b>
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>38 ELANOR WAY</b>	<b>E</b> Telephone number <b>802-249-1159</b>
	City or town, state or province, country, and ZIP or foreign postal code <b>WEARE, NH 03281-5560</b>	<b>F</b> Group Exemption Number ▶
	<b>G</b> Accounting Method: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual Other (specify) ▶	

**H** Check  if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

**I** Website: ▶

**J** Tax-exempt status (check only one) –  501(c)(3)  501(c) ( ) ◀ (insert no.)  4947(a)(1) or  527

**K** Form of organization:  Corporation  Trust  Association  Other

**L** Add lines 5b, 6c, and 7b to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, column (B)) are \$500,000 or more, file Form 990 instead of Form 990-EZ. ▶ \$ **58,275**

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (see the instructions for Part I)  
Check if the organization used Schedule O to respond to any question in this Part I

<b>Revenue</b>	<b>1</b> Contributions, gifts, grants, and similar amounts received	<b>1</b>	<b>32,500</b>
	<b>2</b> Program service revenue including government fees and contracts	<b>2</b>	<b>25,775</b>
	<b>3</b> Membership dues and assessments	<b>3</b>	
	<b>4</b> Investment income	<b>4</b>	
	<b>5a</b> Gross amount from sale of assets other than inventory	<b>5a</b>	
	<b>b</b> Less: cost or other basis and sales expenses	<b>5b</b>	
	<b>c</b> Gain or (loss) from sale of assets other than inventory (subtract line 5b from line 5a)	<b>5c</b>	
	<b>6</b> Gaming and fundraising events:		
	<b>a</b> Gross income from gaming (attach Schedule G if greater than \$15,000)	<b>6a</b>	
<b>b</b> Gross income from fundraising events (not including \$ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)	<b>6b</b>		
<b>c</b> Less: direct expenses from gaming and fundraising events	<b>6c</b>		
<b>d</b> Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)	<b>6d</b>		
<b>7a</b> Gross sales of inventory, less returns and allowances	<b>7a</b>		
<b>b</b> Less: cost of goods sold	<b>7b</b>		
<b>c</b> Gross profit or (loss) from sales of inventory (subtract line 7b from line 7a)	<b>7c</b>		
<b>8</b> Other revenue (describe in Schedule O)	<b>8</b>	<b>0</b>	
<b>9</b> Total revenue. Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8	<b>9</b>	<b>58,275</b>	
<b>Expenses</b>	<b>10</b> Grants and similar amounts paid (list in Schedule O)	<b>10</b>	
	<b>11</b> Benefits paid to or for members	<b>11</b>	
	<b>12</b> Salaries, other compensation, and employee benefits	<b>12</b>	
	<b>13</b> Professional fees and other payments to independent contractors	<b>13</b>	<b>28,400</b>
	<b>14</b> Occupancy, rent, utilities, and maintenance	<b>14</b>	<b>14,441</b>
	<b>15</b> Printing, publications, postage, and shipping	<b>15</b>	<b>4</b>
	<b>16</b> Other expenses (describe in Schedule O)	<b>16</b>	<b>23,090</b>
<b>17</b> Total expenses. Add lines 10 through 16	<b>17</b>	<b>65,935</b>	
<b>Net Assets</b>	<b>18</b> Excess or (deficit) for the year (subtract line 17 from line 9)	<b>18</b>	<b>(7,660)</b>
	<b>19</b> Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)	<b>19</b>	<b>26,153</b>
	<b>20</b> Other changes in net assets or fund balances (explain in Schedule O)	<b>20</b>	<b>0</b>
	<b>21</b> Net assets or fund balances at end of year. Combine lines 18 through 20	<b>21</b>	<b>18,493</b>



**Part V Other Information** (Note the Schedule A and personal benefit contract statement requirements in the instructions for Part V.) Check if the organization used Schedule O to respond to any question in this Part V

		Yes	No
<b>33</b>	Did the organization engage in any significant activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>34</b>	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O. See instructions . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>35a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year from business activities (such as those reported on lines 2, 6a, and 7a, among others)? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b>	If "Yes" to line 35a, has the organization filed a Form 990-T for the year? If "No," provide an explanation in Schedule O . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	Was the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements during the year? If "Yes," complete Schedule C, Part III . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>36</b>	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>37a</b>	Enter amount of political expenditures, direct or indirect, as described in the instructions ▶ <b>37a</b> 0		
<b>b</b>	Did the organization file Form 1120-POL for this year? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>38a</b>	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee; or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return? . . . . .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	If "Yes," complete Schedule L, Part II, and enter the total amount involved . . . . . <b>38b</b> 943		
<b>39</b>	Section 501(c)(7) organizations. Enter:		
<b>a</b>	Initiation fees and capital contributions included on line 9 . . . . . <b>39a</b>		
<b>b</b>	Gross receipts, included on line 9, for public use of club facilities . . . . . <b>39b</b>		
<b>40a</b>	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 ▶ ; section 4912 ▶ ; section 4955 ▶		
<b>b</b>	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>c</b>	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 . . . . . ▶		
<b>d</b>	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax on line 40c reimbursed by the organization . . . . . ▶		
<b>e</b>	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>41</b>	List the states with which a copy of this return is filed ▶ NH		
<b>42a</b>	The organization's books are in care of ▶ Robert McLaughlin Telephone no. ▶ 802-249-1159 Located at ▶ 38 ELANOR WAY, WEARE, NH ZIP + 4 ▶ 03281-5560		
<b>b</b>	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country ▶ See the instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>c</b>	At any time during the calendar year, did the organization maintain an office outside the United States? If "Yes," enter the name of the foreign country ▶	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>43</b>	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041—Check here and enter the amount of tax-exempt interest received or accrued during the tax year . . . . . ▶ <b>43</b>		
<b>44a</b>	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b>	Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>c</b>	Did the organization receive any payments for indoor tanning services during the year? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>d</b>	If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>45a</b>	Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b>	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ. See instructions . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
<b>46</b> Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Part VI Section 501(c)(3) Organizations Only**  
 All section 501(c)(3) organizations must answer questions 47-49b and 52, and complete the tables for lines 50 and 51.  
 Check if the organization used Schedule O to respond to any question in this Part VI . . . . .

	Yes	No
<b>47</b> Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>48</b> Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>49a</b> Did the organization make any transfers to an exempt non-charitable related organization? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b> If "Yes," was the related organization a section 527 organization? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**50** Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees, and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and title of each employee	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
NONE				

**f** Total number of other employees paid over \$100,000 . . . . . ▶ \_\_\_\_\_

**51** Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and business address of each independent contractor	(b) Type of service	(c) Compensation
NONE		

**d** Total number of other independent contractors each receiving over \$100,000 . . . . . ▶ \_\_\_\_\_

**52** Did the organization complete Schedule A? **Note:** All section 501(c)(3) organizations must attach a completed Schedule A . . . . .  Yes  No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer _____ Robert McLaughlin Executive Director	Date _____
	Type or print name and title	

<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶	Firm's EIN ▶			
	Firm's address ▶	Phone no.			

May the IRS discuss this return with the preparer shown above? See instructions . . . . .  Yes  No

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2019**

**Open to Public Inspection**

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)			<input type="checkbox"/>	<input type="checkbox"/>		
(B)			<input type="checkbox"/>	<input type="checkbox"/>		
(C)			<input type="checkbox"/>	<input type="checkbox"/>		
(D)			<input type="checkbox"/>	<input type="checkbox"/>		
(E)			<input type="checkbox"/>	<input type="checkbox"/>		
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .				30,000	32,500	62,500
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
3 The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
4 <b>Total.</b> Add lines 1 through 3 . . . . .				30,000	32,500	62,500
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						58,750
6 <b>Public support.</b> Subtract line 5 from line 4 . . . . .						3,750

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7 Amounts from line 4 . . . . .				30,000	32,500	62,500
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
9 Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
11 <b>Total support.</b> Add lines 7 through 10 . . . . .						62,500
12 Gross receipts from related activities, etc. (see instructions) . . . . .					12	
13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . ▶ <input checked="" type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) . . . . .	14	%
15 Public support percentage from 2018 Schedule A, Part II, line 14 . . . . .	15	%
16a <b>33 1/3% support test—2019.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
b <b>33 1/3% support test—2018.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
17a <b>10%-facts-and-circumstances test—2019.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
b <b>10%-facts-and-circumstances test—2018.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ▶ <input type="checkbox"/>		

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <span style="float: right;">▶ <input type="checkbox"/></span>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2018 Schedule A, Part III, line 15	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2019 (line 10c, column (f), divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2018 Schedule A, Part III, line 17	<b>18</b>	%
<b>19a 33 1/3% support tests—2019.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization <span style="float: right;">▶ <input type="checkbox"/></span>		
<b>b 33 1/3% support tests—2018.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization <span style="float: right;">▶ <input type="checkbox"/></span>		
<b>20 Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <span style="float: right;">▶ <input type="checkbox"/></span>		

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

		Yes	No
<b>1</b>	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b>	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3a</b>	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4a</b>	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5a</b>	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	<b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	<b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?	<input type="checkbox"/>	<input type="checkbox"/>
<b>6</b>	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7</b>	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8</b>	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9a</b>	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>10a</b>	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	<input type="checkbox"/>	<input type="checkbox"/>

**Part IV Supporting Organizations (continued)**

		Yes	No
<b>11</b>	Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b>	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	A family member of a person described in (a) above?	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.	<input type="checkbox"/>	<input type="checkbox"/>

**Section B. Type I Supporting Organizations**

		Yes	No
<b>1</b>	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>1</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b>	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
<b>2</b>		<input type="checkbox"/>	<input type="checkbox"/>

**Section C. Type II Supporting Organizations**

		Yes	No
<b>1</b>	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
<b>1</b>		<input type="checkbox"/>	<input type="checkbox"/>

**Section D. All Type III Supporting Organizations**

		Yes	No
<b>1</b>	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>1</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b>	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>2</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>3</b>	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
<b>3</b>		<input type="checkbox"/>	<input type="checkbox"/>

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b>	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b>	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b>	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b>	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
<b>2</b>	Activities Test. Answer (a) and (b) below.		
<b>a</b>	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
<b>2a</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
<b>2b</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>3</b>	Parent of Supported Organizations. Answer (a) and (b) below.		
<b>a</b>	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
<b>3a</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
<b>3b</b>		<input type="checkbox"/>	<input type="checkbox"/>

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		
Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		
Section C—Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)**

Section D—Distributions		Current Year		
1	Amounts paid to supported organizations to accomplish exempt purposes			
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity			
3	Administrative expenses paid to accomplish exempt purposes of supported organizations			
4	Amounts paid to acquire exempt-use assets			
5	Qualified set-aside amounts (prior IRS approval required)			
6	Other distributions (describe in Part VI). See instructions.			
7	<b>Total annual distributions.</b> Add lines 1 through 6.			
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.			
9	Distributable amount for 2019 from Section C, line 6			
10	Line 8 amount divided by line 9 amount			
Section E—Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1	Distributable amount for 2019 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2019 (reasonable cause required—explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2019			
a	From 2014 . . . . .			
b	From 2015 . . . . .			
c	From 2016 . . . . .			
d	From 2017 . . . . .			
e	From 2018 . . . . .			
f	<b>Total</b> of lines 3a through e			
g	Applied to underdistributions of prior years			
h	Applied to 2019 distributable amount			
i	Carryover from 2014 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2019 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2019 distributable amount			
c	Remainder. Subtract lines 4a and 4b from 4.			
5	Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6	Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7	<b>Excess distributions carryover to 2020.</b> Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2015 . . . . .			
b	Excess from 2016 . . . . .			
c	Excess from 2017 . . . . .			
d	Excess from 2018 . . . . .			
e	Excess from 2019 . . . . .			

**Schedule of Contributors**

**2019**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

Name of the organization  
**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number  
**82-0809194**

**Organization type (check one):**

**Filers of:**

**Section:**

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust not treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 $\frac{1}{3}$ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on: (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	Capital One ----- 15000 Capital One Drive, ----- Richmond, VA-23238 -----	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	Comcast Internet Essentials ----- 1701 John F. Kennedy Blvd., ----- Philadelphia, PA-19103 -----	\$ 12,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

**SCHEDULE L**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Transactions With Interested Persons**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.  
▶ Attach to Form 990 or Form 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2019**

**Open To Public Inspection**

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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**Part I Excess Benefit Transactions** (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).  
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1	(a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
				Yes	No
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

- 2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. ▶ \$ \_\_\_\_\_
- 3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ \_\_\_\_\_

**Part II Loans to and/or From Interested Persons.**  
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No
			(1) <b>Robert McLaughlin</b>	<b>Executive</b>			<small>He gave portion of a loan</small>	✓		7,266	943	
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												
(8)												
(9)												
(10)												
<b>Total</b>						\$	943					

**Part III Grants or Assistance Benefiting Interested Persons.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
(10)				



**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization  
**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number  
**82-0809194**

#1: FormAndLineReferenceDesc: Part I, line 16

Travel

**\$15373.00**

Subscriptions, memberships and conference registrations

**\$3621.00**

Conference materials (binders, copying, name tags, etc.)

**\$2147.00**

Communications (phone, internet, website)

**\$1949.00**

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

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Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

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**2019**

**Open to Public  
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Name of the organization

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#1: FormAndLineReferenceDesc: Part II, line 26

BOY Amount :

EOY Amount :

Accounts Payable

\$7266.00

\$943.00

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization

**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number

**82-0809194**

#1: FormAndLineReferenceDesc: Part III

To remove digital divide barriers to economic and educational opportunity for low- and moderate-income learners of all ages.

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization

**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number

**82-0809194**

#2: FormAndLineReferenceDesc: Part III, line 28

NCDE held a national summit on digital equity and economic inclusion and a New Hampshire summit as well. Both brought together national and state leaders in banking (especially, Community Reinvestment Act compliance), educational systems (at K12 and postsecondary levels), philanthropy and workforce development. The New Hampshire summit led to formation of sustained efforts to foster digital equity and economic inclusion in Manchester and Franklin. The national summit persuaded the members of the State Education Technology Directors Association to collaborate with NCDE in 2020 and beyond to design and hold a national series of state summits, each intended to spur the sustained funding partnerships that NCDEE has spurred in Manchester and Franklin, to provide sustained, integrated support to lift LMI learners out of inter-generational poverty.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#3: FormAndLineReferenceDesc: Part III, line 29

Comcast Internet Essentials provided sponsorship and commissioned NCDE to produce in 2019-20 an Educator's Guide to Digital Equity Resources: Removing Barriers to Systemic Inclusion which NCDE expects to nationally disseminate to more than 3 million K12 educators, teacher educators, educational foundations, and educational system leaders, to spur awareness and use of free and deeply discounted sources of broadband, computers, tech support, digital learning resources, apps and librarian support for media and digital literacy, cybersafety, and social network and device addiction mitigation.

