North Sound ACH

Board of Directors
October 30, 2026
9:00 a.m. – 1:00 p.m.
Zoom Link

Board of Directors

Officers:
Kevin Riley, Chair
Laurel Lee, Vice-Chair
Jason McGill, Secretary
Chris Chord, Treasurer

Board Members:
Ahmad Hilal Abid
Lily Baldwin-Garduno
Jessie Gunn
Dr. Rick Levine
Dania Lopez Jaramillo
Ryan Kippes
Shawn Morris
Nicole Patina
Councilmember Marilyn Scott
Mark Tompkins
Walter Topete

Staff Members:
Arlesia Bailey, CEO
Tiffany Edlin, Director
Nicole Willis, COO

Draft Agenda

Time	Topic	Purpose	Lead
9:00 a.m.	**Welcome and Meeting Agenda**	Welcome	Kevin
9:10 a.m.	**Consent Agenda** • **Motion:** to approve the presented draft June Board Meeting Minutes • **Motion:** to accept July Financials as approved from Finance Committee Attachment A) Meeting Minutes Attachment B) July Financials	Vote	Kevin
9:15 a.m.	**CEO Report** • Executive Limitation 1: Global Executive Restraint • Executive Limitation 3: Design and Implementation • Executive Limitation 8: Communication and Support to the Board Attachment C) CEO Report	Vote	Kevin (Arlesia)

North Sound ACH

Board of Directors
October 30, 2026
9:00 a.m. – 1:00 p.m.
Zoom Link

Time	Topic	Purpose	Lead
10:00 a.m.	**Committee Reports** • Executive Committee Update - July Motion • Finance Committee - Financials - Fiscal Policies and Procedures (Board Resolution) - Form 990 - Social Impact Investing • Governance Committee - Board Annual Survey - Board Recruitment - 2027 Board Calendar - Policies Attachment D) Fiscal Policies and Procedures Attachment E) 990 Attachment F) DRAFT Calendar Attachment G) Policies	Votes	Kevin (Committee Chairs)
11:30 a.m.	**Board Professional Development** - Equity Summit - Othering and Belonging	Share Out	Participants
Noon	**Public Comment**	Input	Kevin
12:10 p.m.	**Break**		
12:30 p.m.	**Operations Update** • Contracts • Transition Planning	Update	Kevin (Arlesia)
1:00 p.m.	**Adjourn**		Kevin

North Sound ACH

Board of Directors
October 30, 2026
9:00 a.m. – 1:00 p.m.
Zoom Link

We begin by acknowledging, with humility, that the land where we are today, is the territory of the
People of the Salish Sea.

Their presence is imbued in the waterways, shorelines, valleys and mountains of the traditional homelands of the Coast Salish People –
Since Time Immemorial...

A resource is linked below, compiled by teams at the University of British Columbia. The site presents context and teachings about the importance and history behind acknowledging land and territory. The site contains a mapping function where you can enter a specific location and learn the history of those who came before. The Land Acknowledgement statement is not an end, but rather a beginning of a broader learning experience. https://native-land.ca

Additional Resources for Tribal Learning. https://northsoundach.org/tribal-learning/

Brief Land Acknowledgement Video.
https://www.youtube.com/watch?v=8LiSuVsQnvE&t=11s

Tribes of Washington. https://www.washingtontribes.org/the-tribes-of-washington/

Board Policy Manual in Boardable >Groups >Board >Documents>Governance Policies

North Sound ACH

Board of Directors
October 30, 2026
9:00 a.m. – 1:00 p.m.
Zoom Link

Group Agreements

- Remember our commitments to *Curiosity*, *Courage*, *Connection*, *Care*, and *Compassion*
- Be reflective, not reactive, about our own positionality and biases
- Embrace complexity - create space for multiple truths and recognize power dynamics
- Practice vulnerability and lean into discomfort
- Practice emotional intelligence and empathy
- Listen to *listen*, not to respond
- Use first-person language
- What is said here stays here; what is learned here leaves

North Sound ACH

Board of Directors
June 26, 2026
10:00 a.m. – 2:00 p.m.
Anacortes ESD
1601 R Ave
Anacortes, WA 98221

Board of Directors

Officers:
- Kevin Riley, Chair
- Laurel Lee, Vice-Chair
- Jason McGill, Secretary

Board Members:
- Ahmad Hilal Abid
- Lily Baldwin-Garduno
- Chris Chord
- Jessie Gunn
- Dr. Rick Levine
- Dania Lopez Jaramillo
- Ryan Kippes
- Shawn Morris
- Nicole Patina
- Councilmember Marilyn Scott
- Mark Tompkins
- Walter Topete

Staff Members:
- Liz Baxter, CEO
- Arlesia Bailey, CTO
- Tiffany Edlin, Director
- Nicole Willis, COO

Draft MINUTES

Topic
Welcome and Meeting Agenda • Grounding shared and warm tribal welcome
Consent Agenda • **Motion:** to approve the presented draft April Board Meeting Minutes • **Motion:** to accept April Financials as approved from Finance Committee • **Motion:** Board agrees with CEO's interpretation of Executive Limitation Policy #2: Treatment of Staff • **Motion:** Board agrees with CEO's interpretation of Executive Limitation Policy #7: Compensation and Benefits • **Motion:** CEO is in compliance with Executive Limitation Policy #2: Treatment of Staff • **Motion:** CEO is in compliance with Executive Limitation Policy #7: Compensation and Benefits • **Motion:** to accept presented changes to Governance Policy 7: Support for Board Member Capacity Building

North Sound ACH

Board of Directors
June 26, 2026
10:00 a.m. – 2:00 p.m.
Anacortes ESD
1601 R Ave
Anacortes, WA 98221

Topic
• **Motion:** to accept presented changes to Board-Management Delegation Policy 3: Delegation to the CEO • **Motion:** to accept presented changes to Executive Limitation 3: Programmatic Expectations • **Motion:** to accept presented changes to Executive Limitation 4: Financial Planning and Budgeting • **Motion:** to accept presented changes to Continuity of Operation Plan (COOP) Motion: to accept the presented consent agenda, made by Dr. Levine; second by Mark. All in favor. No abstentions or objections. Motion carries.
Public Comment • Past Chair statements were shared in appreciate of Liz and her tenure
CEO Report • Executive Limitation Policy #4: Financial Planning and Budgeting • Discussed examples of restricted funds and what that means. Currently we do not have any restricted funds. • Motion: The Board approves CEO interpretation of Executive Limitation 4: Financial Planning and Budgeting, made by Dania; second by Laurel. All in favor, no objections or abstentions. Motion carries. • Motion: The Board approves that the CEO is in compliance with Executive Limitation 4: Financial Planning and Budgeting, made by Mark; second by Lily. All in favor, no objections or abstentions. Motion carries. • Executive Limitation Policy #5: Emergency CEO Succession Planning • Reviewed interpretation • Motion: The Board approves the CEO's interpretation of Executive Limitation 5: Emergency CEO Succession, made by Chris; second by Jason. All in favor, no objections or abstentions. Motion carries.

North Sound ACH

Board of Directors
June 26, 2026
10:00 a.m. – 2:00 p.m.
Anacortes ESD
1601 R Ave
Anacortes, WA 98221

Topic

- Discussion on how interim will be delegated and communicated to the C-Suite. Governance Committee to work on making that process clear.
- Motion: The Board approves that the CEO is in compliance with Executive Limitation 5: Emergency Succession, made by Mark; second by Dr. Levine. All in favor, no objections or abstentions. Motion carries.
- Executive Limitation policy #6: Treatment of Asset Protection
- Discussed how our financials are audit ready at all times, it cases a contract calls for it.
- NPIP insurance is reviewed annually for the Director and Officer Insurance (D&O insurance)
- Discussion cross ACHs regarding comparing what minimum coverage is used as similar organizations with similar responsibilities for D&O insurance.
- Motion: The Board approves the CEO's interpretation of Executive Limitation 6: Asset Protection, made by Lily; second by Dr. Levine. All in favor; no objections or abstentions. Motion carries.
- Motion: The Board approves that the CEO is in compliance with Executive Limitation 6: Asset Protection, made by Laurel; second by Dr. Levine. All in favor, no objections or abstentions. Motion carries.

Committee Reports

- Executive Committee
  - Bonnie has stepped down effective in May. She no longer had capacity to stay engaged.
- Finance Committee
  - Kellyn walked through the 2025 Audit report.
  - No findings.
  - Discussed what is included under revenue recognition.
  - All 9 ACHs connect monthly and discuss how revenue is recognized to help ensure consistency.
  - This second WAIVER has a stipulation to return funds if they are not spend; known as a "conditional grant."

Topic

- Motion: to accept the presented 2025 audit report made by Lily; second by Mark. All in Favor. No objections or abstentions. Motion carries.
- Discussed the needs for a Board Resolution to change bank signers due to the CEO transition.
- Started word smithing
- Recommending having Executive Committee to finalize board resolution

- Governance Committee
  - Petra stepped down from the Board as Treasurer last April and the Treasurer position has been vacant.
  - Governance Committee is recommending the Chris Chord step into the Treasurer position effective July 1.
  - Motion: to accept Chris Chord as Treasurer for a 1.5-year term effective July 1; made by Dr. Levine; seconded by Dania. All in favor. No objections or abstentions. Motion carries.
  - Walked through Board Goals in detail.
  - Discussed how having a performance dashboard would be helpful in understanding the goals and achieving them.
  - Motion: to adopt the presented changes to the Purpose and Board Goals, made by Dr. Levine; second by Kevin. All in favor, no objections or abstention. Motion carries.
  - Reviewed Policy 4.
  - Discussed schedule on when policies are reviewed and presented
  - Motion: to accept presented changes to Board-Management Delegation Policy 4: Monitoring CEO Performance, made by Lily; second by Jason. All in favor. No objections or abstentions. Motion carries.
  - Reviewed Executive Limitation Policy 2
  - The suggests help highlight the clear boundaries and add clarity
  - If HR support is determined to be needed by the Board, it will be done by a third-party HR consultant, and not by internal staff.