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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**#4: Form And LineReference Desc: Part IV**

Employee Name	Compensation Explanation
Dr Robert McLaughlin	NCDE receives a grant of \$20,000 from Capital One, of which \$15,000 was earmarked for McLaughlin's compensation.

Form **990-EZ**

**Short Form**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**2020**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form, as it may be made public.  
▶ Go to [www.irs.gov/Form990EZ](http://www.irs.gov/Form990EZ) for instructions and the latest information.

**A** For the 2020 calendar year, or tax year beginning January 01, 2020, and ending December 31, 2020

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C** Name of organization  
**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**38 ELANOR WAY**  
 City or town, state or province, country, and ZIP or foreign postal code  
**WEARE, NH 03281-5560**

**D** Employer identification number  
**82-0809194**

**E** Telephone number  
**802-249-1159**

**F** Group Exemption Number ▶

**G** Accounting Method:  Cash  Accrual Other (specify) ▶

**H** Check  if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

**I** Website: ▶

**J** Tax-exempt status (check only one) –  501(c)(3)  501(c) ( ) ◀ (insert no.)  4947(a)(1) or  527

**K** Form of organization:  Corporation  Trust  Association  Other

**L** Add lines 5b, 6c, and 7b to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, column (B)) are \$500,000 or more, file Form 990 instead of Form 990-EZ . . . . . ▶ \$ **180,571**

<b>Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances</b> (see the instructions for Part I)		Check if the organization used Schedule O to respond to any question in this Part I <input checked="" type="checkbox"/>	
<b>Revenue</b>	<b>1</b> Contributions, gifts, grants, and similar amounts received . . . . .	<b>1</b>	<b>180,571</b>
	<b>2</b> Program service revenue including government fees and contracts . . . . .	<b>2</b>	
	<b>3</b> Membership dues and assessments . . . . .	<b>3</b>	
	<b>4</b> Investment income . . . . .	<b>4</b>	
	<b>5a</b> Gross amount from sale of assets other than inventory . . . . .	<b>5a</b>	
	<b>b</b> Less: cost or other basis and sales expenses . . . . .	<b>5b</b>	
	<b>c</b> Gain or (loss) from sale of assets other than inventory (subtract line 5b from line 5a) . . . . .	<b>5c</b>	
	<b>6</b> Gaming and fundraising events:		
	<b>a</b> Gross income from gaming (attach Schedule G if greater than \$15,000) . . . . .	<b>6a</b>	
<b>b</b> Gross income from fundraising events (not including \$ <u>6,275</u> of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000) . . . . .	<b>6b</b>	<b>0</b>	
<b>c</b> Less: direct expenses from gaming and fundraising events . . . . .	<b>6c</b>	<b>0</b>	
<b>d</b> Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c) . . . . .	<b>6d</b>	<b>0</b>	
<b>7a</b> Gross sales of inventory, less returns and allowances . . . . .	<b>7a</b>		
<b>b</b> Less: cost of goods sold . . . . .	<b>7b</b>		
<b>c</b> Gross profit or (loss) from sales of inventory (subtract line 7b from line 7a) . . . . .	<b>7c</b>		
<b>8</b> Other revenue (describe in Schedule O) . . . . .	<b>8</b>	<b>0</b>	
<b>9</b> <b>Total revenue.</b> Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8 . . . . . ▶	<b>9</b>	<b>180,571</b>	
<b>Expenses</b>	<b>10</b> Grants and similar amounts paid (list in Schedule O) . . . . .	<b>10</b>	
	<b>11</b> Benefits paid to or for members . . . . .	<b>11</b>	
	<b>12</b> Salaries, other compensation, and employee benefits . . . . .	<b>12</b>	<b>15,078</b>
	<b>13</b> Professional fees and other payments to independent contractors . . . . .	<b>13</b>	<b>8,750</b>
	<b>14</b> Occupancy, rent, utilities, and maintenance . . . . .	<b>14</b>	<b>11,350</b>
	<b>15</b> Printing, publications, postage, and shipping . . . . .	<b>15</b>	
	<b>16</b> Other expenses (describe in Schedule O) . . . . .	<b>16</b>	<b>147,790</b>
<b>17</b> <b>Total expenses.</b> Add lines 10 through 16 . . . . . ▶	<b>17</b>	<b>182,968</b>	
<b>Net Assets</b>	<b>18</b> Excess or (deficit) for the year (subtract line 17 from line 9) . . . . .	<b>18</b>	<b>(2,397)</b>
	<b>19</b> Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return) . . . . .	<b>19</b>	<b>19,435</b>
	<b>20</b> Other changes in net assets or fund balances (explain in Schedule O) . . . . .	<b>20</b>	<b>0</b>
	<b>21</b> Net assets or fund balances at end of year. Combine lines 18 through 20 . . . . . ▶	<b>21</b>	<b>17,038</b>



**Part V Other Information** (Note the Schedule A and personal benefit contract statement requirements in the instructions for Part V.) Check if the organization used Schedule O to respond to any question in this Part V

		Yes	No
33	Did the organization engage in any significant activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O	<input type="checkbox"/>	<input checked="" type="checkbox"/>
34	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O. See instructions	<input type="checkbox"/>	<input checked="" type="checkbox"/>
35a	Did the organization have unrelated business gross income of \$1,000 or more during the year from business activities (such as those reported on lines 2, 6a, and 7a, among others)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes" to line 35a, has the organization filed a Form 990-T for the year? If "No," provide an explanation in Schedule O	<input type="checkbox"/>	<input type="checkbox"/>
35b		<input type="checkbox"/>	<input type="checkbox"/>
c	Was the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements during the year? If "Yes," complete Schedule C, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
35c		<input type="checkbox"/>	<input checked="" type="checkbox"/>
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N	<input type="checkbox"/>	<input checked="" type="checkbox"/>
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions <b>37a</b> 0		
b	Did the organization file Form 1120-POL for this year?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
37b		<input type="checkbox"/>	<input checked="" type="checkbox"/>
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee; or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," complete Schedule L, Part II, and enter the total amount involved <b>38b</b>		
39	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on line 9 <b>39a</b>		
b	Gross receipts, included on line 9, for public use of club facilities <b>39b</b>		
40a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 <b>▶</b> ; section 4912 <b>▶</b> ; section 4955 <b>▶</b>		
b	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	<input type="checkbox"/>	<input checked="" type="checkbox"/>
40b		<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 <b>▶</b>		
d	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax on line 40c reimbursed by the organization <b>▶</b>		
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T	<input type="checkbox"/>	<input checked="" type="checkbox"/>
40e		<input type="checkbox"/>	<input checked="" type="checkbox"/>
41	List the states with which a copy of this return is filed <b>▶ NH</b>		
42a	The organization's books are in care of <b>▶ Robert McLaughlin</b> Telephone no. <b>▶ 802-249-1159</b> Located at <b>▶ 38 ELANOR WAY, WEARE, NH</b> ZIP + 4 <b>▶ 03281-5560</b>		
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country <b>▶</b> See the instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	<input type="checkbox"/>	<input checked="" type="checkbox"/>
42b		<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	At any time during the calendar year, did the organization maintain an office outside the United States? If "Yes," enter the name of the foreign country <b>▶</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
42c		<input type="checkbox"/>	<input checked="" type="checkbox"/>
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041—Check here <b>▶</b> and enter the amount of tax-exempt interest received or accrued during the tax year <b>▶ 43</b>		
44a	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ	<input type="checkbox"/>	<input checked="" type="checkbox"/>
44a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ	<input type="checkbox"/>	<input checked="" type="checkbox"/>
44b		<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	Did the organization receive any payments for indoor tanning services during the year?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
44c		<input type="checkbox"/>	<input checked="" type="checkbox"/>
d	If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	<input type="checkbox"/>	<input type="checkbox"/>
44d		<input type="checkbox"/>	<input type="checkbox"/>
45a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
45a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ. See instructions	<input type="checkbox"/>	<input checked="" type="checkbox"/>
45b		<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
<b>46</b> Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Part VI Section 501(c)(3) Organizations Only**

All section 501(c)(3) organizations must answer questions 47–49b and 52, and complete the tables for lines 50 and 51.

Check if the organization used Schedule O to respond to any question in this Part VI . . . . .

	Yes	No
<b>47</b> Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>48</b> Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>49a</b> Did the organization make any transfers to an exempt non-charitable related organization? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b> If "Yes," was the related organization a section 527 organization? . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>50</b> Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees, and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."		

(a) Name and title of each employee	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
NONE				

**f** Total number of other employees paid over \$100,000 . . . . . ▶ \_\_\_\_\_

**51** Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and business address of each independent contractor	(b) Type of service	(c) Compensation
NONE		

**d** Total number of other independent contractors each receiving over \$100,000 . . . . . ▶ \_\_\_\_\_

**52** Did the organization complete Schedule A? **Note:** All section 501(c)(3) organizations must attach a completed Schedule A . . . . . ▶  Yes  No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer _____ Date
	Robert McLaughlin Executive Director Type or print name and title

<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶				Firm's EIN ▶
	Firm's address ▶				Phone no.

May the IRS discuss this return with the preparer shown above? See instructions . . . . . ▶  Yes  No

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2020**

**Open to Public Inspection**

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2  A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)			<input type="checkbox"/>	<input type="checkbox"/>		
(B)			<input type="checkbox"/>	<input type="checkbox"/>		
(C)			<input type="checkbox"/>	<input type="checkbox"/>		
(D)			<input type="checkbox"/>	<input type="checkbox"/>		
(E)			<input type="checkbox"/>	<input type="checkbox"/>		
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .			30,000	32,500	180,571	243,071
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the . . . . .						
<b>4 Total.</b> Add lines 1 through 3 . . . . .			30,000	32,500	180,571	243,071
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						147,820
<b>6 Public support.</b> Subtract line 5 from line 4 . . . . .						95,251

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>7</b> Amounts from line 4 . . . . .			30,000	32,500	180,571	243,071
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10 . . . . .						243,071

**12** Gross receipts from related activities, etc. (see instructions) . . . . . **12**

**13 First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . .

**Section C. Computation of Public Support Percentage**

**14** Public support percentage for 2020 (line 6, column (f), divided by line 11, column (f)) . . . . . **14** %

**15** Public support percentage from 2019 Schedule A, Part II, line 14 . . . . . **15** %

**16a 33 1/3% support test—2020.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . .

**b 33 1/3% support test—2019.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . .

**17a 10%-facts-and-circumstances test—2020.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . .

**b 10%-facts-and-circumstances test—2019.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . .

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . .

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2020 (line 8, column (f), divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2019 Schedule A, Part III, line 15	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2020 (line 10c, column (f), divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2019 Schedule A, Part III, line 17	<b>18</b>	%
<b>19a 33 1/3% support tests—2020.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
<b>b 33 1/3% support tests—2019.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
<b>20 Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?	<input type="checkbox"/>	<input type="checkbox"/>
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	<input type="checkbox"/>	<input type="checkbox"/>

**Part IV Supporting Organizations** (continued)

		Yes	No
<b>11</b>	Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b>	A person who directly or indirectly controls, either alone or together with persons described in lines 11b and 11c below, the governing body of a supported organization?	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	A family member of a person described in line 11a above?	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b>	A 35% controlled entity of a person described in line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.	<input type="checkbox"/>	<input type="checkbox"/>

		Yes	No
<b>1</b>	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b>	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	<input type="checkbox"/>	<input type="checkbox"/>

**Section C. Type II Supporting Organizations**

		Yes	No
<b>1</b>	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	<input type="checkbox"/>	<input type="checkbox"/>

**Section D. All Type III Supporting Organizations**

		Yes	No
<b>1</b>	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	<input type="checkbox"/>	<input type="checkbox"/>
<b>2</b>	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).	<input type="checkbox"/>	<input type="checkbox"/>
<b>3</b>	By reason of the relationship described in line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b>	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b>	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b>	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b>	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
<b>2</b>	Activities Test. Answer lines 2a and 2b below.		
<b>a</b>	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the activities described in line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	<input type="checkbox"/>	<input type="checkbox"/>
<b>3</b>	Parent of Supported Organizations. Answer lines 3a and 3b below.		
<b>a</b>	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI.	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b>	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See Instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.		
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)		
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	
Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):	1e	
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)**

Section D—Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	
6	Other distributions (describe in Part VI). See instructions.	6
7	<b>Total annual distributions.</b> Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2020 from Section C, line 6	
10	Line 8 amount divided by line 9 amount	10

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2020	(iii) Distributable Amount for 2020
1	Distributable amount for 2020 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2020 (reasonable cause required—explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2020		
a	From 2015 . . . . .		
b	From 2016 . . . . .		
c	From 2017 . . . . .		
d	From 2018 . . . . .		
e	From 2019 . . . . .		
f	<b>Total of lines 3a through 3e</b>		
g	Applied to underdistributions of prior years		
h	Applied to 2020 distributable amount		
i	Carryover from 2015 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2020 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2020 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	<b>Excess distributions carryover to 2021.</b> Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2016 . . . . .		
b	Excess from 2017 . . . . .		
c	Excess from 2018 . . . . .		
d	Excess from 2019 . . . . .		
e	Excess from 2020 . . . . .		

**Schedule of Contributors**

**2020**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
 ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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Organization type (check one):

- |                    |   |
|--------------------|---|
| <b>Filers of:</b>  | <b>Section:</b>   |
| Form 990 or 990-EZ | <input checked="" type="checkbox"/> 501(c)( 3 ) (enter number) organization                               |
|                    | <input type="checkbox"/> 4947(a)(1) nonexempt charitable trust <b>not</b> treated as a private foundation |
|                    | <input type="checkbox"/> 527 political organization   |
| Form 990-PF        | <input type="checkbox"/> 501(c)(3) exempt private foundation  |
|                    | <input type="checkbox"/> 4947(a)(1) nonexempt charitable trust treated as a private foundation            |
|                    | <input type="checkbox"/> 501(c)(3) taxable private foundation   |

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33<sup>1</sup>/<sub>3</sub>% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ .....

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it must answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	Comcast Internet Essentials 1701 John F. Kennedy Blvd. Philadelphia, PA-19103	\$ 12,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	NH Charitable Foundation 37 Pleasant Street Concord, NH-03301	\$ 24,400	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	People's United Bank 770 S. Main Street Manchester, NH-03102	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	Fidelity Investments 24 Main Street Goffstown, NH-03045	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	Bangor Savings Bank 999 Elm Street Manchester, NH-03101	\$ 36,991	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	Bank of America 620 Elm Street Manchester, NH-03101	\$ 29,905	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization **NATIONAL COLLABORATIVE FOR DIGITAL EQUITY** Employer identification number **82-0809194**

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	Citizens Bank 777 S. Willow Street, Manchester, NH-03103	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	Victory Women of Vision 25 Lowell Street, 686 Huse Road, Manchester, NH-03101	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

SCHEDULE O  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**  
Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
Attach to Form 990 or 990-EZ.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2020**

**Open to Public  
Inspection**

Name of the organization  
**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number  
**82-0809194**

#1: FormAndLineReferenceDesc: Part I, line 16

Travel \$3970.00

communications (cell, phone, broadband, data plan, server hosting) \$7737.00

supplies -- instructional, event and office \$16964.00

grant-funded computers provided for low-income students \$94142.00

fees -- AmEx, checking, tax filing \$735.00

Name of the organization <b>NATIONAL COLLABORATIVE FOR DIGITAL EQUITY</b>	Employer identification number <b>82-0809194</b>
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#1: FormAndLineReferenceDesc: Part I, line 16

subscription services – zoom, SurveyMonkey, domain registration, web hosting, association membership (SHLB, SETDA...) \$24242.00

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

**Supplemental Information to Form 990 or 990-EZ**

OMB No. 1545-0047

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

**2020**

▶ Attach to Form 990 or 990-EZ.

**Open to Public  
Inspection**

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

Department of the Treasury  
Internal Revenue Service

Name of the organization  
NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#1: FormAndLineReferenceDesc: Part III

To remove digital divide barriers to economic and educational opportunity for low- and moderate-income learners of all ages.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2020**

**Open to Public  
Inspection**

Name of the organization  
NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#2: FormAndLineReferenceDesc: Part III, line 28

NCDE held a virtual annual national summit on digital equity and economic inclusion and a virtual New Hampshire summit as well. Both brought together national and state leaders in banking (especially, Community Reinvestment Act compliance), educational systems (at K12 and postsecondary levels), philanthropy and workforce development. The New Hampshire summit led to formation of sustained efforts to foster digital equity and economic inclusion in Manchester. The national summit persuaded the members of the State Education Technology Directors Association to collaborate with NCDE in 2020 and beyond to design and hold a national series of state summits, each intended to spur the sustained funding partnerships that NCDE has spurred in Manchester, to provide sustained, integrated support to lift LMI learners out of inter-generational poverty.

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2020**

**Open to Public  
Inspection**

Name of the organization  
NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

Employer identification number

82-0809194

#3: FormAndLineReferenceDesc: Part III, line 29

Comcast Internet Essentials provided sponsorship and commissioned NCDE to produce in 2019-20 an Educator's Guide to Digital Equity Resources: Removing Barriers to Systemic Inclusion which NCDE expects to nationally disseminate to more than 3 million K12 educators, teacher educators, educational foundations, and educational system leaders, to spur awareness and use of free and deeply discounted sources of broadband, computers, tech support, digital learning resources, apps and librarian support for media and digital literacy, cybersafety, and social network and device addiction mitigation. NCDE developed a web-based database of digital equity resources to support continuously developing a knowledge base on digital equity resources.

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization  
NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2020**

**Open to Public  
Inspection**

Employer identification number

82-0809194

#4: FormAndLineReferenceDesc: Part III, line 30

NCDE mobilized and facilitated a pioneering partnership with Manchester Proud, Manchester school district, a dozen bank and six credit union CEOs, and foundations -- to foster joint investment by bank CRA compliance officers, corporate and foundation giving programs, and educational systems, to lift low-income K12 students and their families out of intergenerational poverty. Key facets were raising CRA and grant funds to purchase and donate computers for home use by low-income K12 students, and co-developing inclusive pathways into banking, teaching and other living wage careers.

Name of the organization

**NATIONAL COLLABORATIVE FOR DIGITAL EQUITY**

Employer identification number

**82-0809194**

**#5: Form And LineReference Desc: Part IV**

**Employee Name**

**Compensation Explanation**

**Dr Robert McLaughlin**

**NCDE receives a grant of \$20,000 from Capital One, of which \$15,000 was earmarked for McLaughlin's compensation.**

**LETTER OF AUTHENTICITY**

I, Dr. Paul Resta, hereby as Board President certify that:  
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of The National Collaborative for Digital Equity  
(Corporation/LLC Name)

2. I hereby certify that the 990s filed with the Internal Revenue Service for each year of our operation are full, accurate and authentic.

Dated: October 21, 2021



Signature of Elected Officer  
Name:

**National Collaborative for Digital Equity**

Board of Directors

<b>Name</b>	<b>Title</b>
Dr. Paul Resta	President
Susan Ballard	Vice President
Zenagui Brahim	
Fred Bramante	
Kathy Carroll	
Kim Carter	
Dr. Gerry Hanley	
Dr. Robbie Melton	

**ROBERT T. MCLAUGHLIN, PHD**  
 Executive Director  
 National Collaborative for Digital Equity  
 38 Elanor Way, Weare NH 03281  
 Tel. 1.802.249.1159 [rmclaughlin@digitalequity.us](mailto:rmclaughlin@digitalequity.us)  
[www.digitalequity.us](http://www.digitalequity.us)

**OVERVIEW OF EXPERTISE**

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- Educational and community development leadership, having conceived and led large-scale projects in digital equity, economic inclusion, STEM education, educational technology, and professional development school partnerships
- Pioneered mobilization of bank Community Reinvestment Act funding support for systemic digital equity for lower-income learners of all ages (equitable access to broadband, devices, tech support, multilingual tech support, and librarian support) for financial, economic and educational inclusion.
- Grantsmanship, having crafted and administered over \$35 million in funded proposals.
- Policy analysis, advocacy and transformation to address the challenges of digital age learners, skills and learning environments

**PROFESSIONAL PREPARATION**

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Ohio State University	Educational Policy and Leadership	PhD, 1987**
Southern Illinois University-Edwardsville	Urban Economics and Policy Analysis	MS, 1982
Denison University, Granville, OH	Sociology	BA, 1977

\*\*Doctoral program completed in 22 months (9/26/85 – 8/14/87) under full-tuition scholarship while holding two research assistantships. Doctoral study focused on educational strategies for economic opportunity in low- and moderate-income areas.. Dissertation received two university awards.

**PROFESSIONAL EXPERIENCE**

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**Co-founder and Executive Director, *National Collaborative for Digital Equity***, Weare, New Hampshire (2015 – present, full-time since January 2018). Conceived and lead this coalition of national leaders in banking, philanthropy, workforce development, educational technology research, professional associations in education (NSBA, NEA, AASA, AASL, etc.), and evidence-based strategies for digital equity in support of financial and economic inclusion. NCDE’s technical assistance and policy efforts persuaded the Federal Reserve to issue guidance urging banking leaders to include, for the first time, support for digital equity in their Community Reinvestment Act (CRA) portfolios of investment for economic opportunity in high poverty communities. NCDE has been asked to form and facilitate an impact group on digital equity for Grantmakers For Education. NCDE also formed a pioneering national advisory council of banking leaders to advise the nation’s school boards and school administrators to leverage the relationship with the banks where their

LEA does its banking, to tap their bank's CRA funding to close the digital divide for their low-income students in support of financial and economic inclusion. [www.digitalequity.us](http://www.digitalequity.us)

**Associate Dean and Chair, *Education Division, New England College***, Henniker, New Hampshire (2016-18). Administered ten educator preparation programs as well as degree programs in education, kinesiology, outdoor education and educational leadership at the Bachelor's, Master's and doctoral levels for this private liberal arts institution serving northern New England's most diverse students. Responsible for faculty recruitment, hiring and development, program development and promotion, budgeting, course scheduling, and strategic partnership development for the Education Division. To this role he brought his professional body of work: the National Collaborative for Digital Equity (see above). Advised academic administrators on preparing for State review and approval of the College's educator certification preparation programs. Taught undergraduate course in foundations of education and doctoral course in reforming educational policy.

**Interim Director, *Leadership for Learning Innovation, Education Development Center***, Waltham, MA (2014–2016). During EDC's reorganization, provided interim leadership for the LLI unit's 30 project directors and staff engaged in research, development, technical assistance, policy analysis and professional development in support of leadership development, systemic school improvement, improved learning opportunities and results in STEM education and social justice for this international nonprofit. Adjunct taught doctoral course in reforming educational policy.

**Administrator, Professional Educator Preparation Program Approval, *New Hampshire Department of Education***, Concord, NH (2009–2014). Facilitated fundamental redesign of the state's policies, criteria, and processes for preparation program review and approval, to elicit sustained, intrinsically motivated engagement of teacher educators in utilizing evidence for rigorous candidate assessment, advisement and continuous program improvement. Adjunct taught doctoral course in reforming educational policy and graduate and undergraduate courses in social studies teaching methods, assistive technology and introduction to qualitative research methods.

**Founder and Executive Director, *MC Squared and the National Institute for Community Innovations (NICI)***, Montpelier, VT (1998–2008). Founded and led NICI, a socially responsible business committed to fostering educational equity. NICI conducted research and development in educational reforms and technologies that improve students' learning results, learning opportunities, and learning climate. He secured and administered funding (averaging \$3.5 million/year). Supervised all facets of operations, strategic planning, and development. Oversaw development of innovative online learning tools for use in online professional development, instruction, collaboration, mentoring and dissemination. Created and led MC Squared, a tax-exempt nonprofit corporation committed to fostering educational equity, as a sister organization to NICI. MC Squared assisted leaders of national associations and educational reform networks to identify and implement educational innovations, learning technologies, and knowledge management systems that enable continuous improvement in learning opportunities, learning climate and learning results. Conceived and chaired committee developing ISTE's 1<sup>st</sup> and 2<sup>nd</sup> International Leadership Summits on Learning Technology Development, Research and Dissemination, in June 2007 in Atlanta and in June 2008 at which leaders in technology R & D showcased effective technologies targeted to national professional associations' members' priorities to improve student learning climate, engagement and results. Obtained funding to revise NSDC's national staff development standards to reflect e-learning challenges and opportunities: *E-Learning for Educators: Implementing the Staff Development Standards*.

**Co-Director, *Eisenhower Regional Alliance for Mathematics and Science Education Reform, TERC, Montpelier, VT*** (1992–1998). Secured \$1.5 million/year ED funding for and led this Eisenhower regional consortium, fostering systemic local reform in STEM education at the P12 and teacher education levels across federal Region I (New England, New York, Puerto Rico and the US Virgin Islands). Recruited and facilitated “statewide action teams” of highly regarded state and local STEM leaders in each of the region’s nine states and US territories, to identify their data-driven priorities and co-design services in response, for technical assistance for improving professional STEM education practices at the PK-12 and preparation program levels. Conceived and facilitated regional networks to pool resources to provide technical assistance on shared priority concerns identified by the state teams.

**Founding Director, *Vermont Workplace Education Program, Vermont Department of Education, Montpelier VT*** (1989–1992). He developed and led this VTDOE program, providing nonprofit fee-based workplace assessments of workforce development needs for basic and technical education, resulting in customized workforce development plans to improve workplace safety, job satisfaction and productivity.

**Interim Principal and Full-time Teacher, *Lowell School, Lowell, VT*** (1990). Received temporary release from the VT DOE to serve as interim full-time teacher and principal at this K–8 school in rural “Northeast Kingdom” of Vermont. Was full-time teaching principal with no release time from teaching for principalship responsibilities.

**Postdoctoral Fellow/Research Associate, *Commission on Interprofessional Education and Practice, Ohio State University, Columbus OH*** (1987-1988). Awarded Ohio State University Post-Doctoral Fellowship. Designed and conducted all phases of quantitative and qualitative research to assess the impact of the Commission’s state and national efforts to foster sustained interprofessional collaboration among practitioners and pre-professional educators in the helping professions.

**Doctoral Research Assistantship, Policy Research on Ohio-Based Education (PROBE), Ohio State University, Columbus OH** (1985-1987), conducting policy analysis and co-authoring PROBE policy studies, as quarter-time research assistant during doctoral program.

**Doctoral Research Assistantship, Commission on Interprofessional Education and Practice, Ohio State University, Columbus OH** (1985-1987), facilitating interprofessional policy panels and co-authoring studies on impacts of interprofessional collaboration across the human services to generate impact on persistent social challenges (e.g., health care cost containment), as half-time research assistant during doctoral program.

**Woodrow Wilson Administrative Fellow/Planning Analyst, *Bowie State College, Bowie, MD*** (1982–1983). Awarded one-year Administrative Fellowship from the Woodrow Wilson National Fellowship Foundation, to serve as administrator with a historically black college.

**Woodrow Wilson Administrative Fellow, *Fort Berthold Community College, New Town, MD*** (1982). Awarded summer Administrative Fellowship to assist a tribally controlled institution on a North Dakota reservation to create a community development corporation to support community-owned enterprises in tandem with new academic and vocational education programs.

**VISTA Volunteer and Assistant Academic Dean (1979-1980), Long Range Planner and Development Officer (1980-1981), *Fort Berthold Community College, New Town, ND***. Taught all GED subjects for tribal members, as well as journalism for the tribal government’s newspaper staff. Authored all grant proposals for the tribally controlled college on this Native American reservation.