North Sound ACH

Board of Directors
June 26, 2026
10:00 a.m. – 2:00 p.m.
Anacortes ESD
1601 R Ave
Anacortes, WA 98221

Topic
- Motion: to accept presented changes to Executive Limitation 2: Treatment of Staff made by Dr. Levine; second by Kevin. All in favor. No objections or abstentions. Motion carries.
Public Comment - Councilwomen Marilyn Scott shared in gratitude for Liz's tenure.
Operations Update • Walked through Operational Plan Framework • Shared CEO transition plan. • We have a new contract with Setting Sun Circle to help with youth violence prevention • Reviewed contracts with State Agencies. • New Contract with LHJs to support in Medicaid claims data and eligibility changes. • Hoping to convene LHJs for deeper discussion. • Partner Convening scheduled for September 10th.
Adjourned at 2:13 pm

North Sound ACH

Balance Sheet	7/31/26	1/1/26	Change	% Change
Assets				
Current Assets				
Cash and cash equivalents	7,899,988	1,569,426	6,330,562	403%
Accounts receivable (net)	49,457	65,068	-15,611	-24%
Prepaid expenses and deposits	1,353,452	263,704	1,089,749	413%
Inventory	0	0	0	0%
Total Current Assets	9,302,897	1,898,198	7,404,700	390%
Non-current Assets				
Investments	69,334,438	68,732,332	602,106	1%
Total Non-current Assets	69,334,438	68,732,332	602,106	1%
Fixed Assets				
Equipment (net)	0	0	0	0%
Total Fixed Assets	0	0	0	0%
Total Assets	78,637,335	70,630,529	8,006,806	11%
Liabilities & Net Assets				
Liabilities				
Accounts payable	194,945	361,699	-166,754	-46%
Accrued payroll expenses	440,365	207,834	232,531	112%
Taxes payable	2,016	3,760	-1,744	-46%
Funds held for Others	0	36,079	-36,079	-100%
Deferred Revenue	7,884,119	4,406,869	3,477,250	79%
Total Liabilities	8,521,445	5,016,241	3,505,204	70%
Net Assets				
Without Donor restriction	70,115,891	65,614,288	4,501,602	7%
Total Net Assets	70,115,891	65,614,288	4,501,602	7%
Total Liabilities & Net assets	78,637,335	70,630,529	8,006,806	11%

North Sound ACH

31-Jul-26		Year to Date Results: Comparision to Budget					Results for the year through 7/31			
Statement of Revenues and Expenses	2026 Budget	**Current Year Actual**	**YTD Budget**	**Variance**	**% Variance**		**Current Year Actual**	**Prior Year Actual**	**Variance**	**% Variance**
Support and Revenue										
Corporate Donations	19,500	30,000	11,375	18,625	164%		30,000	3,250	26,750	823%
Private Contributions	-	-	-	-	0%		-	576	(576)	-100%
In-Kind Contributions	6,000	-	3,500	(3,500)	-100%		-	10,600	(10,600)	-100%
Gov't Contract	16,568,794	9,611,797	9,665,130	(53,332)	-1%		9,611,797	13,798,378	(4,186,581)	-30%
Total Support and Revenue	16,594,294	9,641,797	9,680,005	(38,207)	0%		9,641,797	13,812,804	(4,171,007)	-30%
Other Income									-	
Interest and Dividend Income	871,326	1,409,842	508,274	901,569	177%		1,409,842	1,201,407	208,435	17%
Total Other Income	871,326	1,409,842	508,274	901,569	177%		1,409,842	1,201,407	208,435	17%
Total Income	17,465,620	11,051,640	10,188,278	863,361	8%		11,051,640	15,014,212	(3,962,572)	-26%
Expenses										
Salaries and wages	4,387,520	2,527,186	2,559,386	(32,200)	-1%		2,527,186	2,251,496	275,691	12%
Benefits and Payroll Taxes	1,048,062	556,676	611,369	(54,693)	-9%		556,676	480,869	75,807	16%
Total Payroll Expenses	5,435,581	3,083,862	3,170,756	(86,894)	-3%		3,083,862	2,732,365	351,497	13%
Operating Expenses										
Administrative Expenses										
Business Expenses	528,519	260,487	308,303	(47,815)	-16%		260,487	159,638	100,850	63%
Travel & Meetings	149,932	225,434	87,460	137,974	158%		225,434	196,669	28,765	15%
Professional Services	1,313,913	837,565	766,449	71,115	9%		837,565	1,174,662	(337,097)	-29%
Professional Development	223,666	15,421	130,472	(115,051)	-88%		15,421	77,296	(61,875)	-80%
IT Expenses	708,712	377,279	413,415	(36,137)	-9%		377,279	340,232	37,046	11%
Office Expenses	38,500	24,345	22,458	1,887	8%		24,345	35,033	(10,688)	-31%
Other Expenses	1,040	1,080	607	473	78%		1,080	3,018	(1,939)	-64%
Total Administrative Expenses	2,964,282	1,741,610	1,729,164	12,446	1%		1,741,610	1,986,548	(244,938)	-12%
Payments to Partners										
HUB Services	10,350,000	2,120,685	6,037,500	(3,916,815)	-65%		2,120,685	1,415,167	705,518	50%
Capacity Building	5,570,400	125,975	3,249,400	(3,123,425)	-96%		125,975	3,129,688	(3,003,713)	-96%
Total Payments to Partners	15,920,400	2,246,660	9,286,900	(7,040,240)	-76%		2,246,660	4,544,856	(2,298,196)	-51%
Total Operating Expenses	18,884,682	3,988,270	11,016,064	(7,027,794)	-64%		3,988,270	6,531,404	(2,543,134)	-39%
Total Expenses	24,320,263	7,072,132	14,186,820	(7,114,688)	-50%		7,072,132	9,263,769	(2,191,637)	-24%
Net Income before Investment Gain/Loss	(6,854,643)	3,979,507	(3,998,542)	7,978,049	200%		3,979,507	5,750,443	(1,770,935)	-31%
Realized/Unrealized Investment Income										
Gain/Loss on Investments	2,342,574	522,095	1,366,502	(844,406)	-62%		522,095	666,878	(144,783)	-22%
Total Investment Income	2,342,574	522,095	1,366,502	(844,406)	-62%		522,095	666,878	(144,783)	-22%
Total Net Income	(4,512,069)	4,501,602	(2,632,041)	7,133,643	271%		4,501,602	6,417,321	(1,915,719)	-30%

North Sound ACH

Notes to Financial Statements
July 31, 2026

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

The statement of financial position shows an overall financial position of NSACH at the specific point in time, providing a comparison between the current month and the beginning of the year. It comprises three main components: assets (current and non-current), liabilities, and net assets.

Current Assets ($9.3 million):

- Cash and cash equivalents increased since the beginning of this year, reaching $7.9 million. During this period, we received the final 6.5 million payment of MTP 2.0 Infrastructure funds, which will support the ACH Care Coordination Hub infrastructure throughout the remainder of the waiver period, ending in July 2028.
- Accounts receivable balance reflects amounts due from the Department of Commerce related to the teen homeless prevention grant in Skagit County.
- Prepaid expenses and deposits include advance payments for Care Coordination Hub software, professional liability insurance, rent, employee health insurance and other IT and administrative expenses. At the end of this period, $791,036 was held in the Financial Executor escrow account.
- We kept no Inventory as of the end of July.

Non-current Assets ($69 million):

- Investments include a $69 million portfolio managed by an investment management firm.
- Fixed assets consist of office equipment, laptops, a company vehicle, and other capital assets with acquisition cost exceeding the organization's capitalization threshold of $2,500. Fixed assets have been fully expensed over time and have a zero net book value.

Current Liabilities ($8.5 million):

- Accounts payable include amounts due to vendors and contractors for professional services, care coordination, rent, office supplies, and other administrative expenses.

- Accrued payroll expenses include employee accrued vacation time ($205,481), payroll paid on the 5th of the following month and related payroll taxes ($235,189), and portion of health insurance premiums deducted from employee paychecks and unused funds held in employee flexible spending accounts ($305).
- Taxes payable reflect L&I insurance remitted quarterly and sales tax owed to the Washington Department of Revenue on out-of-state purchases for which sales tax was not paid.
- Funds held for Others were at zero.
- Deferred revenue comprises of the final payment of Infrastructure dollars.

Net Assets ($70.1 million):

- Net assets without donor restrictions represent all net assets.

STATEMENT OF ACTIVITIES (REVENUES & EXPENSES)

As of year-to-date, the organization has a cumulative excess of revenue over expenses totaling $4.5 million; and favorable to budget.

Revenue and Support

Total support and revenue for the period amounted to $9.6 million, with an additional $1.4 million in net interest and dividend income, net of investment management fees. In total, income exceeds budget by 8%, or $863k.

Revenue associated with the contract with the Washington State Health Care Authority (HCA) is recognized monthly. Cash is released by HCA dependent on the designated use of funds: infrastructure dollars are disbursed annually, while service dollars are deposited monthly. Infrastructure dollars were released in July, and this was the final payment for the remainder of the contract. Care Coordination Services dollars will continue to be paid monthly ($791,036 per month).

Expenses

North Sound ACH

Notes to Financial Statements
July 31, 2026

Total expenses for the period were $7.1 million. Payroll and employee benefits totaled $3.1 million and are 3% under budget.

Administrative expenses totaled $1.7 million and are 1% over budget. This is primarily due to timing differences for major cost drivers such as partner convening, flood relief housing expenses incurred in the first quarter of 2026, professional services contracts, and staff and board professional development.

Business expenses are 16% under budget.

Travel & Meetings expenses include more than $168,558 in hotel costs incurred in connection with flood response in Whatcom County. NSACH received a small grant from Whatcom County Health and Community Services that provided funding for care coordination staff time.

Professional services are over budget by 9% due to large payment made to Setting Sun Circle per agreement signed in 2024.

Professional development expenses are under budget due to timing of events and training.

IT expenses are 9% under budget. The budget includes an increase in care coordination support fees and cost of office applications that renew throughout the year.

Office expenses reflect the purchase of new laptop computers to replace failing ones, and supplies for February Partner Convening.

Other expenses are slightly over budget. They comprise of bank fees, including fees for gift cards distributed to communities in need.

ACH distributed $2.2 million to partners, including care coordination hub organizations, stipends for members of the Review Committee and Communities of Practice participants, and sponsorships for partner events. The current food security grant cycle closed in May, With grant awards scheduled to be disbursed to partner organizations throughout August and September.

Year over year comparison

Compared to the same period last year, total income remained lower (26% decrease), administrative expenses decreased by 12% and total expenses are down mainly due to

decrease in payments to partners. Net income before gains and losses on investments decreased by 31% from last year.

Total net income decreased by 30% compared to last year.

North Sound ACH

CEO Report:
Executive Limitation #1:
Global Executive Restraint

North Sound ACH Board of Directors
Oct 30, 2026

Executive Limitation 1:
Global Executive Constraint

Policy

The Chief Executive Officer (CEO) shall ensure that all organizational practices, activities, and decisions are lawful, prudent, and utilizing commonly accepted business and professional ethics and practices.

Interpretation

The organization will have systems and policies in place to ensure we are operating lawfully, with integrity, and to best practices standards.

Discussion; Vote on Interpretation

Draft Motion:

Board agrees with CEO Interpretation of Executive Limitation Policy #1.

North Sound ACH

Executive Limitation 1: Documentation
Global Executive Constraint

- **Recruitment and Talent Acquisition:** Recruits and hires experienced, highly qualified talent to strengthen organizational capacity, support strategic priorities, and ensure the organization has the expertise needed to achieve its purpose.
- **Legal Expertise:** Maintains access to legal counsel through a retainer agreement to provide guidance on legal matters, organizational risk, and regulatory compliance.
- **Policies and Procedures:** Regularly reviews and updates organizational policies and procedures to reflect evolving requirements, current best practices, and organizational needs.
- **Human Resources Expertise:** Maintains a dedicated, full-time internal HR Director and engages an independent HR consultant to provide additional expertise and support effective human resources management.
- **Leadership Structure:** Maintains an updated organizational leadership structure to strengthen accountability, align leadership capacity with organizational priorities, and support effective decision-making.
- **Financial Stewardship:** Completes annual independent financial audits with clean audit results, demonstrating sound financial management and appropriate internal controls.

Discussion; Vote on Compliance

Draft Motion:

Board agrees that CEO is in compliance with Executive Limitation Policy #1.

North Sound ACH

North Sound ACH

CEO Report:
Executive Limitation #3:
Design and Implementation

North Sound ACH Board of Directors
Oct 30, 2026

Executive Limitation 3: Design and Implementation

The CEO shall ensure that:

1) Approaches that advance equity, reduce disparities, and address racism are growing across the North Sound region.
2) Community, provider, tribal and stakeholder input are incorporated into the development and implementation of organizational and operational strategies.
3) The Organization adheres to and completes deliverables of all contracts, optimizing positive impact on community and providers, and achieving the highest level of earning to the region.
4) Opportunities for partnership and collaboration among governmental and private organizations increase across the region, advancing ventures that align with the organization's purpose.
5) Opportunities for collaborative investments in communities and organizations are identified, using the frameworks adopted by the organization.
6) The organization utilizes strategies that remain dynamic, nimble, clearly articulated and transparent to the team, board, and community.

Executive Limitation 3: Interpretation Design and Implementation

- Advancing equity and well-being is included in education, strategies at all levels of the organization – facing externally and internally.
- The organization will have strategies that incorporate community, provider, tribal and stakeholder input.
- North Sound ACH will meet or exceed all required deliverables.
- North Sound ACH will continue to foster and expand partnerships across the region.
- North Sound ACH will explore collaborative investments.
- North Sound ACH will present strategies to the board as a living source of information and inspiration for the board, our team and partners.

Discussion; Vote on Interpretation

Draft Motion:

Board agrees with CEO Interpretation of Executive Limitation Policy #3.

North Sound ACH

Executive Limitation 3: Documentation Design and Implementation

Regional Leadership, Advocacy, and Community Engagement

- Successfully coordinated North Sound ACH's first Legislative Day with partners, staff, and Board members to advance shared regional priorities.
- Hosted successful in-person Partner Convenings in February and September, strengthening relationships, collaboration, and regional alignment.
- Participated in the Washington State Belonging Table, contributing to statewide efforts to establish Washington as the first State of Belonging and ensuring North Sound's regional perspective is represented.
- North Sound ACH's work to advance thriving communities and belonging was highlighted in a report published by the Rippel Foundation and Gallup.
- Received LETI's **Unsung Hero Award** in recognition of North Sound ACH's contributions to community impact.

North Sound ACH

Executive Limitation 3: Documentation Design and Implementation

Equity, Community Investment, and Partner Support

- Co-sponsored a clinician-led conference on Race and Health Equity, including support for a scholarship fund for students of color pursuing careers in the health professions.
- Completed the fourth year of partner awards, with funding decisions made by a review committee representing the North Sound Collaborative Action Network.
- Achieved another successful year for the Waycross-managed investment fund portfolio, supporting the goal of generating earnings that can be reinvested in regional communities.
- Expanded North Sound Collaborative Action Network membership, strengthening the region's cross-sector network of partners. Network Partners

North Sound ACH

Executive Limitation 3: Documentation Design and Implementation

Organizational Strategy and Accountability

- Worked with organizational leadership and staff to operationalize the strategic goals approved by the Board in December.
- Collaborated with the leadership team to develop a dashboard that will communicate organizational accomplishments, progress, and impact to the Board.

Regional Infrastructure, Resources, and Community Well-Being

- Expanded the North Sound Community Hub social care network, strengthening connections among community-based organizations and other regional partners.
- Refined our Resource Library, including a dedicated landing page to help partners understand and respond to changes in Medicaid. Medicaid and HR1 Resources
- Partnered with the University of Washington Area Health Education Center (UW AHEC) Western Washington to implement related regional workforce and health education initiatives through a subcontracting arrangement.
- Setting Sun Circle announced plans to open a space for Indigenous innovation, healing and collective action next year and lists North Sound as a collaborator
- Staff participate in WA CIE efforts (Advisory Board, Interim Policy Workgroup, Community Engagement COP, CCH Workgroup)

Executive Limitation 3: Documentation Design and Implementation

Funding, Contract Performance, and Collaborative Initiatives

- Supported the establishment of a state budget proviso directing the Health Care Authority (HCA) to work with Accountable Communities of Health (ACHs) on HR1 communication and education.
- Continued regional initiatives through the Community Reinvestment Program, managed by the Washington State Department of Commerce.
- Continued leadership of the WA Cares Community Assistance Network, managed by the Department of Social and Health Services (DSHS).
- Advanced the North Sound Regional Environmental Justice Assessment through work with the Environmental Protection Agency (EPA) and Philanthropy Northwest.
- Supported regional food access efforts through Washington State Department of Agriculture (WSDA) funding and collaboration with UnitedHealthcare.
- Continued work with the Department of Commerce's Office of Homeless Youth to support regional priorities.

Discussion; Vote on Compliance

Draft Motion:

Board agrees that CEO is in compliance with Executive Limitation Policy #3.

North Sound ACH

North Sound ACH

CEO Report:
Executive Limitation #8:
Communication and Support to the Board

North Sound ACH Board of Directors
Oct 30, 2026

Executive Limitation 8: Communication and Support to the Board

The CEO shall ensure that the Board is informed and supported in its work by:

1) Notifying the Board Chair if, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the CEO.
2) Differentiating for the board, when the information provided requires a board decision.
3) Providing a workable mechanism for official Board, officer, or committee communications.
4) Supplying materials for the Board's consent agenda, scheduled monitoring information, and other agenda items five days in advance of the scheduled board meetings. Items that arise in the interim can be added, but only if vital to discussion at that board meeting.
5) Supplying for the Board's consideration any information necessary to act on any decisions delegated to the CEO yet require by law, regulation, or contracts to be Board-approved.