## SELECTED PUBLICATIONS

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- McLaughlin, R. and Resta, P. (2021), *Educator's Guide to Digital Equity: Removing Barriers to Systemic Inclusion*, 6<sup>th</sup> edition, National Collaborative for Digital Equity.
- Resta, P., LaFerriere T., McLaughlin R., and Kouraago, A. (2018) "Issues and Challenges Related to Digital Equity – An Overview" in the *International Handbook of Primary and Secondary Education*, Springer: New York, NY.
- McLaughlin, R. (2018) *Guide to CRA Grantmaking for Digital Equity and Economic Inclusion*, National Collaborative for Digital Equity: Weare, NH.
- McLaughlin, R. (2018) Final Report on the National Invitational Summit for Digital Equity, National Collaborative for Digital Equity: Weare, NH.
- Co-author, Teacher Education Frameworks: Standards and Accreditation; and Co-author, State Policy; in *Redefining Teacher Education for Digital Age Learners* (2013), Association of Teacher Educators: Alexandria VA.
- McLaughlin, R. "Jeremy", in *Faces of Learning: 50 Powerful Stories of What Works in Education* (Feb 2011), by [www.RethinkLearningNow.com](http://www.RethinkLearningNow.com).
- McLaughlin, R., "Briefing Paper on State Policy Challenges", November 2009, available at <http://www.redefineteachered.org/?q=node/6>. Paper prepared for participants in the national invitational summit on redefining teacher education for digital age learners, a gathered held in December 2009 in Austin, TX.
- Pittman, J., McLaughlin, R. and Bracey, B. (2008), "Value-added Use of Digital Tools for Individuals and Communities", in *International Handbook of Technology in Teacher Education*, Paris, France: UNESCO.
- Publisher of Wallace, J. (2005). *Digital Equity Toolkit*. National Institute for Community Innovations: Montpelier, Vermont:
- Knapp, M., Kurowski, B., Gibson, D., Dexter, S., & McLaughlin, R. (2004). Grounded Metadata. *World Conference on E-Learning in Corp., Govt., Health., & Higher Ed. 2004*(1), 2491-2498. [Online]. Available: <http://dl.aace.org/16805>
- McLaughlin, R. "Strengthening Local Capacity to Build Digital Equity in Education" in *Toward Digital Equity: Challenges of Bridging the Educational Digital Divide*, edited by Paul Resta and Gwen Solomon; Allyn & Bacon. (2002).
- Co-publisher with Killion, J. *E-Learning For Educators* (2001). National Staff Development Council and National Institute for Community Innovations, Montpelier, Vermont.
- McLaughlin, R. (Ed.), *E=MC2: Equity is More Than Coping With Change*, Equity Handbook, (1999). New Hampshire Department of Education. Concord, NH..
- McLaughlin, R., "Improving Teacher Preparation to Employ Technology" (Fall 1998) in *Hands-On!*, TERC: Cambridge, MA.
- Co-Chair, National Eisenhower Equity Task Force, which created the book-length publication on cd-rom, *Making Schools Work for Every Child: Equity in Math and Science Education* (1998), national distribution via cd-rom and via Web site (<http://equity.enc.org>) Eisenhower National Clearinghouse, Columbus OH.
- McLaughlin, R. (Ed.), *Systemic Evaluation Forum Proceedings*, (1997), Education Alliance Press, Brown University: Providence, RI..
- McLaughlin, R., "The Evaluation Food Chain" in *Systemic Evaluation Forum Proceedings*, (1997), Robert T. McLaughlin (ed.), Education Alliance Press, Brown University, Providence, RI.

- McLaughlin, R. (Ed.), *Proceedings of the First National Leadership Symposium on Interprofessional Education and Practice*, (1987), National Consortium on Interprofessional Education and Practice, Ohio State University, Columbus OH.

#### **SELECTED PRESENTATIONS**

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- “CRA Funding for Broadband and Digital Equity”, Invest in Broadband Conference, University of North Carolina Kenan-Flagler School of Business, Raleigh NC, January 2020.
- “Mobilizing Statewide Initiatives for Digital Equity”, breakout session, annual fall conference of the State Education Technology Directors Association, Washington DC, November 2019.
- “Framing Remarks” address, NCE’s annual NH Summit on Economic Inclusion and Digital Equity, Manchester NH, October 2019.
- “Digital Equity’s Untapped Tool: The Community Reinvestment Act (Homework Gap), featured panel, annual Schools, Health and Libraries Broadband Coalition conference, Washington DC, October 2019.
- “CRA and digital equity”, annual compliance conference, NH and VT Bankers Associations, Concord NH, May 2019.
- Keynote address, 2<sup>nd</sup> annual national summit on economic inclusion and digital equity, Washington DC, May 14, 2019.
- Welcoming and concluding remarks, MA Summit on Digital Equity for Economic and Educational Inclusion, Federal Reserve Bank of Boston, December 2018. (Designed and led this conference.)
- Plenary session, “Positioning School Librarians as Vital Leaders for Digital Equity”, 100<sup>th</sup> Annual Conference of the New England School Library Association, Boston, MA, December 2018.
- Workshop, “Resources to Close the Homework Gap for All Students”, Christa McAuliffe Technology Conference, Manchester, NH, December 2018.
- Welcoming and concluding remarks, NH Summit on Digital Equity for Economic and Educational Inclusion, Manchester NH, October 2018. (Designed and led this conference.)
- Keynote address, “Bank CRA and Philanthropic Support for Digital and Economic Inclusion”, Annual Joint Conference of the NH School Administrators Association and NH Association of School Business Officers, Concord NH, October 2018.
- Keynote address and conference organizer, NH Summit on Digital Equity for Financial, Economic and Educational Inclusion, Manchester NH, October 2018.
- Workshop, “Empowering Professionals with Tools to Implement Best Practices”, annual Fall Instructional Day, National Education Association of New Hampshire, Concord, NH October 2018.
- Featured panelist, “Leveraging School System Leadership for Bank CRA Partnerships in support of Digital and Educational Equity”, Annual Equity Symposium West, National School Boards Association, Las Vegas NV, September 2018.
- Featured panelist, “Strategies for collaboration among affordable housing, bank and school system leaders to foster digital equity”, HUD ConnectHome Annual Summit, Washington DC September 2018.
- Featured panelist, “A New Funding Source for Closing the Digital Divide”, National School Boards Association annual conference, San Antonio, TX April 2018.
- Keynote speaker, “Digital Equity for Economic Opportunity”, 1<sup>st</sup> National Invitational Summit on Digital Equity, at the National Education Association headquarters in Washington, DC; March 2018.

- Featured panelist along with Dr. Paul Resta, co-founder of NCDE and the founding president of ISTE, general session panel on “CRA, Digital Equity, and Development of Affordable Broadband Nationwide”, annual conference of the National Education Broadband Service Association: San Antonio, TX, February 2018.
- Keynote speaker, “Why and How to Invest in Systemic Digital Equity”, 2<sup>nd</sup> NH Summit on Digital Equity, New England College: Henniker, NH, November 2017.
- Keynote Speaker, “Digital Equity and Economic Opportunity” at the National Conference on Digital Equity, co-sponsored by the State Education Technology Directors Association and the International Society for technology in Education, San Antonio TX, June 2017.
- Featured Luncheon Speaker, “Digital Equity: Strategies and Resources”, annual New Hampshire CTO Clinic, Meredith NH, May 2017
- Co-presenter with Susan D. Ballard, “Librarian Leadership for Digital Equity”, New Hampshire Library Association annual conference, Meredith NH, May 2017
- Keynote presenter and organizer: “Systemic Digital Equity for Economic Opportunity”, NH Summit on Digital Equity for Economic Opportunity, Manchester, NH: February 2017
- Featured presenter: “Funding for Digital Equity”, annual Equity Symposium, National School Boards Association, Washington, DC: January 2017
- “Funding to Close Your Students’ Digital Divide”, Christa McAuliffe Technology Conference: Manchester, NH: December 2016
- State Highlight Session, “Statewide Mobilization to Tap CRA Funds for Systemic Digital Equity”, State Education Technology Directors Association fall leadership forum: Oxon Hill, MD: October 18, 2016.
- Organizer and Moderator, 6<sup>th</sup> Semi-Annual New Hampshire Ed Tech Symposium, New England College, Henniker, NH: July 29, 2016.
- Keynote, “Mobilizing High Poverty Communities to Address the Digital Divide for Educational and Economic Opportunity”, Boston Regional Digital Equity Summit, University of Massachusetts-Boston, March 18, 2016.
- Panelist, “Empowering School Librarians by Understanding Open Educational Resources”, Education Talk Radio, <http://www.blogtalkradio.com/edutalk/2016/01/28/empowering-school-librarians-by-understanding-open-ed-resources>, Jan. 28, 2016
- Panelist, “Digital Equity in the Rio Grande Valley”, Federal Reserve Bank of Dallas’ Colonia Conference, McAllen TX, July 2015.
- Featured panelist, “Digital Equity and Social Justice”, Society for Information Technology and Teacher Education, Annual Conference, Phoenix AZ, March 2015.
- Keynote, “Innovative Strategies for Infusing Essential Learning Technology Resources into Educator Development”, 5<sup>th</sup> NH Ed Tech Symposium, Concord NH, February 2015
- Invited presenter, “The Habit of Mind: Engaging Educators in Utilizing Evidence-Based Practice to Improve Their Students’ Learning Opportunities, Engagement and Results”, double session, NH National Education Association annual conference, Bow NH October 2014. Chair, featured panel, “Mobilizing the nation’s teacher educators to embrace and own preparation program accountability and transformation for the digital age”, Association of Teacher Educators’ annual summer conference, Washington DC, August 2013.
- “Accessing Research on Best Practice: Developing the habit of Mind”, Association of Teacher Educators’ annual summer conference, Washington DC, August 2013.

- “Digital Opportunity Initiatives: Closing the Digital Divide at Home for the Nation’s Low-Income Children”, Association of Teacher Educators’ annual summer conference, Washington DC, August 2013.
- “Developing the ‘Habit of Mind’ in Educators to Use Research Databases to Inform Professional Practice”, New Hampshire School Library Media Association annual conference, Whitefield, NH, May 2013.
- Featured panelist, “Mobilizing the Nation’s Teacher Educators to Embrace Preparation Program Accountability and Transformation”, Association of Teacher Educators’ annual conference, Atlanta GA February 2013.
- “Digital Opportunity Resources for the Nation’s Low-Income Students and Their Educators and Families”, Association of Teacher Educators’ annual conference, Atlanta GA February 2013.
- Invited speaker, “New Rules Governing Preparation Program Approval”, the New Hampshire IHE Network, during the NHDOE conference on *The Changing World of teaching and Learning*, Keene NH, July 2012.
- Featured panelist, “State Policies that Promote Innovation in Teacher Education”, annual winter conference, Association of Teacher Educators, San Antonio TX, February 2012.
- Panel moderator, “New Hampshire Summit: Transforming Educator Development in Tough Times”, annual Christa McAuliffe Technology Conference in Manchester NH, December 2010.
- Keynote address, “Reclaiming Ownership of Standards-Based Reform”, annual conference of the Pennsylvania Association of Colleges and Teacher Educators in Harrisburg PA, October 27, 2010.
- “Digital Libraries: Fostering Access to High Quality Academic Resources for Educators and Learners”, Association of Teacher Educators Annual Conference, Dallas Texas, February 2009.
- Invited speaker, “Exemplary Digital Mathematics and Science Resources for Instruction and Professional Development”, TRIO Annual Conference, Washington DC, September 2005.
- Invited plenary presentation, “Digital Equity Strategies and Resources in Teacher Preparation”, U.S. Department of Education Annual Conference for the Preparing Tomorrow’s Teachers to use Technology Program, Phoenix, AZ, March 2005.
- “Exemplary Staff Development Resources for School Improvement”, European Council of International Schools annual conference, Nice, France, November 2004.
- Invited presentation, “Knowledge Management Technologies for Urban Educational Reform”, Urban Teacher Education Network Conference, Kauffman Foundation, Kansas City, KS, November 2004.
- Invited presentation, “Assessing Learning Outcomes in the Online Learning Environment”, Blackboard Conference, Washington DC, March 2004.
- Keynote, “The State of Our Consortium”. Fifth Annual PDS Team Conference, Rhode Island College, Providence RI, March 17, 2003.
- Digital Equity Toolkit. *Society for Information Technology and Teacher Education International Conference 2002(1)*, 394-394. [Online]. Available: <http://dl.aace.org/10761>
- Keynote, “Challenges, Questions, Accomplishments and Dreams”, 2<sup>nd</sup> Annual PDS Team Conference, Rhode Island College, June 23, 2000.
- Keynoted three consecutive annual conferences for the Eisenhower Regional Alliance for Mathematics and Science Education Reform on “The State of the Regional Alliance: Improving STEM Learning Opportunities, Engagement and Results”, Rhode Island College, Providence RI 1993 – 1995.

## AWARDS

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- 2013 Association of Teacher Educators' Presidential Award for Service
- 2013 New Hampshire School Library Media Association Impact Award

## MEMBERSHIPS

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- Founder and Executive Director, National Collaborative for Digital Equity
- Member, board of directors, National Coalition of Educators
- Chair, QED Foundation Board of Directors
- Member, board of directors, Economic Vitality New Hampshire
- Member, EquityLab Charter School, Lawrence, MA (launch date Fall 2019)
- Member, Grantmakers For Education
- Member, board of directors, New Hampshire Learning Forward
- Digital Equity Liaison to the New Hampshire Society for Technology in Education board of directors
- Chair, CRA and digital equity teams, economic development workgroup, the Endowment for Health's Race & Equity initiative
- Member, State Education Technology Directors Association
- Member, Schools, Hospitals and Libraries Broadband Coalition
- Member, National Digital Inclusion Alliance
- Past Co-Chair, Association of Teacher Educators' presidential task force on providing resources for professional growth in the digital age
- Past Chair, Association of Teacher Educators' national commission on technology and the future of teacher education

## References

- Kim Carter, executive director, QED Foundation, [kcarter@qedfoundation.org](mailto:kcarter@qedfoundation.org), (603) 554-7511.
- Dr. Mary Ford, (interim dean of education) graduate certification administrator, Southern New Hampshire University, [m.ford3@snhu.edu](mailto:m.ford3@snhu.edu), 603-722-5775.
- Dr. Paul Resta, Ruth Knight Millikan Centennial Professorship in Learning Technology, University of Texas at Austin, [resta@mail.utexas.edu](mailto:resta@mail.utexas.edu), 512-422-2952.
- Dr. Irv Richardson, coordinator, Public Education and School Support, New Hampshire NEA. [irichardson@nhnea.org](mailto:irichardson@nhnea.org), 603-562-5328 (mobile) or 603-224-7751 (work).