Executive Limitation 8: Interpretation Communication and Support to the Board

- Staffs the Board and its standing Committees (Finance, Executive, Governance and Tribal Alignment).
- Assures that materials are available as to the any Board member's preference (PDF, via Boardable, printed in hard copy, as examples).
- Shares any newsletters and event announcements directly with board and board committee members.
- Notifies the Board Chair immediately if there is any legal or financial risk that has been identified.
- Board materials will be prepared in a timely manner, allowing board members time to review and prepare for board meetings.
- Board agendas will indicate when items are for review and vote, and when they are operational updates.
- CEO must stay within limitations set in the CEO/Board Delegation Policy.

Discussion; Vote on Interpretation

Draft Motion:

Board agrees with CEO Interpretation of Executive Limitation Policy #8.

North Sound ACH

Executive Limitation 8: Documentation Communication and Support to the Board

- **Organizational Communications:** North Sound newsletters are shared with Board members to keep them informed of organizational activities, priorities, and progress.
- **Dedicated Board Support:** A staff position responsible for Board support is established and included in the organizational budget.
- **Ongoing Communication with Board Chair:** The CEO meets monthly with the Board Chair to discuss organizational updates, Board priorities, governance matters, and emerging concerns.
- **Board and Committee Support:** The CEO provides support to the Executive, Finance, Governance, and Tribal Alignment Committees to facilitate their work and ensure access to relevant information.
- **Individual Board Member Support:** The CEO is available to meet with individual Board members and the Director of Governance, as requested, to address questions, provide information, and support effective communication.

North Sound ACH

Executive Limitation 8: Documentation Communication and Support to the Board

- **Board Communications and Materials:** Board-specific communications and materials are distributed through email and Boardable, as appropriate.
- **Board Engagement in Regional Activities:** Board and committee members are invited to participate in Partner Convenings and Learning Sessions to stay informed about regional priorities, partnerships, and initiatives.
- **Continuous Improvement:** At each Board meeting, the CEO solicits feedback and recommendations from Board members on what is working well and how communication and Board support can be improved.

Discussion; Vote on Compliance

Draft Motion:

Board agrees that CEO is in compliance with Executive Limitation Policy #8.

North Sound ACH



North Sound ACH

Fiscal Policies Manual

Deleted: 2024

Revised July 2026

Commented [1]: July 2026

Deleted: October 17, 2024

Table of Contents

GENERAL PURPOSE **5**

ROLES & RESPONSIBILITIES **5**

Board of Directors *5*

Finance Committee *5*

Staff *5*

Chief Financial Officer (CFO) *6*

FINANCIAL REPORTING **6**

Financial Statements *6*

Internal Reporting *7*

Fraud and Embezzlement *7*

Revenue Goals *7*

Cost Allocation *7*

Budgeting Process *8*

CASH MANAGEMENT **8**

Funds and Banking *9*

Fund Transfer Policy *9*

Investments *9*

Fund Accounting *9*

Signature Authorization *10*

CASH OPERATIONS **10**

Revenue Recognition *10*

Cash Receipts *10*

Receipts to Donors *11*

CASH DISBURSEMENTS **11**

Approval Process *11*

Reimbursements *12*

Credit Card *12*

Petty Cash *13*

Bank Reconciliations *13*

Capitalization *13*

Property Disposals *14*

OTHER POLICIES & PROCEDURES **14**

Confidentiality and Records Safety *14*

Deeds, Conveyances, Leases & Contracts *14*
Donated Materials and Services *14*
Inventory Management *15*
Donor-Imposed Conditions *16*
Grant Contingencies *16*
Income Taxes *17*
Independent Audit *17*
Insurance and Bonding *17*
Payroll Related Transactions *17*
Travel *18*
Records Retention *19*

NORTH SOUND ACH FINANCE ROLES **20**

CURRENT FINANCIAL INSTITUTIONS **21**

GENERAL PURPOSE

The purpose of the Fiscal Policies Manual is to establish guidelines for the Board of Directors and North Sound ACH staff about standards to be applied when developing financial goals and objectives, making financial decisions and reporting the financial status of North Sound ACH to the Board and public. In addition, these policies provide guidelines that foster an effective management of North Sound ACH funds.

North Sound ACH was incorporated as a Washington nonprofit organization in 2016, and is exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). As such, we are required to adhere to all regulations and restrictions set by the IRS in order to retain this tax-exempt status.

ROLES & RESPONSIBILITIES

Board of Directors

It is the responsibility of the Board of Directors, through its Finance Committee, to formulate fiscal policies, delegate administration of such policies to the Chief Executive Officer (CEO), and review operations and activities on a periodic basis. The Board of Directors adopts the annual budget by board vote

Finance Committee

The Finance Committee, chaired by the Board Treasurer, is responsible for the oversight of the following, bringing recommendations to the board around: annual budget presentation for Board approval, review and presentation of financial statements, timely Form 990 completion, management of investment portfolios, selection of external auditors, internal controls, and financial policies.

Deleted: fund

Deleted: s

Formatted: Font color: Auto

Staff

Chief Executive Officer (CEO)

North Sound ACH's CEO oversees general and daily financial management and reporting. The CEO acts as the primary fiscal agent, implementing all financial policies and procedures and is the sole employee who can commit the ACH to any contractual financial arrangements. In addition to general and daily management activities, the CEO develops and presents staff compensation ranges to the Board of Directors annually alongside the annual budget approval process. The CEO arranges for a compensation review every two years examining salary ranges and compensation, with adjustments made for the size and hiring patterns for similar companies in Washington State. The CEO is responsible for preparing the annual operational budget and its presentation to the Finance Committee, and approval by the Board, financial reports analyzing performance to the budget, and periodic cost and productivity analyses.

Deleted: for

Chief Financial Officer (CFO)

North Sound ACH's Chief Financial Officer (CFO) is primarily responsible for managing the financial risks of the organization, for financial planning, budget tracking, forecasting and recordkeeping, and financial reporting to the CEO, the Finance Committee and the Board of Directors as requested. The CFO is responsible for ensuring periodic accounting tasks are completed timely and accurately with the support of the finance team, meeting daily, weekly, monthly, and annual requirements. The CFO, leads the finance team and is the direct contact for all financial audit related activities. The CFO is required to ensure the agency responds in a timely manner to audit requests and provides timely updates on progress to the CEO and the Finance Committee.

Fraud and Embezzlement

The CEO will notify the Board Chair, CFO and all applicable funding sources not later than one working day after the date any alleged fraud activity comes to the CEO's attention. North Sound ACH staff will develop the case and notify the proper authorities. If any fraud or embezzlement is identified as part of the annual financial audit and if the CEO is implicated, the auditor shall inform the Board chair immediately. If deemed appropriate, after the investigation and resolution of the issue, the organization will make internal control changes to satisfy all concerned.

FINANCIAL REPORTING

North Sound ACH regularly prepares both internal and external financial statements. North Sound ACH's financial statements are prepared on the accrual basis in accordance with Generally Accepted Accounting Principles ("GAAP"), and more specifically in accordance with standards of accounting and reporting established for non-profit organizations (ASC Topic 958, Not-for-profit entities).

Financial Statements

Presentation of the Financial Statements shall describe assets, liabilities, and net assets as of a point in time; and revenues, expenses, gains, and losses. Net assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of North Sound ACH and changes shall be classified as either net assets with donor restrictions or without donor restrictions.

Net assets without donor restrictions include amounts that are not subject to donor-imposed stipulations that are used to account for resources available to carry out the purposes of North Sound ACH in accordance with the limitations of its charter and bylaws.

Net assets with donor restrictions are either those resources available for use for a specified program, services or donor implied use (purpose restricted) , or subject to time restriction

Deleted: Is responsible
Formatted: Font color: Auto
Deleted: in partnership with the COO,
Deleted: Is required
Formatted: Font color: Auto
Formatted: Font: 10.5 pt, Font color: Auto
Formatted: Font: 10.5 pt, Font color: Auto
Formatted: Font color: Auto
Formatted: Font color: Auto
Formatted: Font: 10.5 pt, Font color: Custom Color(RGB(31,78,121))
Formatted: Font color: Auto
Deleted: ,
Formatted: Font color: Auto
Formatted: Font color: Auto
Deleted: unrestricted net assets.
Deleted: Restricted
Deleted: n
Deleted:
Formatted: Font color: Auto
Formatted: Font color: Auto
Formatted: Font color: Auto
Formatted: Font color: Auto

(time restricted). . They are expendable only for purposes specified by the donor or grantor and may or will be met by the actions of North Sound ACH and/or the passage of time. When a donor or grantor restriction expires, net assets with donor restrictions are reclassified to net assets without donor restriction, and reported in the statement of activities as net assets released from restrictions

Internal Reporting

Financial Statements shall be prepared monthly, and include at minimum a statement of financial position (balance sheet), and a statement of activities (an income statement). Additional statements are prepared upon request of the CEO and/or the Board, and may include a statement of cash flow, a statement of functional expenses and other reports demonstrating how resources are used in providing various programs and activities. The Financial Statements include information about all of the organization's funds and cash position as of the end of each month, and are reviewed by the CFO and the CEO prior to submission to the Finance Committee for review and approval. The Financial Statements are submitted to the Board of Directors by the Finance Committee for final review and acceptance at scheduled Board meetings.