# CAROL MILLER

Related work in the Telecom/Broadband field, policy advisor, and local advocacy.

## EXPERIENCE

### **DIRECTOR OF BROADBAND INITIATIVES**

NATIONAL COLLABORATIVE FOR DIGITAL EQUITY

***Dates Employed Dec 2020 – Present***

***Employment Duration 3 mos***

Starting January 1, 2021. Working with Broadband Initiatives to provide resources to struggling communities by creating strategies, mapping, planning and investment partners to secure the fiber infrastructure of the future at affordable rates to catapult the next generation of economies.

### **DIRECTOR OF BROADBAND TECHNOLOGY**

State of New Hampshire – Department of Business and Economic Affairs

***Dates Employed Nov 2009 – Dec 2020***

***Employment Duration 11 yrs 2 mos***

Worked extensively with UNH, Granite, Department of Safety, The Public Utilities Commission, Department of Education, Department of Transportation, NH Public TV, and the NH National Guard on broadband wired and wireless projects. Her affiliations and state-wide networking skills allowed the Division of Economic Development to focus on broadband and its economic benefits to the State of NH for the past 11 years. I have worked with communities and organizations around the state, and legislators helping them to make decisions and develop policies while setting goals and objective strategies to improve their digital access and attract high capacity infrastructure.

### **VICE PRESIDENT**

NCIA

***Dates Employed 1995 – 2009***

***Employment Duration 14 yrs***

***Location Berlin NH***

A native of the North Country. Born in Berlin and a resident of Gorham, my career covers a wide range of technologies. Co-owner and founder of NCIA with husband Jeff Schall. As an entrepreneur we built an internet service business in the underserved North Country deploying changing technologies from dial-up, dsl, and wireless high-speed service across the northern 3 counties. I managed the internet business and established and grew a retail network and computer center.

### **ON-AIR JOCK**

AM-1230 WMOU

***Dates Employed 1990 – 2006***

***Employment Duration 16 yrs***

***Location Berlin NH***

Worked on-air part-time featuring a Jazz and Big Band Show

## EDUCATION

**WMCC**

Field Of Study: Business Management and Accounting

Dates attended and graduation 1987 – 1992

Activities and Societies: President of Honor Society, PHI BETTA CAPP

**ON GOING AND PAST ACTIVITIES**

I currently serve on the several boards and committees including the Coos County Economic Development Corporation, the NH Statewide Interoperability Executive Committee, the Transportation Council, the New Hampshire Tech Alliance Workforce Development Committee, and the New Hampshire School Connectivity Initiative, and a presenter/facilitator for the National Collaborative for Digital Equity for the last few years.

## **Bonnie Bracey-Sutton | Curriculum Vitae**

### **Teaching Experience (most years in Arlington)**

#### **Elementary School Teacher**

Arlington Public Schools, Arlington, Va.

Langston Elementary School Arlington, various grades, 3, 4, 5 ( Black School)

DODDS Schools,

Baumholder, Germany 2 years ,Grade 3

#### **District of Columbia Schools, ( Black School)**

Anthony Bowen Elementary, Grade 3

Drew Model School , Arlington

Elementary Team Leader , Grades 3-4 for 4 years

Long Branch Elementary School, Arlington

Gifted and Talented Coordinator Grades 5,6

#### **Team Teaching**

Ashlawn Elementary School , Arlington

4 years

Gifted and Talented Teacher and Coordinator, Grades 5-6

**After School and CTE**

Arlington Career Center

Career Center Television Teacher

Coordinator, County After School and Saturday Program

**This is a summation of my classroom work. I was certified in Gifted and Talented , a Science Coordinator and an IT School Coordinator in Arlington Schools. I worked in Arlington for 30 years.**

**Certified Outdoor Science Educator for the Outdoor Lab.**

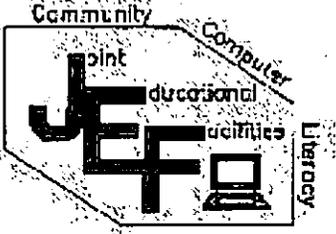
The years for each school and program are here.

<https://www.linkedin.com/in/bonniebraceysutton/>

Current Job STEM

Contractor: Spring Hill Elementary School through

<http://www.madscience.org/> ( DC location

	<p><b>Joint Educational Facilities, Inc.</b> <a href="http://www.jef.org">www.jef.org</a> Joint Educational Facilities, Inc. (JEF) is an all volunteer non-profit community-based K-12 organization that works primarily with junior and senior high school ...</p>
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**2012-2016 Volunteer Teacher Facilitator**

Volunteer teacher <http://www.jef.org/>

I participated with this group toward getting students to Supercomputing for ten years. We were able to get a small NSF Grant. We also had a grant for \$93,000 from the US Russian Embassy but the director refused the money. That grant has been rewritten, but I no longer work with them.

SHODOR

I have participated in the NCSI outreach. For ten years we worked with them. When education at SC made it mandatory that one be a Computer Science Teacher I discontinued.

National Computational Science Institute Workshops for Faculty

**SWANA Southwest Neighborhood volunteer (teacher)**

James Creek Housing Facility

Computer Teacher with Jenelle Leonard

2016-17

**Greenleaf Gardens Housing Project(SW), Washington ,DC**

Workshop STEM Program Coordinator

**Ongoing Professional Development**

Earthwatch Advisory Board and participation

Two Projects -

Prehistoric Man of Majorca

Caribbean Mongoose

**NASA Langley**

After School Universe <https://universe.nasa.gov/au/curriculum.html>

**Ongoing Learning**

<http://circlcenter.org/>

Other participation:

<http://circlcenter.org/meet-bonnie-bracey-sutton/>

I continue to learn in this community.

<http://circlcenter.org/> previous

**Cilt**

[https://web.stanford.edu/~roypea/RoyPDF%20folder/A112 Pea Hay CILT DVI 2003.pdf](https://web.stanford.edu/~roypea/RoyPDF%20folder/A112%20Pea%20Hay%20CILT%20DVI%202003.pdf)

<https://community.esri.com/community/education>

TG3 ESRI Workshop , Redlands California

2014

TG3 ESRI Initiative

2017 Online Institute

I am a mentor, educator and GIS trained facilitator for ESRI, member of GEONET

## **Online Collaborations**

Urban Tech Fair (I am a facilitator) Facebook

<https://www.facebook.com/UrbanTechFair>

Scoop.it

<https://www.scoop.it/u/bonnie-bracey-sutton>

Digital Equity Network <https://www.facebook.com/groups/48769444884/10155237362744885/?>

[notif t=like&notif id=1490398532232283](https://www.facebook.com/groups/48769444884/10155237362744885/?notif_t=like&notif_id=1490398532232283)

I work with Dr. Paula Resta and Dr. Robert McLaughlin for the National Collaborative for Digital Equity. We have had several National meetings, and have just been initially funded by Capitol One to further our work. We have had several symposiums.

✍ The National Collaborative for Digital Equity ([www.digitalequity.us](http://www.digitalequity.us))

I curate in the Declara Space for this group

### **Education**

Bachelor of Science , Virginia State College HBCU

Master's Degree, Virginia State College- Education

### **Some Independent Coursework**

**NASA Challenger Center National Faculty training (1990)**

**Fairfax Audubon Society** , Ecology Course, Greenwich Conn. 1991

**NASA Newest Training Langley 1991**, space science education

**National Geographic Society** Training for Freshwater Initiative 1992, Owens Valley,national initiative

**Virginia Power Award** , Course on Energy Education award Virginia Association of Science Teachers

**Howard University** ,

Black Studies Integration Facilitation Project and Course

1994 -1995 12 hours

**Chico State College**, Dr. Jerry Williams, July 92, two courses on the geography of Water.

National Geographic Special Initiative , Workshop on Water

**National Gallery of Art**, Digital Media Technology Course

1993 , **Digital Story Telling and Media Creation**

**University of Oklahoma**, through NASA Langley, Space Science Education 35 hours

36 hours in Aerospace ( NASA related courses from University of Oklahoma)and a Science Education and Technology stint at Marymount University, STEM

**CoSEE** Courses for Ocean Education 20 hours.

CoSEE online courses for educators

, <http://www.cosee.net/>

Oceanography

University of California, San Diego

Field Study, **Earthwatch**,

Prehistoric Man of Majorca,

Deia , Majorca, Spain

US Technology Initiative, **NASA**

University of Hawaii, Hilo 1992 Challenger Center Course

, Aerospace

**CS4HS Computational Workshop** (UMBC August 2013)

Computer Science Training

**TG3 Initiative Teacher Training**

ESRI 2013, Redlands, CA

TG3 2017 Training ( Online)

TG3 Initiative <https://geonet.esri.com/people/BBSutton/blog/2017/05/19/learning-tg3and-more>

SIGNIFICANT Publication

Publication for the United Nations

**Harnessing the potential of ICT for education: a multi-stakeholder approach(Link)** United Nations ICT Task Force (Google eBook)

June 2005

Harnessing the potential of ICT for education: a multi-stakeholder approach : proceedings from the Dublin Global Forum of the United Nations ICT Task Force  
Bonnie Bracey, Terry Culver, United Nations ICT Task Force

21st Century Teacher Leader , Initial Appointment 4 years

George Lucas Educational Foundation- Advisory Board ( 10 years)

Discovery Advisory Board 6 years

Road Ahead Program - Microsoft 2 year

Power of US Foundation , Advisory

### **Honors & Awards**

#### **Hayes -Fulbright Seminar/ India**

22 cities and cultural/geography study 1986

#### **National Geographic Summer Institute 1987 stipend**

and courses

32 hours in Geography through the National Geographic Society and GW University,  
NCGE

#### **Campbell Soup National Teacher Award 1989**

#### **PAEMST April 1990 Presidential Award for Science Teaching**

PAEMST, April 1990, Award for outstanding work in Science Education

#### **Environmental Science Grant 1990**

Earth Science, Virginia Tech

UVA, Summer Physics Teaching Assistant

NSF Grant / Grace Beck ESS Units( NSF award)

**Christa McAuliffe Educator,**

National Foundation for the Improvement of Education,

NEA-NFIE

Christa McAuliffe Educator 1992, National Foundation for the Improvement of Education, NEA

\$25,000 prize, Topic Diversity in Education , we did workshops for NEA teachers around the county and we did a summer institute at Stanford selecting 25 teachers to learn with us and share the use of technology.

National Training with NEA, NFIE , Dr. Seymour Papert, Dr. Chris Dede and George Soros, a year of training and then workshops and a major workshop that we coordinated at Stanford University 1992

**Geography Teacher of the Year 1993 ( Virginia) State Award**

VGA-NCGE

Astrophysics at Berkeley( NSTA) Grant

Astrophysics Workshop

Summer 1993

Appointment to the National Information Infrastructure Advisory Council, by President Clinton.

(Under the direction of Vice President Gore and Ron Brown Dept. of Commerce)

Appointment t 1993

**Online Internet Institute NSF Grant Funding 1995**

[https://www.nsf.gov/awardsearch/showAward?AWD\\_ID=95542](https://www.nsf.gov/awardsearch/showAward?AWD_ID=95542)

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Ferdi Serim [ferdi@tigger.iunc.net](mailto:ferdi@tigger.iunc.net) (Principal Investigator)

Bonnie Bracey (Co-Principal Investigator)

### **White House CyberED Initiative**

Lead Teacher , 18-Wheel Big Rig

Technological Training To Nation's Neediest Schools

<http://www.ustc.org/news/pr/archive/cybered.html>

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**Advanced Practitioner, US-Russia Social Expertise Exchange Education & Youth**  
Eurasian Foundation, February 2013

Travel to Russia

Involvement 2013-2014

Encouraging cross-cultural understanding among US and Russian youth; preparing young people of both countries to work collaboratively to solve or prevent global problems via student-centered methods such as education

Video

<http://www.youtube.com/watch?v=ojo9M1cPSPI&feature=youtu.be>

**Autodesk University 2014-16**

Autodesk Education Council

Providing valuable insight into the alignment process for Core subject matter curriculum, classroom technologies and teaching methodologies. One of 16 educators chosen from around the world, including Russia, New Zealand, India, UAE, Brazil, Canada and Mexico.