Budgeting Process

The Finance Committee and North Sound ACH's CEO shall plan for the long-term financial stability of the organization in accordance with North Sound ACH's long-term plans that are reviewed annually, and adjusted as necessary.

North Sound ACH's CEO is responsible for presenting to the Finance Committee a draft annual operating budget for discussion prior to seeking Board approval before the beginning of each fiscal year. The CEO shall review the specific revenue goals tied to revenue-raising activities and Strategic Planning goals of North Sound ACH, and make recommendations to the Finance Committee. In addition, the CEO will identify relevant staff to participate in the budget planning around planned expenditures and other items in the annual operating budget as it is being finalized for presentation to the Board.

Revenue Goals

The responsibility for reaching North Sound ACH's budgeted revenue goals is shared by the CEO and the Board of Directors. The CEO in conjunction with the Board of Directors and the CFO develops and proposes revenue goals and objectives and submits them to the Board for approval at least annually at a scheduled Board Meeting.

The CEO prepares regular reports on the status of any revenue-raising activities and presents it to the Board and Executive Committee at regularly scheduled meetings. The Finance Committee reviews monthly revenues and expenditures and, if necessary, makes recommendations for change to the CEO, who will report it to the Board.

Expenses

Deleted: e

Deleted: Such resources originate from grants and contributions restricted for specific purposes or a specific future time frame.

Deleted: restricted

Deleted:

Deleted: unrestricted

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Deleted: Fraud and Embezzlement

Deleted: ¶

Deleted: The CEO will notify the Board Chair, CFO and all applicable funding sources not later than one working day after the date any alleged fraud activity comes to the CEO's attention. North Sound ACH staff will develop the case and notify the proper authorities. If any fraud or embezzlement is identified as part of the annual financial audit and if the CEO is implicated, the auditor shall inform the Board chair immediately. If deemed appropriate, after the investigation and resolution of the issue, the organization will make internal control changes to satisfy all concerned.

Deleted: ¶

Formatted: Font: 10.5 pt, Font color: Auto

Formatted: Font: 10.5 pt, Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font: 11 pt

Formatted: Indent: Left: 0"

Deleted: →

Formatted: Font: 10.5 pt, Font color: Auto

Formatted: Font: 10.5 pt, Font color: Auto

Annual budget tracks expenses according to the kinds of benefit received in incurring those expenses. Examples include salaries and wages, employee benefits, professional services, rent, utilities, etc. The total operating expense budget serves as a guide. Monthly variance reports are prepared and presented to the Finance Committee and variances by more than 10% are explained.

Budget Amendment

Amendments to the budget may be made throughout the fiscal year. All amendments require formal action by the Board upon recommendation by the Finance Committee. North Sound ACH will amend the budget mid-year if actual revenue or expenses deviate significantly from original projections (20 - 25%), or if major organizational restructuring occurs resulting in reduction in staff, or ceasing of programmatic services resulting in change in total revenue or expenses. Minor line-item shifts between categories of revenue and expenses that do not significantly impact the total approved net budget amount (net income/loss) can be approved by the CEO.

Cost Allocation

North Sound ACH's cost allocation method treats all costs as direct costs except general administration and general expenses.

Costs not directly attributable to one program and one funding source are initially posted to a common cost center, which are then distributed proportionately to the variety of North Sound ACH cost centers at month end. These include, but are not limited to, costs shared by all programs in the organization, e.g. rent, auditing services, professional fees, administrative support staff, telecommunications, maintenance, utilities fees and licenses, janitorial.

Allocation of costs are based on labor percentages derived from the relative number of direct hours worked and documented on staff monthly timesheets for each North Sound ACH program or initiative. Most common costs, e.g. printing and postage, office supplies, telecommunications, bookkeeping, fiscal audits, are distributed to programs based on the hours worked in each program or initiative as a percentage based on allocation criteria are evaluated on a regular basis e.g. annually unless significant program/initiative changes occur more frequently.

Pure administrative costs are tracked separately and include expenses that are not directly attributable to the programs of the organization. They may include Board meeting and related Board expenses, administrative staff costs and other expenses related to maintaining the organization.

Indirect administration is allocated to programs/initiatives on the basis of direct program hours worked in each program to the full allowable percentage per program/initiative. Since some funding sources restrict the level of reimbursable administrative overhead, the "excess" administration will be charged to other sources of funding if permitted by the funder or to "no source" if no other funding sources are available, leaving the administrative costs creating a

Formatted: Font color: Auto
Formatted: Font color: Auto
Formatted: Font: 10.5 pt, Font color: Auto
Formatted: Font: 10.5 pt, Font color: Auto
Formatted: Font: 10.5 pt, Font color: Auto
Formatted: Font color: Auto
Formatted: Font color: Auto
Formatted: Font: 11 pt
Formatted: Indent: Left: 0"
Formatted: Right: 0.12", Space Before: 12.15 pt
Formatted: Font color: Auto
Formatted: Font color: Auto
Formatted: Font color: Auto

deficit to the agency which may be supported by other unrestricted revenues or by investment income and withdrawals of investment corpus.

CASH MANAGEMENT

Cash and cash equivalents include all cash balances and highly liquid investments with maturity of eighteen months or less. North Sound ACH investments shall be reviewed monthly by the Finance Committee. The Finance Committee shall use due diligence in overseeing the investments of North Sound ACH funds, by establishing and monitoring investments that gives proper recognition to risk and return.

North Sound ACH uses a primary checking for normal operating expenses. The primary checking account is reviewed regularly by the finance team to ensure that the balance is adequate for monthly expenses. North Sound ACH strives to maintain the average checking balance of approximately 3 months worth of operating expenses. A fund transfer to the primary checking account will occur from either the Schwab investment account or another cash account as needed. Documentation will be maintained to support the transfer amount including the amount transferred, date the transfer occurred on, accounts the transfer came from and went to, and evidence of the authorized individual to make the transfer noted by signature and date.

Funds and Banking

Funds of North Sound ACH shall be deposited in North Sound ACH's bank accounts designated by the Board of Directors. North Sound ACH maintains one (1) primary checking account, in addition to investment accounts. These accounts may be changed as North Sound ACH's financial conditions and requirements change. The CEO, with oversight from the Finance Committee, shall maintain and oversee bank accounts, and ensure consistent running of North Sound ACH's day-to-day financial operations. The CEO can designate additional staff to have limited administrative access to finance accounts online, and have authority to discuss accounts with bankers as needed to support the daily needs of the agency.

All checks, cash, money orders, and credit card deposits, are deposited in the appropriate accounts. Checks, ACH transactions and wire transfers are processed weekly based on staff completed check request forms and/or regular approved vendor invoices to meet monthly North Sound ACH financial obligations, or ongoing operational expenditures. Checking, savings, and investment account statements are reconciled monthly and serve as an internal control to assure all entries have been made to the general ledger system and possibly discover bank errors or theft.

Fund Transfer Policy

The CEO or designee and CFO have permission to make interorganizational fund transfers

Deleted: the

Deleted: /

Formatted: Font color: Auto

Deleted: Budgeting Process

Deleted: ¶

Deleted: The Finance Committee and North Sound ACH's CEO shall plan for the long-term financial stability of the organization in accordance with North Sound ACH's long-term plans that are reviewed annually, and adjusted as necessary.

Deleted: ¶

Deleted: North Sound ACH's CEO is responsible for presenting to the Finance Committee a draft annual operating budget for discussion prior to seeking Board approval before the beginning of each fiscal year. The CEO shall review the specific revenue goals tied to revenue-raising activities and Strategic Planning goals of North Sound ACH, and make recommendations to the Finance Committee. In addition, the CEO will identify relevant staff to participate in the budget planning around planned expenditures and other items in the annual operating budget as it is being finalized for presentation to the Board.…

Deleted: ¶

Deleted: and one (1) primary savings account

between existing accounts to support the cash flow management of the agency. Transfers between accounts require approval by both the CFO and CEO.

Investments

Investments are managed and reported in accordance with the North Sound ACH investment policy.

Signature Authorization

The CEO, Board Chair, and other officers identified by the Board Chair, are authorized to sign checks, drafts, or orders for payment of money issued in the name of North Sound ACH, with each signer having signed required documents at North Sound ACH's financial institutions. The CFO, with Board resolution, may also be designated as a signer at North Sound ACH financial institutions. The CFO has signature authority independent of the CEO only when designated in writing by the CEO.

The CEO and CFO are authorized to approve payments through the financial executor portal. The CEO and CFO are authorized to approve bank ACH (Automated Clearing House) and wire transactions. The CEO may provide additional permissions for users to approve payments as needed. Both the CEO and CFO must approve all transactions initiated by North Sound ACH.

All contracts, commitments for services in the name of North Sound ACH, and other legal obligations shall be signed by the CEO, the Treasurer or the Board Chair unless otherwise delegated by the CEO.

CASH OPERATIONS

North Sound ACH's finance team maintains standard accounting records containing all aspects of North Sound ACH's financial operations. They include but are not limited to: a general ledger, a check register, and a payroll register.

Cash Receipts

The following procedures for cash/checks received through the mail or given to an organization representative shall be in place: Mail is sorted by CEO or their designee. Mail is scanned into an internal filing system (Google Drives), then distributed to the appropriate personnel. All checks are then given to the CEO or designee to prepare them for deposit. Cash and checks are deposited in North Sound ACH bank account by the CEO or designee.

A copy of the bank deposit slip is retained in chronological order with copies of the deposited checks. All cash and checks shall be deposited within 5 days of receipt.

Deposit tickets endorsed by the bank are forwarded to the finance team who records these transactions in the General Ledger. The finance team shall reconcile all logs of incoming

Deleted: line

Deleted: ,

Deleted: and Accountant

Formatted: Font color: Auto

Deleted: CASH

Formatted: Font: 10.5 pt, Font color: Custom Color(RGB(31,78,121))

Deleted: Revenue Recognition

Deleted: ¶

Deleted: All contributions or exchange transactions shall be recorded in accordance with GAAP, with specific attention to standards ASC 958-605-25 and ASC 606. Contributions are recorded as pledged or received in accordance with ASC 958-605-25 and exchange transactions consider ASC guidance 606 as it pertains to timing of recognition. Revenue must be credited to the appropriate income lines as presented in the annual budget and coded with the appropriate account number as designated in North Sound ACH's Chart of Accounts.…

Deleted: ¶

Formatted: Font color: Auto

Formatted: Font color: Auto

cash/checks with the deposit slips to ensure that all cash has been deposited.

The same procedures followed for cash receipts shall be followed when monies are received by staff as contributions during Special Events.

Receipts to Donors

All donors and contributors shall be properly acknowledged for their contributions in accordance with IRS Guidelines. If funds received are intended to be restricted, documentation providing details from the donor will be requested and kept on file. The CEO shall ensure proper recognition of contributors and grantors, utilizing the financial reporting systems.

CASH DISBURSEMENTS

Approval Process

All expenditures shall be approved by a supervisor, and a member of the C Suite for final approval. The Board has delegated authority to the CEO to make whatever purchases are needed for the day-to-day operation of North Sound ACH and in accordance with the approved annual organization budget. All authorized expenditures shall be coded by account number using North Sound ACH's Chart of Accounts.

Any non-routine expenditure in excess of $15,000.00 for the purchase of a single item should have bids from three (3) suppliers if possible. For all fixed asset purchases, reasonable diligence should be exercised to comparatively shop for available sources.

Invoices shall be received by designated North Sound ACH finance team, who will complete an Check Request form. Invoice coding is reviewed by the CFO, and form is forwarded to the CEO or their designee for final approval. Following this review and approval, the finance team will prepare ACH transactions for payment and notify authorized signers via internal task management system. North Sound ACH has set up a bill pay system to eliminate actual paper check signing when possible. Upon payment of a bill, a copy of the check or duplicate of stub shall be filled with the bill. The paid invoices and check stubs shall be electronically filed alphabetically by vendor name and kept in folders. These folders are for use in preparing the monthly financial reports and will provide support when audited. Voided checks shall be marked "VOID" boldly written in ink across the face of the check and the signature portion of the check will be torn off. The voided check shall be filed with other canceled checks upon review of documentation by the CFO. North Sound ACH staff must collect and submit to the finance team a properly filled out W9 form from any vendor/contractor prior to payment of any invoices to ensure reporting requirements are met for the agency at year end.

Invoices must be received from all vendors/contractors/payees and approved by staff prior to North Sound processing a payment.

Reimbursements

Deleted: 0

Deleted: Expense Report

Deleted: , review and

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Deleted: or a

Deleted: checks and forward them to the CEO for

Deleted: disbursement

Deleted: approval

Formatted: Font color: Auto

Deleted: , or prepare electronic form for approval prior to putting an ACH transaction in the queue for payment….

Formatted: Font color: Auto

Deleted: stapled onto the

Formatted: Font color: Auto

Deleted: monthly

Expenses directly related to North Sound ACH business activities (mileage, meals, hotel, supplies, etc.) which are pre-approved and paid for by an employee, will be reimbursed to staff upon submission of an Expense Reimbursement Form to designated North Sound ACH supervisor, who will review, approve and forward to the designated finance team member for final processing and payment. Approval from a designated supervisor will be documented with the Expense Reimbursement Form and kept in the electronic payroll systemCredit Card

North Sound ACH will issue company credit cards to staff at the CEO's discretion. Credit card holders will be approved by the CEO and credit limits on all cards will be set based on the intended purchasing responsibilities of the employee at the time of approval. Determined credit limits will be auto enacted and enforced on cards. The CEO will identify eligible staff and initiate the process of issuing company credit cards directly with CitiBank. Credit cards can be revoked at any time by the CEO.

All expenses charged on company cards must be business related. Credit Card holders are responsible for tracking their spending and ensuring they do not go over their limit in any given month. All cardholders shall turn in receipts/support for each expense charged on their card in a timely manner.

Appropriate support/receipts to include as backup for expenses must include detail from the vendor clearly stating the following transaction details:

- Amount, sales tax, tip if applicable
- Date
- Description
- Vendor

If a receipt is missing, a written and signed statement of what the expense was for, how much, and why a receipt was missing should be submitted to support the expense prior to approval. The designated supervisor is responsible for approving or denying any expense reimbursement request. The Finance Committee may request credit card statements and supporting back-up of the any credit card account at any time.

Violation of any of the above policy details can result in immediate revocation of a company card. If a card is ever accidentally used for personal use, the staff member will immediately reimburse the agency. If reimbursement is not made timely, North Sound ACH may deduct the expense portion from the staff members following paycheck with a signed deduction approval form supporting the reason for deduction.

Petty Cash

North Sound ACH will not maintain any petty cash funds.

Bank Reconciliations

Formatted: Indent: Left: 0.08", Space Before: 6.7 pt, Line spacing: Multiple 1.03 li, Border: Top: (No border), Bottom: (No border), Left: (No border), Right: (No border), Between : (No border)

Deleted: C Suite

Formatted: Font color: Auto

Deleted: approval.

Deleted: kept on file

Formatted: Font color: Auto

Formatted: Font color: Auto

Deleted: .

Deleted: ¶

Formatted: Font color: Auto

Formatted: Font: 11 pt

Formatted: Font color: Auto

Bank reconciliations shall be completed monthly by the finance team. In addition, all bank statements, credit card statements, and other required statements are reconciled every month by the finance team, and electronic records will be kept securely on the North Sound ACH shared drive. These monthly checking accounts statement reconciliations serve as an internal control to assure all entries have been made to the general ledger system and possibly discover bank errors or theft.

A check outstanding for more than six (6) months will be voided with a possible stop payment request to the bank upon approval of the CEO. Additionally, vendor checks may be voided and reissued if reported as lost. All voided checks will be kept on file whenever possible.

Capitalization

North Sound ACH establishes $2,500 as the threshold amount for minimum capitalization. A "Capital Asset" is defined as a unit of property that: (1) has an economic useful life that extends beyond 12 months; and (2) was acquired or produced for a cost of greater than $2,500. Capital Assets must be capitalized and depreciated for financial statement purposes.

All Capital Assets are recorded at historical cost as of the date acquired. The asset value of donationed assets will be the fair market value at the time of the donation.

Equipment with an economic useful life of 12 months or less are required to be expensed for financial statement purposes, regardless of the acquisition or production cost. Invoice substantiating an acquisition cost of each unit of property shall be retained for a minimum of sixyears.

Depreciation is computed over the estimated useful lives of the assets in accordance with IRS determined useful life for relevant asset classes. A Depreciation schedule shall be prepared and implemented by CFO on an annual basis, taking into consideration the annual equipment inventory.

Property Disposals

North Sound ACH may choose to dispose of property held through sale or other means, such as donation. North Sound ACH reserves the right to set the terms of disposal including timing, price, and recipients. Property disposed of is relinquished 'as is' and North Sound ACH will not be held liable for any support, maintenance, or improvements to the assets including IT assistance, or replacing/updating the property. Items such as computer equipment will be wiped by IT prior to disposal. All property disposals will be approved by the CEO or designee. Items with a cost greater than $10,000 must be approved by the board prior to disposal.

OTHER POLICIES & PROCEDURES

Deleted: Any items costing below this amount should be expensed in North Sound ACH's financial statements.

Formatted: Font color: Auto

Deleted: Tangible assets costing below the aforementioned threshold amount are recorded as an expense for North Sound ACH's annual financial statements. Alternatively, …

Deleted: A

Deleted: a

Deleted: assets

Deleted: ssets

Formatted: Font color: Auto

Deleted: four

Formatted: Font color: Auto

Deleted: Property and equipment shall be stated at historical cost. …

Confidentiality and Records Safety

Financial records are restricted materials with limited access. Only the CEO or their designee, the finance team, and the Board Treasurer (or other Board members so authorized by the Board) shall have access to financial records (vendor files, checks, journals, payroll, etc.). All payments, transactions and invoices shall be filed with supporting documentation, and files should be kept confidential.

Deeds, Conveyances, Leases & Contracts

North Sound ACH occupies one leased space at 2219 Rimland Drive, Suite 301, Bellingham, WA 98226.

- Leases will correspond to the fiscal year whenever possible.
- Copies of all leases will be maintained in the North Sound ACH office.

Donated Materials and Services

Donated materials and equipment shall be reflected in the Financial Statements at their fair market values measured on the date of receipt. If a packing slip is available that will be used as documentation of receipt. If the packing is not available the COO will sign a document to acknowledge receipt. If the donor does not identify the value of the item(s) the finance team will research and note dollar amounts for individual items donated. The staff accountant reviews and documents several comparable items along with stated resale values to determine valuation. The proposed valuation is then reviewed and approved by the CFO and CEO. Market values are periodically reassessed to ensure pricing accuracy of the goods on hand.