Autodesk

University <http://au.autodesk.com/>

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Digital Equity Chair, ISTE NECC 2007

ISTE SIG Digital Equity Chair 1997- 2003

Featured in the LA TIMES [http://articles.latimes.com/1996-08-14/local/me-34186\\_1\\_computer-experts](http://articles.latimes.com/1996-08-14/local/me-34186_1_computer-experts)

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Honored by the Annenberg School for Communications as one of the 50 most influential women on the net as a pioneering educator. [http://olj.usc.edu/indexf.htm?/sections/features/98\\_stories/stories\\_whotoknow\\_women.htm](http://olj.usc.edu/indexf.htm?/sections/features/98_stories/stories_whotoknow_women.htm)

Online Journalism Review, One of the San Francisco Women on the Web  
Top 25 Women on the Net 2001

**SITE AACE**

**Outstanding Service in Digital**

**Equity** <http://site.aace.org/index.cfm/fuseaction/Page.OSDEAward>

The third Outstanding Service to Digital Equity Award was presented in 2004 to Bonnie Bracey, USA, for her work as a change agent and reformer within the US and abroad, including her collaboration with GLEF: the George Lucas Educational Foundation. <http://glef.org/foundation/speakersbios.php#bonnie>

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## **Education**

Bachelor of Science , Virginia State College HBCU

Master's Degree, Virginia State College- Education

## **Some Independent Coursework**

**NASA Challenger Center National Faculty training (1990)**

**Fairfax Audubon Society , Ecology Course, Greenwich Conn. 1991**

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**Howard University ,**

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36 hours in Aerospace ( NASA related courses from University of Oklahoma)and a Science Education and Technology stint at Marymount University, STEM

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CoSEE online courses for educators

, <http://www.cosee.net/>

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Oceanography

University of California, San Diego

Field Study, **Earthwatch**,

Prehistoric Man of Majorca,

Deia , Majorca, Spain

US Technology Initiative, **NASA**

University of Hawaii, Hilo 1992 Challenger Center Course

,Aerospace

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TG3 Initiative <https://geonet.esri.com/people/BSutton/blog/2017/05/19/learning-tg3and-more>

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21st Century Teacher Leader , Initial Appointment 4 years

George Lucas Educational Foundation- Advisory Board ( 10 years)

Discovery Advisory Board 6 years

Road Ahead Program - Microsoft 2 years

Wired Safety Educational Director-current

Power of US Foundation , Advisory/ blog

# Kevin Witting

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<b>Experience</b>	2004 – 2012	Time Wise Management Systems	Celebration, FL
		<b>Web Developer/Manager</b>	
		<ul style="list-style-type: none"><li>▪ Created and maintained all company websites and portals</li><li>▪ Responsible for all content development and Internet marketing</li><li>▪ Developed and supported Web applications: SupplyPoint© and Sustainment Manager©</li><li>▪ Developed and supported eLearning courses for manufacturing and the Mobile Outreach Skill Training© (M.O.S.T.©) program</li></ul>	
	2015 – present	myEZreg, LLC	Alpharetta, GA
		<b>IT Consultant/Support</b>	
		<ul style="list-style-type: none"><li>▪ Maintains client and myEZreg websites</li><li>▪ Support clients and their customers in their registration processes via phone/email/text</li><li>▪ Support client websites</li></ul>	
	2012 – present	Callidus Marketing, LLC	Athens, GA
		<b>Co-owner</b>	
		<ul style="list-style-type: none"><li>▪ Creates and maintains client websites</li><li>▪ Develops and maintains Internet marketing strategies</li><li>▪ Responsible for both user interface and database programming</li></ul>	
	2021 – present	National Collaborative for Digital Equity	Weare, NH
		<b>Director of Web Services</b>	
		<ul style="list-style-type: none"><li>▪ Creates and maintains NCDE websites</li><li>▪ Develop new Web portals for NCDE programs</li></ul>	
<b>Education</b>	1998–2003	Central Michigan University	Mt. Pleasant, MI
		<ul style="list-style-type: none"><li>▪ B.S., computer science</li><li>▪ Recipient of the Bastow/Anderson scholarship</li></ul>	
<b>Software/OS</b>		Microsoft Office, Microsoft Windows, Windows Server, MacOS, Linux/Apache, UNIX, iOS, iPadOS, cPanel, Plesk, and WordPress	
<b>Programming Languages</b>		HTML 5, CSS 3, JavaScript, JQuery, PHP, MySQL, ASP.NET, C, C++, Fortran, COBOL	

### **Objective**

Continue to provide high-quality guidance, support, and technical assistance including professional development and training in the field of education that will lead to improved and effective program implementation, management, and impact, ultimately resulting in high quality performance, productivity and achievement.

### **Education**

M.A. New York University, New York, NY

B.A. Huston-Tillotson University, Austin, TX

### **Other Education and Professional Development**

- Senior Leadership Programs, Washington, D. C.
- Educational Policy and Leadership Programs,
- Georgia State University, Atlanta, GA,
- Trinity College, Washington, D. C.,
- Bankstreet College of Education, New York, NY,
- Post Graduate Study: George Washington University, Washington, DC
- Post Graduate Study: Texas Southern University, Houston, TX
- College of the Mainland, Texas City, TX

### **Experience**

#### **K-12 Software Curriculum Editor (May 2021-Present) 7Mindsets, Atlanta, Georgia**

Review and edit social and emotional learning digital curriculum (lesson plans and activities) before publication.

#### **Technology Instructor/Trainer (January 2021-April 2021) Victory Women of Vision, Manchester, NH**

Developed and delivered a 12-week (24-hour) technology-based course curriculum in a virtual environment for 24 immigrant learners ranging from middle school to working adults.

#### **On-Call Senior Educational Consultant (2019 - Present) – ICF International**

Advise and provide guidance and technical assistance related to National, State, and Local K-12 solutions.

#### **Adjunct Faculty (2018 – Present) – Baltimore City Community College, Baltimore, Maryland**

Responsible for, but not limited to, Teaching Computer Literacy Training courses.

#### **Educational Consultant and Advisor (June 2018 – Present) – GenYES, Tacoma, WA**

Provide onsite technical assistance and support to 10 Prince Georges County Public Schools implementing the GenYes program through a grant provided by Capital One Bank – Community Recovery Act (CRA) for digital equity in low-income communities.

**Peer Reviewer and Panel Moderator (2017-Present) -U.S. Department of Education**

Served as Moderator for Promised Neighborhoods competitive grants and Peer Reviewer for Full Service Community Schools and American History, Civics National Activities Grant Programs, Teacher Quality, School Support Services and Office of Indian Education -Accessing Choices in Education and the D. C. Office of the Mayor – Mayor’s Office on African American Affairs, Peer reviewers thoroughly review approximately 8-10 grant applications and provide written comments and scores utilizing a technical review scoring rubric. Panel moderators review comments and scores to ensure that they are aligned with the panel discussions and the scores provided by peer reviewers. In addition, panel moderators review comments for spelling and grammatical errors as well as check-for comments that display personal bias or utilize inflammatory or derogatory language.

**Adjunct Faculty (2007 – Present) – Bowie State University, Bowie Maryland**

Teach Curriculum and Technology Course. Assist, as needed, with the Master of Arts program - preparing teacher candidates to integrate technology into instruction in K-12 classrooms. Assist in creating a sequence of courses leading to a Certificate of Advanced Studies in Educational Technology.

**Educational Consultant (April 2015 – December 2015) – ACHIEVE3000, Lakewood, New Jersey**

Advised and provided guidance and technical assistance related to K-12 customer relations. Achieve3000 creates custom curriculum with lessons aligned to textbooks, scope and sequence, or pacing guides. Students work through standards-aligned lessons, develop reading strategies while also building content-area knowledge and vocabulary in science, social studies, and other content areas.

**Computer/Technology Instructor (September 2015 – Present) Southwest Neighborhood Assembly/Youth Activities Task Force, Washington, D. C.**

**Director, Office of School Support and Rural Programs (April 2005-December 2014) - Office of Elementary and Secondary Education, U. S. Department of Education, Washington, DC**

Responsibilities included providing financial assistance for educational technology, comprehensive education centers, equity technical assistance centers, rural education programs, and comprehensive reform to state and local educational agencies. This included administering grants, providing technical assistance and support to grantees and the public. Also, provided advice to senior management on the formulation of policy, program management and administration, and all issues relevant to the program implementation and oversight.

Additionally, served as the Secretary’s Coordinator for Outlying Areas which included Outlying Areas (Guam, American Samoa, Northern Mariana Islands, and Virgin Islands) and Territories and Freely

Associated States to include Federated States of Micronesia (Kosrae, Chuuk, Yap, Pohnpei) Marshall Islands, and the Republic of Palau.

**Acting Director for the Office of Indian Education (July 2009 - September 2011) - Office of Elementary and Secondary Education, U. S. Department of Education, Washington, DC**

Responsibilities included administering grants, providing technical assistance and support to grantees and the public. Also, provided advice to senior management on the formulation of policy, program management and administration, and all issues relevant to the program implementation and oversight. Coordinated Tribal Consultation Meetings, Implemented Annual Federal Technical Assistance Day, and served as Designated Federal Official for the President's National Advisory Council on Indian Education.

**Group Leader for Technology, Rural, and Flexibility Group (May 2003 – April 2005) - Office of Elementary and Secondary Education, U. S. Department of Education, Washington, DC**

Primary responsibilities were to supervise staff assigned to the group, and coordinate, manage, administer and oversee 11 different federal grant programs, which included the state technology formula grants, and the Rural Education Achievement Program. Additionally, led the development and implementation of specific performance standards for educational programs. Awarded grants to over 5000 recipients annually.

**Manager/Team Leader for the State Technology Grants Program (December 2002-May 2003) - Office of Elementary and Secondary Education, U. S. Department of Education, Washington, DC**

Primary responsibility included implementation and management of the \$450 million State Technology Formula Grant Program. Also served as an agency expert and authoritative technology consultant, and provided leadership and guidance within Department of Education as well as to State, and local organizations, institutions of higher learning, and agencies.

**Manager/Team Leader of the Technology Innovation Challenge Grant Program (TICG) (September 1998- December 2002) - U. S. Department of Education, Washington, DC**

Managed the TICG multimillion dollar discretionary Program, which included developing national guideline materials and policies, reviewing and issuing grants, program monitoring, and program evaluation. Also served as an agency expert and authoritative technology consultant, and provided leadership and guidance within Department of Education as well as to State, and local organizations, institutions, and agencies.

**Summary of Job Experiences Jobs 1967-1998**

- K-20 Expert Consultant, U. S. Department of Education, Office of Educational Technology, Washington, DC
- Supervisor of Instructional Technology, Prince William County Public Schools, Manassas, VA

- Program Manager, Training and Skills Enhancement, BDM International, Inc., McLean, VA
- Senior Director, Technology Services Division of Technology Applications Department of the Texas Education Agency, Austin, TX
- Associate Superintendent for Information Systems and Educational Technology Services, District of Columbia Public Schools
- Administrator and Program Director, District of Columbia Public Schools
- Microcomputer Consultant, Region IV Education Service Center - Houston, TX
- Educational Consultant - BDM International, Inc., Educational Technologies McLean, VA 22102
- Contributing Editor - Electronic Learning Magazine - New York, New York
- Computer Education Consultant - American Institutes for Research, Washington, D.C.
- Adjunct Instructor, Trinity College, Washington, DC, University of Virginia, Charlottesville, VA,
- Houston Community College, Houston, TX,
- Full-time Professor, Northern Virginia Community College, Alexandria, VA
- Full-time Professor, College of the Mainland, Texas City, TX
- Full-time Professor, Hunter College, New York, NY
- Full-time Instructor, Chase Manhattan Bank, New York, NY
- Supervisor of Job Development, Career Development Center, Dallas TX
- Resident Advisor-In-Charge-McKinney Job Corps Center, McKinney, TX

#### **Experience, Knowledge and Skills**

- Nationally recognized expert on educational program or issues related to administrative, instructional and adaptive technology, k-20 software and hardware, technical assistance, rural education, Indian Education, Equity assistance programs, consolidated grant programs, Outlying Areas and Territories and Freely Associated States.
- Demonstrated knowledge of legislation, regulations, and administration priorities for Federal programs including the Office of Indian Education programs.
- Demonstrated experience in understanding and applying knowledge of Federal programs, including statutes, regulations, and policies; demonstrated understanding of program evaluation, and examination of program data for performance, compliance, reporting and areas for improvement relative to legislative goals and grant requirements and funding priorities.
- Expert in providing guidance to federal, state, or local education officials in planning, developing and carrying out education programs and initiatives.
- Expert consultant and advisor to senior level federal, state or local officials, and those of other countries, on education issues, plans, trends, priorities and programs.
- Experienced and knowledgeable of grant development, contract requirements, and the evaluation of proposals as well as developing education program guidelines and regulations.

- Extensive understanding of the principles and practices of the work and expected outcomes of education programs and grants.
- Extensive knowledge of Federal Discretionary grants/cooperative agreements/ Formula grants /contracts and program.
- Technical Assistance-
  - Working with sensitive projects and assisted grantees in obtaining results while complying with established regulations or policies;
  - Providing training and technical assistance to grantees on ways to improve the management, conduct, and impact of projects;
  - Providing advisory, consulting and technical assistance on issues and programs to Federal, State, local or higher education officials and agencies.
- Demonstrated experience and knowledge of effectively and innovatively using management, telecommunications, administrative and instructional technology.
- Demonstrated experience in establishing and maintaining relationships with customers; identifying customer needs and expectations; applying technical knowledge and capabilities to ensure the necessary resources and services are available to meet customers' needs; devising workable options to respond to and resolve issues; working effectively with diverse customers.

#### **Accomplishments (Partial list)**

- Development and execution of professional development training programs, in-services, and hands-on workshops for educators at all levels.
- Featured in 2 commercial Professional Development tapes on Curriculum Integration and Teacher Training.
- Produced 8 thirty-minute professional development videotape segments on Curriculum Integration for Virginia State. Department of Education
- Featured in Electronic Learning, April 1992, Volume 11, No 7, *Portrait of a Staff Development Program*.

#### **Publications (Partial list)**

- Journal of Texas Public Education, Volume 1, Spring 1993, *Texas Statewide Technology Initiative*, pp. 45-58, Texas Association Of School Boards.
- Update, Newsletter of the International Society for Technology in Education, Volume 3 Number 1, September 1990, *Expanding the Technology in our Schools*, pp. 3-4.
- Electronic Learning, October 1989, Volume 9, No 2, *How to Take Advantage of Aging Technology*, pp. 52.
- Electronic Learning, March 1988, *Spinnaker Integrates Three Programs*, pp. 44-45.
- Electronic Learning, January 1988, *Software to Help Students Prepare for Taking SATs*, pp. 53-54.

- Electronic Learning, October 1987, *200 Basic Skills You Can Bank On*, pp. 69-70.

# FRANK J. DEVITO

## SUMMARY

Experienced Latinx education leader committed to education innovation for social equity. Expertise includes innovative school and curriculum design, education research, project-based learning and authentic performance assessments, integrated education systems and interventions that best serve English Learners and students with disabilities, transformative leadership, talent development, system change and management, continuous improvement, design thinking, restorative justice and positive school culture, community engagement and partnerships, grant writing, fundraising, development, and marketing.