North Sound ACH maintains documentation of donated goods and services received during the year including name of donor, date and location of the donation, description of donated items or services and donor's estimated fair market value if known.

Donated goods and services are recorded as in-kind revenue with a debit to the proper expense account that reflects the type of donation (materials, professional services). Determination of expense versus asset status is based on materiality of donation activity in the year. For donations over $50,000 we will check with the audit team about materiality. If donated goods are not immediately expensed, they are classified as an asset and recognized as inventory.

The North Sound ACH finance team will keep scanned copies of packing slips on the shared drive. In-kind supplies contributions are kept off site in a secured location accessible only by onsite security staff. CEO and COO will designate specific staff members to communicate with onsite security when access to the warehouse is needed.

Inventory management

North Sound ACH recognizes inventory of donated and purchased goods held on a short-term

basis (less than 1 year), that are going to be distributed to its partner organizations and/or the general public. If the value of inventory is not otherwise stated, inventory is valued at the time of receipt at fair market value. Inventory is rotated on a first in, first out basis.

Access to inventory is restricted to staff designated by the CEO. Inventory is held in a secure location only accessible by designated staff. Inventory with any sensitivities to the elements is kept in a regulated environment.

Deleted: designated

On an annual basis at year's end, North Sound ACH completes a physical inventory count. The CEO coordinates the count with the CFO and COO. The CFO oversees the count, and North Sound ACH staff involved in the accounting function or who have been responsible for overseeing inventory help to perform the count.

When assigning value(s) to inventory on hand, North Sound ACH uses first in, first out method (first items to increase the inventory are the first ones to be used). Adjustments to inventory occur after subsequent physical counts are completed. Adjusting entries are prepared and reviewed by the CFO & CEO. The CFO is responsible for entering the proposed adjusting entry via journal entry into the accounting software. In-kind contribution activity is updated in the accounting system on a quarterly basis and reviewed by the Finance Committee via the financial statements.

Revenue Recognition

Formatted: Font: 10.5 pt, Font color: Auto

Formatted: Font: 10.5 pt, Font color: Auto

All contributions or exchange transactions shall be recorded in accordance with GAAP, with specific attention to standards ASC 958-605-25 and ASC 606. Contributions are recorded as pledged or received in accordance with ASC 958-605-25 and exchange transactions consider ASC guidance 606 as it pertains to timing of recognition. Revenue must be credited to the appropriate income lines as presented in the annual budget and coded with the appropriate account number as designated in North Sound ACH's Chart of Accounts.

Formatted: Font color: Auto

Formatted: Font: 10.5 pt, Font color: Auto

Donor-Imposed Conditions

Transfers of assets and promises to give with donor-imposed conditions should be recognized as contribution revenue when the conditions have been substantially met or when the conditions have been explicitly waived by the donor, i.e. a contribution of cash or a promise to give cash in support of a proposed program should be recognized when the program is undertaken. Transfers of assets with donor-imposed conditions should be reported as refundable advances until the conditions have been substantially met. Transfers of assets on which resource providers have imposed conditions should be recognized as contributions if the likelihood of not meeting the conditions is remote.

Donor-Imposed Restrictions

Contributions may be received with donor-imposed restrictions. Some restrictions may permanently limit North Sound ACH's use of contributed assets. Other restrictions are temporary in nature, limiting North Sound ACH's use of contributed assets to (a) a later period

or after a specific date (a time restriction), (b) a specific purpose (a purpose restriction), or (c) both.

Restrictions may (a) be stipulated explicitly by the donor in a written communication accompanying the contribution or (b) result implicitly from the circumstances surrounding receipt of the contributed asset – i.e. making a gift to a capital campaign. Contributions of unconditional promises to give with payments due in future periods should be reported as restricted contributions unless the donor expressly stipulated or circumstances surrounding the receipt of the promise make clear that the donor intended it to be used to support activities of the current period.

Unconditional contributions received without donor-imposed restrictions should be reported as net assets without donor restrictions that increases unrestricted net assets. Unconditional contributions received with donor-imposed restrictions should be reported as net assets with donor restrictions that increases restricted net assets.

Grant Contingencies

Grants often require the fulfillment of certain conditions as set forth in the related instrument. Failure to fulfill the conditions could result in the return of funds to the grantors. It is the responsibility of the CEO to oversee the fulfillment of grant conditions. All grants shall be properly acknowledged in accordance to IRS regulations and all grantors shall be properly recognized.

Income Taxes

North Sound ACH is exempt from federal income taxes under Section 501 (c)(3) of the Internal Revenue Code as amended. Accordingly, no provision for income taxes shall be reflected in the financial statements. North Sound ACH EIN is: 81-4680689.

Independent Audit

North Sound ACH will have an external audit of its financial statements annually.

The CEO or their designee shall recommend to the Finance Committee a firm to conduct the annual North Sound ACH audit. In addition, the Finance Committee shall assist when necessary in the audit preparation and report the final results to the Board of Directors. After audit finalization, a representative of the audit firm will be invited to attend the Board Meeting to present the audit summary and answer any questions. All reports which result from reviews of audits of the accounting and other financial systems will be routed immediately to the CEO and Finance Committee, who will then share this information with the Board of Directors. The CEO will be responsible for preparing any needed written response to the review or audit recommendations. The CEO will be responsible for providing any necessary corrective action. The auditor or other reviewing agency will be notified within three months of the issuance of the recommendations of the actions that will be taken by the agency and the projected timetable for these actions.

Insurance and Bonding

Reasonable and adequate coverage is maintained to protect North Sound ACH's interests as well as the Board of Directors. The following insurance policies shall be kept current: General Liability Insurance, Directors and Officers Liability Insurance, Workers Compensation Insurance, Staff Health Insurance and Dental Insurance and Staff Short-term and long-term disability. North Sound ACH will make sure agency coverage is in compliance with any funding contract/grant as required.

Insurance policies shall be maintained with the insurance files by North Sound ACH's designated staff. Insurance policies shall correspond to the fiscal year whenever possible. Insurance Policies shall be reviewed by North Sound ACH's CEO before renewal .

Payroll Related Transactions

Payroll is executed semi-monthly (with pay dates on the 5th and 20th day of the month). Time worked will be submitted for approval to designated supervisors weekly, then reported to the payroll service provider for payment to individual staff. The CEO's hours and reimbursable expenses
will be reported quarterly to the Board Chair for approval. Direct deposit of payroll to individual staff bank accounts is the preferred method of payment, but the option of a printed check is available with approval of the CEO. The payroll service provider provides online payroll reports and direct deposit reports that are in turn reconciled with checking account reports by North Sound ACH's finance team.

It shall be the responsibility of the CEO to ensure that existing staff who resign, are terminated or who are retiring pay any amounts due to North Sound ACH and return all North Sound ACH property before a final paycheck is issued.

Each North Sound ACH staff person completes a timesheet documenting hours worked on each assigned project and these on-line timesheets are used to submit hours per project to the payroll service provider. Reports provided from the payroll service provider are then used to assist in preparing the monthly financial statements and grant reporting requirements.

Travel

Travel expense reports for authorized local and out of state travel are completed by each employee, as appropriate and then submitted to their designated supervisor for approval. Travel to out of state trainings, conferences and meetings must have prior approval by the employee's designated supervisor. At the conclusion of approved travel, staff must attach expenditure receipts to the reimbursement request as a condition of reimbursement.

A Board or Board Committee Member traveling to represent North Sound ACH will be reimbursed for travel and expenses in the same manner as staff members are reimbursed.

Deleted: last working

Formatted: Left, Right: 0.09", Space Before: 6.7 pt

Formatted: Font color: Auto

Deleted: by the 5th of each month for payment. North Sound ACH encourages non-auto transportation and provides reimbursement for a monthly bus pass or individual books of tickets to permanent staff to encourage use of public transportation. Parking expenses, other than parking at North Sound ACH-leased office spaces are reimbursable if travel is for a work-related reason.

Deleted: ¶

Formatted: Font color: Auto

Mileage

Staff will not be reimbursed for routine mileage between the employee's residence and North Sound ACH leased spaces without prior approval of their supervisor. Recognizing that remote work spaces are common, all staff must have a work schedule agreement with their supervisor on file, indicating Remote days and In-Office days. Mileage reimbursement will be based on the travel rate established annually by the IRS.

- Remote days: Staff who are requested by their supervisor to come to an ACH physical office on their regularly scheduled remote day, will be paid for their time spent traveling from their home to a North Sound ACH worksite and may claim the mileage traveling from their home, up to the number of miles that a GPS system deems as the direct route for estimating number of miles.

- In-Office days: If an employee is scheduled to work from one of North Sound ACH's offices, normal commute time is not paid for, and mileage to and from the office is not to be claimed.

- The employee is considered to be on travel time if traveling between ACH worksites and meetings on in-office days, and may claim the mileage traveling between ACH worksites and to meetings.

- Staff are considered to be on travel time between their remote office and meetings on Remote days and may claim the mileage traveling from their Remote worksite to and from meetings.

- Staff are considered to be on travel time if traveling between two ACH office locations during the day and may claim the mileage traveling between ACH sites.