## EDUCATION

**BOSTON UNIVERSITY**, Boston, MA 1994 - 1999  
Doctoral Studies in Developmental Education: Administration, Literacy, and Policy  
Title VII Fellowship Recipient

**BOSTON COLLEGE**, Chestnut Hill, MA 1989 - 1991  
Master of Education: Critical Learning Theory and Hermeneutics

**GREGORIAN UNIVERSITY**, Rome, Italy 1987 - 1989  
Master of Theology (Candidate for Roman Catholic Priesthood)  
Recipient of Full Scholarship from the Archdiocese of Boston

**SAINT JOHN'S SEMINARY COLLEGE**, Brighton, MA, 1983 - 1987  
Bachelor of Liberal Arts  
Double Major: Philosophy and Social Sciences  
Graduated Magna Cum Laude

## PROFESSIONAL EXPERIENCE

**EQUITY LAB**, Lynn, MA May 2021- Present  
*Co-Founder / Chief Executive Officer*

- Co-created the vision and educational model for Equity Lab that is based upon a unique integration of five research-based practices to advance design thinking for social equity: (1) Project-based Learning; (2) Community-based Learning; (3) Social Emotional Learning; (4) Inclusive Learning; and (5) Creative Learning
- Develop and monitor equitable and efficient financial systems to support Equity Lab's mission and scope of work
- Oversee the branding, marketing, and development of Equity Lab in order to expand diverse funding streams (grants, corporate giving, individual donors, and fee-for-service)
- Recruit, train, and retain highly qualified staff by creating a compassionate and accountable culture grounded in collaborative and equitable organizational practices committed to continuous improvement
- Serve as the lead facilitator in working with schools, districts, community organizations, and higher education /post-secondary institutions in piloting and scaling Equity Lab' education model.

**FRANK J. DEVITO: AUTHOR AND SPEAKER**, Lynn, MA March 2020 - Present  
*Author / Speaker*

Frank J. DeVito is the author of "Love Beyond the Vatican: A Memoir" that was published in March of 2021.

Frank is a former seminarian who studied for six years to be a Roman Catholic priest. He then entered the field of public education where he co-founded innovative high school programs in Chelsea, Massachusetts. For over twenty-five years, he has served as an advocate for educational equity where he has worked with schools and districts across the country to improve educational opportunities, especially for students and families of color in under-resourced communities. He is the Co-Founder and CEO of Equity Lab.

In 2008, after the premature birth of his three children, and the death of his daughter, he turned to writing as a sacred practice to deal with his heart's devastation. Writing is now his ultimate passion, and he is excited to be an author in the second act of his life.

Frank was born in Boston and is proud of his Latinx heritage. He lives in Lynn, Massachusetts, with his sons Francesco and Leonardo.

**EQUITY LAB CHARTER SCHOOLS, Lynn, MA**

March 2017- April 2021

*Co-Founder / Executive Director*

- Oversaw the planning, staff hiring, and onboarding strategy for Equity Lab Charter School
- Facilitated change management and continuous improvement processes
- Coordinated the development and refinement of Equity Lab's educational model
- Oversaw the development, revision, and submission of Equity Lab's Commonwealth Charter School Prospectus and Application to the Massachusetts Department of Elementary and Secondary Education
- Participated in NewSchools Venture Fund's Invent cohort (community of practice) to learn best practices around charter school planning and launch
- Led development and fundraising efforts to support the replication and scale of Equity Lab's educational model.

**EDUCATION DEVELOPMENT CENTER, Waltham, MA**

April 2014- March 2019

*Senior Technical Assistance Associate / School and District Innovation Specialist*

- Served on the National Center on Scaling-Up Effective Schools (NSCU) team to support school systems to incubate innovative practices, manage change, and adapt practices for replication throughout schools and districts in Fort Worth, Texas and Broward County, Florida
- Provided onsite and virtual support to schools and districts in the continuous improvement process of Plan, Do, Study, Act (PDSA)
- Planned and facilitated School Innovation and Design Team (SIDT) meetings and District Innovation and Design Team (DIDT) meetings to support the incubation, sustaining, and scaling of effective practices.
- Served on the Nellie Mae District Level Systems Change (DLSC) team, responsible for supporting DLSC districts in building a culture of continuous improvement, systems change, and a culture of high results across high need schools and districts in New England

**FENIX CENTER FOR INNOVATIVE SCHOOLS, Lynn, MA**

July 2007- March 2014

*Founder / Chief Executive Officer / School and District Innovation Specialist*

- Founded a non-profit education agency committed to collaborating with families, educators, and community partners to design and sustain innovative and high performing Pre-K to 12 schools and community-based youth and adult education programs

- Provide onsite technical assistance to school and districts to institute Professional Learning Communities (PLCs) to implement and sustain innovative school practices
- Provide school-based coaching and professional development to urban public and private schools in the following areas: district/network/school improvement planning, school redesign projects, leadership development, family/community partnerships, backward design and unit/lesson planning, curriculum mapping, differentiated instruction, best practices for English Learners, accelerated literacy and math instruction, and teaming practices (looking at student and teacher work)
- Conduct district and school reviews in collaboration with the Massachusetts Department of Elementary and Secondary Education to support comprehensive or targeted improvements and to create a data warehouse of best instructional and leadership practices
- Provide national and international networking support to schools to share best practices or problem-solve issues around student learning and achievement
- Support new school design projects (public charter schools): drafting charter application, design team and board recruitment and training, curriculum development, leadership recruitment and training, and budget and facilities management

**LA VIDA, Lynn, MA**

March - June 2011

*Interim Executive Director*

- Provided strategic leadership to a youth and adult education center to improve the college and career readiness of Latino students
- Created a work environment that was compassionate, collaborative, equitable, mission-driven, fun, high-performing, and supported the personal and professional learning of staff
- Assessed the effectiveness of existing programs and developed assessment systems that could track impact.
- Researched and explored new and innovative program models to improve higher education and career readiness for diverse learners
- Contributed in making La Vida a trusted household name in the community of Lynn and cultivated partnerships with families, Lynn schools (public and private), colleges/universities, government offices, and community agencies
- Expanded and diversified funding streams through foundation grants, corporate sponsors, federal and state contracts, and fundraising activities. Minimized and eliminated costs to students and families. Instituted budget management practices that were efficient, transparent, and supported La Vida's mission
- Ensured that the physical space was aesthetically pleasing, clean, functional, and honored students and their families. Maintained and updated technology systems

**CENTER FOR COLLABORATIVE EDUCATION, Boston, MA,**

September 1999 - June 2007

*Director of Turning Points / School and District Innovation Specialist*

- Oversaw a national network of 55 middle schools in diverse and underserved communities in New England, New York, New Jersey, Illinois, and California (Los Angeles) that had adopted the Turning Points model for adolescent learning and development
- Collaborated with school and district staffs to implement whole-school reform based upon the principles and practices of Turning Points (a research model for effective middle schooling and the Pilot School model (an education model that advances autonomy in governance, budgeting, curriculum, and teaching)
- Directed development and implementation of best math and literacy models for the middle grades
- Provided coaching and professional development in the areas of educational equity, school leadership, teaming, literacy, curriculum mapping, second-language learning, effective partnerships with parents/communities, and best teaching/assessment practices

- Worked with district and school administrators to develop and implement school improvement and district strategic plans.

**CHELSEA HIGH SCHOOL, Chelsea, MA**

September 1991- August 1999

*Teacher / Headmaster*

- Co-founded Bridge School, first "school within a school" in Chelsea that combined a project based curriculum with integrated courses
- Facilitated staff meetings dealing with curricular planning, student support services, and school policy
- Developed and taught interdisciplinary courses in American Studies and Humanities that integrated Language Arts and Social Sciences
- Piloted and co taught an Environmental Studies course that combined Biology, Chemistry, and Social Science
- Infused into the city curriculum thematic units and projects that helped students understand their community and personal histories. Students coordinated: a voter registration project targeting minorities; an election forum where candidates for the 1994 Chelsea city wide elections responded to questions from the community and discussed their campaign pledges; a health fair in conjunction with Massachusetts General Hospital that educated the community about immunization schedules and preventative medicine
- Collaborated with School to Work coordinator to develop curricular ties between work--based learning and school based learning
- Organized teams of students to participate in the annual Mock Trial Competition, a program sponsored by the Massachusetts Bar Association that teaches students about the judicial system
- Coordinated the Model United Nations Program, utilizing simulations to teach students about the United Nations and pressing global issues
- Collaborated with school business and grant managers to finance courses and projects
- Established a Teacher Mentoring program that provided a support network for new teachers
- Founded the Pathway program, a competency-based curriculum, that helped students who had dropped out of high school to earn diplomas as part of the Next Century Schools initiative
- Participated in restructuring of Chelsea High School to create "schools within a school" based upon the success of the Pathway model
- Coordinated mentoring program for Pathway students
- Directed Academy of Educators program, designed to introduce students to careers in education, bioscience, medicine, and law

**GREAT EXPECTATIONS, CHELSEA HIGH SCHOOL, Chelsea, MA**

Summer 1999

*Teacher / Director*

- Directed an orientation program for incoming freshmen that combined a theater arts and
- Science program with cultural trips to Boston and local colleges

**DEVITA, CHELSEA HIGH SCHOOL, Chelsea, MA** Summers 1994 - 98

*Teacher / Director*

- Co-authored grant proposal outlining program that would introduce students to computer technologies and biosciences through applied environmental projects in Chelsea and the surrounding communities.
- Coordinated curricula implementation and budgeting process.

**UPWARD BOUND, ENDICOTT COLLEGE, Beverly, MA**

Summer 1993

*Teacher / Advisor*

- Conducted college preparatory courses in Latin American History and U.S. History for Chelsea youths

**PATHWAY SUMMER PROGRAM, CHELSEA HIGH SCHOOL, Chelsea, MA, Summer 1992**  
*Teacher / Advisor*

- Directed Exploring Our National Parks program combining hiking expeditions to national parks with study of nature conservation

**LEARNING RESOURCE CENTER, BOSTON COLLEGE Chestnut Hill, MA 1990-1991** *Graduate Assistant / Academic Advisor*

- Devised and implemented study strategies for struggling and learning disabled student athletes
- Planned and conducted tutorial sessions in Humanities, Social Sciences, Languages

**UPWARD BOUND, BENTLEY COLLEGE Waltham, MA** Summers 1990 - 1991  
*Teacher / Advisor*

- Taught college preparatory courses in Philosophy and Sociology for Chelsea youths

## **PUBLICATIONS / PRESENTATIONS**

- Published "Love Beyond the Vatican: A Memoir" in March of 2021
- Developing a book on the need for new direction in school reform called: Beyond School Reform: A Practical Guide for Creating and Sustaining Innovative Schools
- Presented at the 2018 Carnegie Summit on Improvement in Education focused upon continuous improvement processes for schools and districts in Florida and Texas
- Presented strand clinics and workshops on continuous improvement and communication for the 2014, 2015, and 2016 National Center for Scaling Up Effective School Summer Institute
- Presented clinics on continuous improvement at the 2015 District Level System Change Institute, sponsored by Nellie Mae
- Presented strand seminars on effective teaching practices in a Turning Points schools at the 2003, 2004, and 2005 Turning Points National Summer Institutes
- Presented workshops on differentiated instruction, literacy, and second language learning at the New England Turning Points summer institutes, 2000-2002
- Presented workshop at 2002 National Urban Middle School Conference entitled, "Creating Powerful Thinkers, Readers, and Writers in Urban Schools"
- Co-authored and presented paper at 1996 NABE Conference (National Association for Bilingual Education), entitled, "School to Work: Implications for Bilingual/Bicultural Students," published by the Education Development Center
- Co-authored presentation on integrated courses and projects for the 1996 Coalition of Essential Schools Conference

## **SPECIAL SKILLS**

- Proficient in Spanish, Italian, and Brazilian Portuguese
- Education coaching and professional development in effective leadership and management, best teaching and assessment practices, adolescent and adult literacy, targeted interventions in Literacy and services to English Learners, family and community partnerships, school/district redesign, and project and competency-based learning
- Social entrepreneurship and equity-centered design
- Management, human resources, branding, marketing, development, and financial oversight
- Change Management
- Board recruitment and training
- Continuous Improvement
- Strategic Planning

- Grant writing

**CURRICULUM VITAE**  
**Pamela Colburn Harland, M.S., Ed.D.**

**Education**

Ed.D. Educational Leadership. Plymouth State University, Plymouth, NH. 2019.  
Dissertation: *An Investigation into the Leadership Behaviors of School Librarians: A Qualitative Study*  
Committee: Dr. Judi Moreillon, Dr. Linda Carrier, Dr. Carol Gordon, Dr. Marcel Lebrun

M.S. Library and Information Science. Drexel University, Philadelphia, PA. 1994.  
Honors: Beta Phi Mu, Graduate Assistantship, NHLA Scholarship.

B.A. English Literature. University of New Hampshire, Durham, NH. 1990.  
Honors: University Scholarship and Dean's List.

**Professional Certifications**

Library Media Specialist (0036), 2000 - current (NH)  
Digital Learning Specialist (0350), 2000 - current (NH)

CITI Program 2018-current:  
Conflicts of Interest  
IRB Members Basic/Refresher  
Social, Behavioral & Education Sciences Responsible Code of Research

**Professional Experience**

Faculty Program Coordinator: Library Media and Digital Learning Specialist, 2016 - current.  
Educational Leadership Unit, Plymouth State University, Plymouth, NH.

Graduate Teaching Lecturer, 2013 - 2016.  
Library Media and Digital Learning Specialist Programs, Plymouth State University,  
Plymouth, NH.

School Library Director, 2011 - 2016.  
Sanborn Regional School District, Kingston, NH.

School Librarian, 2006 - 2011.  
Plymouth Regional High School, Plymouth, NH.

School Librarian, 2000 - 2006.  
Hampton Academy, Hampton, NH.

Adult Services Librarian, 1999 -2000.  
Portsmouth Public Library, Portsmouth, NH.

Research Librarian, 1994 -1999.  
Federal Reserve Bank of Boston, Boston, MA.

Monographs Cataloging Librarian, 1992-1994.  
Hagerty Library, Drexel University, Philadelphia, PA.

## Courses Taught at Plymouth State University

### Doctoral/Advanced Degree Courses

Emerging Perspectives on Learning and Development (EP8000)  
Integrating Technology in Higher Education (HD7060)  
Leading Curriculum and Instruction to Transform Schools (HD7210)  
CAGS Capstone (EP 7850)

### Master's Courses

Leadership and Management (LM/CE5010)  
Cataloging and Curation (LM5020)  
Technology and Innovation (LM/CE5040)  
Practicum in Library Media (LM5210)  
Special Topics in Library Media: School Library Website Design (LM5500)  
ePortfolio Development and Assessment (CE5140)  
Special Topics in Digital Learning: OER's in Educational Technology (CE5560)  
Internship in Digital Learning (CE5960)  
Theories of Learning and Cognitive Development (ED5060)  
Graduate Capstone (ED6900)

## Publications

Forthcoming: Harland, P. (2022). Future forward: Librarians as leaders. In A. Church & C. A. Harvey (Eds.), *Title of Book TBD* (pp. pages). ABC-CLIO.

Harland, P., & Cellucci, A. (2021). Leadership. In J. Moreillon (Ed.), *Core Values in School Librarianship* (pp. 107-122). ABC-CLIO.

Harland, P. (2019). An investigation into the leadership behaviors of school librarians: A qualitative study. Plymouth State University, Doctoral Dissertation.  
<https://summit.plymouth.edu/handle/20.500.12774/331>

Harland, P. (2019). The OER Mix-Tape: School librarians using OER in instructional practice. *School Library Connection*.

Harland, P. (2018). Future forward: Why future ready leaders don't care about your circulation statistics. *School Library Connection*.

Harland, P. (2017). Future forward administration. *School Library Connection*.

Harland, P. (2017). Future forward collections. *School Library Connection*.

Harland, P. (2017). Future forward: Using evidence to bring your program into the future. *School Library Connection*.

Harland, P. (2016). Future forward: Librarians as leaders. *School Library Connection*.

Harland, P. (2016). Future forward: The evolving role of the school librarian. *School Library Connection*.

Harland, P. (2015). The competency-based school librarian. CompetencyWorks.org.

Harland, P. (2014). guest editor. "The learning spaces issue" *Knowledge Quest*.

Harland, P. (2011). *The Learning Commons: Seven Simple Steps to Transform Your Library*. Libraries Unlimited/ABC-CLIO.

Harland, P. (2011). Taking the lead: Towards a learning commons. *School Library Monthly*.

Harland, P. (2011). Toward a learning common: Where learners are central. *Teacher Librarian*.

### Conference Presentations/Papers

Harland, P., Morellion, J., & Cellucci A. (2021, October). *The Influence of Standards on School Administrators' Priorities for School Librarians*. Research Into Practice peer-reviewed strand. American Association of School Librarians Conference, Salt Lake City, UT.

Harland, P., Morellion, J., & Cellucci A. (2021, October). *Expand Your Capacity to Lead: Investigating Vulnerability, Confidence, and Collaboration in School Librarian Leadership*. American Association of School Librarians Conference, Salt Lake City, UT.

Harland, P. (2021, May). *Librarians as Leaders*. New Hampshire School Library Media Association Annual conference [virtual].

Harland, P., & Benedetti, C. (2021, April). *Building Interactivity in Dissertation in Practice Student Guides*. CPED Challenge Friday [virtual].

Harland, P., & Carr, P. (2021, January). *Everyday We're Hustlin': Innovative Teaching Methods, Strategies, and Tools*. Christa McAuliffe Technology Conference [virtual].

Harland, P., & Armstrong, L. (2021, January). *What is a Digital Learning Specialist and Why Does it Matter?* Christa McAuliffe Technology Conference [virtual].

Harland, P. (2020, October). *Lead Like a Librarian*. Research Into Practice peer-reviewed strand. Association of Library and Information Science Education, Annual Conference, Pittsburgh, PA [virtual].

Harland, P. (2020, August). *Personalizing Remote Instruction*. School Administrative Unit 21, Hampton, NH Professional Development Keynote [virtual].

Harland, P. (2020, July). *Personalizing Remote Instruction*. New Hampshire Learning Initiative's Powerful Learning Conference, Concord, NH [virtual].

Harland, P. (2019, November). *Lead Like a Librarian*. Research Into Practice peer-reviewed strand. American Association of School Librarians Conference, Louisville, KY.

Harland, P. (2019, November). *Lead Like a Librarian*. Christa McAuliffe Technology Conference, Manchester NH.

Harland, P. (2019, November). *Digital Learning Mixtape: Transforming Teaching with Technology*. Christa McAuliffe Technology Conference, Manchester NH.

Harland, P. (2019, March). *See Do Lead: An Investigation into Library Leadership*. New Hampshire School Library Media Association Annual Conference, Concord NH.

Harland, P. & Small, R. (2018, November). *Genrefy Your Library*. Christa McAuliffe Technology Conference, Manchester NH.

Harland, P. (2017, November). *Build Your Own Technology Toolbox*. Christa McAuliffe Technology Conference, Manchester NH.

Harland, P. (2017, March). *Librarian Leadership* (keynote). Québec School Librarians Network Symposium, Montreal, QC.

Harland, P. (2017, January). *ESSA for School Librarians*. Rhode Island School Library Association, Providence, RI.

Harland, P. (2016, November). *The Learning Commons: Blueprint for the Future Ready Library* (spotlight speaker). Christa McAuliffe Technology Conference, Manchester NH.

- Harland, P. & Miller, A. (2016; October). *Let the Librarians Lead* (keynote). Maryland Association of School Librarians Annual Conference, Hagerstown MD.
- Harland, P. (2016, May). *Librarians Building Cultures of Inquiry and Literacy in STEM*. American Library Association Annual Conference, Orlando FL.
- Harland, P. (2016, May). *Library Space Redesign*. Southeastern Libraries Cooperating Conference, Rochester, MN.
- Harland, P. & Brough, C. (2016, May). *Any Way You Want It: LibGuides as a School Library Website*. New Hampshire School Library Annual Conference, Concord, NH.
- Harland, P. (2016, March). *Are Your Students Research Ready? Preparing Students for the Next Level of Research*. Northern Virginia Catholic Library Association, Herndon, VA.
- Harland, P., Renfrow, P. & Shenemen, L. (2015, September). *Straight Outta Britannica: The Real Story Behind Biographical Research*. Britannica Webinar [virtual].
- Harland, P. (2014-2016). *Revitalize Your Library Space to Enhance Your Library Program*. Bureau of Education & Research, full-day seminars, nationwide.
- Harland, P. (2015, July). *Are Your Students Research Ready?* EDCO Collaborative Summer Session, Bedford MA.
- Harland, P. (2015, June). *Transforming School Libraries*. Washington County Public School District, Hagerstown MD.
- Harland, P. (2014, October). *Library Space Revival* (Featured Speaker). MassCUE, Foxborough MA, Oct. 2014.
- Harland, P. & Allard, E. (2013, November). *Sink or Swim: Will Your Students Rise to the Challenge of College-Level Research?* American Association of School Libraries Conference, Hartford CT.
- Harland, P. (2013, May). *Library Spaces in the Learning Commons*. L'Association des bibliothécaires du Québec Library Association, Montreal, QC.
- Harland, P. (2010, January). *Towards a Learning Commons*. American Library Association Midwinter Conference/New England School Library Leadership Conference, Boston MA.

### **Awards and Grants**

- 2016: NH School Library Media Association: Elsie Domingo Service Award.
- 2015: Chris Nelson Memorial Grant: Awarded \$4000.
- 2010: NH Excellence In Education Award: School Librarian of the Year.
- 2009: NH School Library Media Association: Intellectual Freedom Award.
- 1992: Rosalie Norris Scholarship, New Hampshire Library Association: Awarded \$1,000.

### **Professional Leadership**

- 2021-current: Consultant, Consortium of School Library Educators at New England School Library Association.
- 2020-current: Member, Libraries Unlimited Textbook Advisory Committee.
- 2019-current: Member, American Library Association CAEP Review Committee.
- 2019-current: Consultant, National Collaborative for Digital Equity.
- 2018-current: Member, Educators of School Librarians, American Library Association.
- 2019-2021: Library Media Specialist/Coordinator Professional Standards Review Committee Member, NH Department of Education.

2015-2018: Region 1 Director, American Association of School Librarians Board of Directors.

2017-2018: Digital Learning Specialist Professional Standards Review Committee Member, NH Department of Education.

2015-2019: Co-Founder, Let the Librarians Lead initiative.

2015-2016: Project Fellow, ISKME School Librarians Advancing STEM Project.

2013-2015: President, New Hampshire School Library Media Association.

2013-2014: Member, American Association of School Librarians' "National School Library Program of the Year Committee."

2012-2014: Member, American Association of School Librarians' "Repurposing and Managing the Brand Task Force."

2011-2019: Volunteer Coordinator and Member, Christa McAuliffe Technology Conference Steering Committee.

2012-2014: Member, ABC-CLIO Library Advisory Board.

2000-current: Member, ALA, AASL, NESLA, NHSLMA, and NHSTE.

1994-current: Member, Beta Phi Mu.



## Sarah Segrest

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Learning Futurist. Technology Consultant. Science Nerd. Virtual Interior Designer.  
Multipotentialite. Equality & Inclusivity Advocate. Emerging Technology Fangirl.

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### **NATIONAL COLLABORATIVE FOR DIGITAL EQUITY (REMOTE) — 2021-PRESENT** EDUCATION TECHNOLOGY SPECIALIST

- *Provides guidance for NCDE and partners on education technology solutions and how they align with NCDE initiatives*
- *Recruits partnerships for NCDE*
- *Branding, design and creative services for NCDE logo and branded presentations*

### **THE DOUGLAS STEWART CO. - MADISON, WI (REMOTE) — 2018-2021** DIRECTOR OF STRATEGY & INNOVATION, DSS DIVISION: 2020-2021

- *Researched, conceptualized, organized and led the first ever virtual event (Education 4.0) for the company, pivoting from an in-person event that was planned in summer 2020 (pandemic). It was rated 4.1 out of 5 by attendees and highly profitable (>230% revenue vs cost).*
- *Boosted corporate LinkedIn channel activity significantly by utilizing it for Education 4.0 and Virbela platform posts. New followers increased by 420%, reactions went up by almost 700% and shares increased by over 665%. Top post generated nearly 800 impressions.*
- *Led efforts to build and change corporate team culture, including a vision for a modern remote and hybrid work policy as well as employee-led initiatives, cross-departmental coordination and improved communication and transparency.*
- *Generated thousands of dollars in revenue for new Services for DSS, including event management, hosting and support in DSS Education Virbela campus.*

### DIRECTOR OF BUSINESS DEVELOPMENT: 2018-2020

*Defined and led corporate strategy for new partnerships and organic, profitable business growth.*

- *Tripled the number of new vendor partnerships negotiated per year, vastly increasing the diversity, opportunity and balance in the sales pipeline.*
- *Skyrocketed gross margin from new vendors by 578% over 3 years by focusing on emerging areas of high growth potential and providing a strong focus and ROI for partners.*
- *Grew average marketing development fund (MDF) accrual % per vendor by two full percentage points, increasing MDF dollars earned annually from new vendors by 740%.*
- *Created and delivered trainings for clients on new technologies and new areas of opportunity and supporting the sales, product management and marketing teams in the process.*
- *Increased second year revenue growth % for new vendors to nearly 3x first year revenue for 2 years straight, a gain of 131% over the previous rate.*
- *Reduced the top new vendor's share of revenue each year from 93% to <30%, eliminating significant top-heaviness and risk.*

## ■■■ Sarah Segrest

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### WYNIT DISTRIBUTION, LLC - GREENVILLE, SC — 2010-2017

HEAD OF CORPORATE BUSINESS DEVELOPMENT: 2014-2017

*Responsible for driving strategic new business growth plans for a \$1.2 billion company.  
Created and managed the Corporate Business Development team (6 people).*

- Addressed a major gap in comprehensive company-wide sales and contract data by creating a custom, aggregated report. This provided new, crucial business performance analytics.
- Managed a major update of the company's contract to improve clarity and minimize risk. This led to favorable financial terms in nearly 90% of new contracts: a 20% increase YoY.
- Successfully implemented and led a company-wide growth strategy around EdTech. Sales in the 1st 5 months of the new EDU business unit were 4x greater than the entire previous year.

### WYNIT DISTRIBUTION, LLC - GREENVILLE, SC — 2010-2017 CONT'D

BUSINESS DEVELOPMENT SPECIALIST: SPECIALTY PRINT DIVISION: 2010-2014

*Responsible for managing key supplier partnerships representing over \$80 million in revenue.*

- Led an expansion into 3D printing as part of an emerging technology strategy. Grew the category to over \$9 million in sales, 25% of which was generated by new reseller accounts.
  - Managed the Technical Services department and in-house demo and production facility, increasing Technical Services revenue by 466% to \$87K at 19% margin.
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## References

Full recommendations can be viewed on LinkedIn: [www.linkedin.com/in/sarahsegrest](http://www.linkedin.com/in/sarahsegrest)

"Sarah is one best business partners I've ever worked with over the years. Her intelligence and drive are unmatched. She has an incredible skill set that mixes deep data and product knowledge with her relationship management. .... She will succeed in anything she does."

*Ward Thomas, GM at The Douglas Stewart Co. (managed directly)*

"Sarah Segrest has been an absolute dynamo to work with these past several years. Typically, a person has a single "super power" you can point to, but in this case, I can't decide on just one to highlight."

*Brian Caurana, VP of Sales and BD at WYNIT Distribution, LLC*

"Her work has always been impeccable, very detail oriented, buttoned up, bulletproof."

*Mark Ferrante, Sr. Director of BD at WYNIT Distribution, LLC (managed directly)*

"She combines a wealth of technical knowledge with excellent problem solving skills and a creative flair that results in 'out of the box' solutions to very complex problems."

*Mosley Hardy, Director of Technical Services at NewVision (managed directly)*

**CONTRACTOR NAME National Collaborative for Digital Equity**

Key Personnel

Name	Job Title	Salary	% Paid from this Contract	Amount Paid from this Contract
Robert McLaughlin	Executive Director	100,000	70%	70,000
Carol Miller	Director, broadband project leader	80,000	30%	24,000
Bonnie Bracey Sutton	Digital equity help desk	60,000	20%	12,000
Kevin Witting	Webmaster	72,000	16%	12,000
Jenelle Leonard	Tech Support Training Director	72,000	33%	24,000
Pam Harland	Digital equity help desk asst	60,000	10%	6,000
Frank Devito	Social capital building pilot coordinator	60,000	20%	12,000
Sarah Segrest	Learning technology support and design specialist	65,000	20%	13,000