Records Retention

The following fiscal and personnel records shall be retained in North Sound ACH office files or electronically for a minimum of six years following the end of a fiscal year (December 31st) unless otherwise required by funding sources or government entities:

- Check registers, warrants or vouchers accounting for payments/expenses. Supporting documentation including original invoices and receipts
- Cash reconciliations for bank accounts from the bank statement to general ledger
- Any Investment reports
- Personnel files including required proof of citizenship or resident status, IRS withholding forms, emergency contact information
- Travel and other authorized expenses
- Payroll records
- Monthly and YTD budget, expense and revenue reports

Deleted: t

Deleted: hree

Formatted: Font color: Auto

Formatted: Font color: Auto

- Copies of Bank deposit slips with copies of checks
- Monthly expense reports and copies of invoices submitted to funders
- Accounts payable and accounts receivable, including aging reports
- Capital Equipment inventory and depreciation schedules
- Contracts specifying services, duration and rate of compensation
- Annual Audited Financial Statements
- Annual 990 tax return

NORTH SOUND ACH FINANCE ROLES

North Sound ACH Finance Team

- Chief Executive Officer
- Chief Operations Officer
- Chief Financial Officer
-
-
- Finance and Contracts Coordinator

North Sound ACH Authorized Signers

- Chief Executive Officer
- Chief Financial Officer
- Chief Operations Officer
-
-
- Other at Board Chair's direction

Payment Approval Process (Main Operating Account)

- Payment information prepared by Finance Specialist
- First Approval, CFO or CEO or COO
- Second Approval, CEO or CFO or COO

Access to Banking and Investment Accounts

- Chief Executive Officer
- Chief Financial Officer
- Finance Specialist
- Board Chair
- Other (at Board Chair's discretion)

Deleted: Finance Program Manager

Deleted: Finance Specialist

Deleted: ¶

Deleted: Procurement Specialist

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font: 11 pt, Font color: Auto

Deleted: Board Chair

Deleted: ¶

Deleted: Board Vice Chair

Deleted: Board Treasurer

Deleted: Board Secretary (

Formatted: Font: 11 pt, Font color: Auto

Deleted:)

Deleted: ¶

Formatted: Font color: Auto

Formatted: Font: (Default) Arial, Font color: Auto

Formatted: Indent: Left: 0.08", Space Before: 0 pt, Line spacing: Multiple 1.33 li

Deleted: Program Manager

Deleted: Program Manager

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

CURRENT FINANCIAL INSTITUTIONS

North Sound ACH has funds held at:

- Peoples Bank
-
- US Bank
- Schwab
- Wells Fargo (Financial Executor)

North Sound ACH holds a contract with an investment advisor firm:

- Waycross Investment Management, 119 N. Commercial Street, Suite 191, Bellingham, WA 98225

North Sound ACH has a VISA credit card account with CitiBank, with cards held in the following names:

- Tiffany Edlin (Director of Governance)
- Nicole Willis (COO)
-
- Hallie Pritchett (CEqO)
- Arlesia Bailey (CEO)
- Petra Karpsteinova (CFO)
- Sandra Chavez (Procurement Specialist)

Deleted: Chase Bank

Formatted: Font color: Auto

Formatted: Font color: Auto

Deleted: Elizabeth Baxter

Deleted: ¶

Deleted: Kassidy Hayes

Deleted: Jaclyn Cervantes

Deleted: ¶

Formatted: Font color: Auto

Formatted: Font color: Auto

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

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.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

A For the 2025 calendar year, or tax year beginning **and ending**

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

C Name of organization
NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
PO BOX 4256

City or town, state or province, country, and ZIP or foreign postal code
BELLINGHAM, WA 98227

F Name and address of principal officer: ARLESIA BAILEY
SAME AS C ABOVE

D Employer identification number
81-4680689

E Telephone number
(360) 543-8858

G Gross receipts $ 23,787,672.

H(a) Is this a group return for subordinates? ☐ Yes ☒ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions

H(c) Group exemption number

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: WWW.NORTHSOUNDACH.ORG

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 2016 **M** State of legal domicile: WA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	14
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	14
5	Total number of individuals employed in calendar year 2025 (Part V, line 2a)	5	42
6	Total number of volunteers (estimate if necessary)	6	20
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	13,536,540.	17,868,974.
9	Program service revenue (Part VIII, line 2g)	10,846,331.	0.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,458,222.	2,205,786.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	6,308.	2,851.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	25,847,401.	20,077,611.

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	4,672,290.	7,220,110.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	4,039,548.	4,707,920.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
b	Total fundraising expenses (Part IX, column (D), line 25) 0.		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,809,207.	3,387,848.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	12,521,045.	15,315,878.
19	Revenue less expenses. Subtract line 18 from line 12	13,326,356.	4,761,733.

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	64,854,039.	70,630,530.
21	Total liabilities (Part X, line 26)	5,181,919.	5,016,240.
22	Net assets or fund balances. Subtract line 21 from line 20	59,672,120.	65,614,290.

DRAFT

Part II Signature Block

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

ARLESIA BAILEY, CEO
Type or print name and title

Paid Preparer Use Only

Preparer's name	Preparer's signature	Date	Check if self-employed	PTIN
ERIC L. KIMPTON	ERIC L. KIMPTON		☐	P01970440

Firm's name GREENWOOD OHLUND, PS — Firm's EIN 91-0873571

Firm's address 4241 21ST AVE W SUITE 400
SEATTLE, WA 98199 — Phone no. (206) 782-1767

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

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III X

1 Briefly describe the organization's mission:
NORTH SOUND ACH EXISTS TO CREATE A JUST AND INCLUSIVE CULTURE AND THE NECESSARY CONDITIONS FOR ALL COMMUNITY MEMBERS TO THRIVE.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ..... Yes X No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ..... Yes X No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: _____) (Expenses $ 12,780,508. including grants of $ 7,220,110.) (Revenue $ _____)
NORTH SOUND ACH EXISTS TO CREATE A JUST AND INCLUSIVE CULTURE AND THE NECESSARY CONDITIONS REQUIRED FOR ALL COMMUNITY MEMBERS TO THRIVE. WE SERVE OVER ONE MILLION RESIDENTS IN FIVE COUNTIES: SNOHOMISH, SKAGIT, ISLAND, SAN JUAN, AND WHATCOM, ALONGSIDE EIGHT TRIBAL NATIONS: LUMMI NATION, NOOKSACK INDIAN TRIBE, SAMISH INDIAN NATION, SAUK-SUIATTLE INDIAN TRIBE, STILLAGUAMISH TRIBE OF INDIANS, SWINOMISH INDIAN TRIBAL COMMUNITY, TULALIP TRIBES, AND UPPER SKAGIT INDIAN TRIBE.

NORTH SOUND ACH ADVANCES A JUST, INCLUSIVE, AND COLLABORATIVE CULTURE BY PARTNERING WITH A NETWORK OF REGIONAL AND LOCAL ORGANIZATIONS, WORKING TOGETHER ON THE VITAL CONDITIONS NECESSARY FOR INDIVIDUAL AND COLLECTIVE WELL-BEING.

4b (Code: _____) (Expenses $ _____ including grants of $ _____) (Revenue $ _____)

4c (Code: _____) (Expenses $ _____ including grants of $ _____) (Revenue $ _____)

4d Other program services (Describe on Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses 12,780,508.

DRAFT

SEE SCHEDULE O FOR CONTINUATION(S)

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	X	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** 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*	4	X	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	X	
b	Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		X
c	Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	X	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		X
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		X
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	X	

DRAFT

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22	X	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, 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," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	73		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		X	

DRAFT

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return **2a** 42			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	**2b**	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	**3a**		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*	**3b**		
4a	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)?	**4a**		X
b	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	**5a**		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	**5b**		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	**5c**		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	**6a**		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	**6b**		
7	**Organizations that may receive deductible contributions under section 170(c).**			
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	**7a**		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	**7b**		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	**7c**		X
d	If "Yes," indicate the number of Forms 8282 filed during the year **7d**			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	**7e**		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	**7f**		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	**7g**		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	**7h**		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	**8**		
9	**Sponsoring organizations maintaining donor advised funds.**			
a	Did the sponsoring organization make any taxable distributions under section 4966?	**9a**		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	**9b**		
10	**Section 501(c)(7) organizations.** Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12 **10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities **10b**			
11	**Section 501(c)(12) organizations.** Enter:			
a	Gross income from members or shareholders **11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) **11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	**12a**		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year **12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**			
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.	**13a**		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans **13b**			
c	Enter the amount of reserves on hand **13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	**14a**		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*	**14b**		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	**15**		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	**16**		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	**17**		

DRAFT

Part VI Governance, Management, and Disclosure. *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI X

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	14		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent	1b	14		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	X	
13	Did the organization have a written whistleblower policy?	13	X	
14	Did the organization have a written document retention and destruction policy?	14	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization	15b		X
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed NONE

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records

PETRA KARPSTEINOVA - (360) 543-8858
PO BOX 4256, BELLINGHAM, WA 98227

DRAFT

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) ELIZABETH BAXTER CEO	40.00			X				241,443.	0.	6,205.
(2) NICOLE WILLIS COO	40.00					X		175,268.	0.	16,951.
(3) ARLESIA BAILEY CHIEF TRANSFORMATION OFFICER	40.00					X		162,816.	0.	7,891.
(4) HALLIE PRITCHETT CHIEF EQUITY OFFICER	40.00					X		147,317.	0.	15,517.
(5) TIFFANY EDLIN DIRECTOR OF GOVERNANCE	40.00					X		126,896.	0.	14,482.
(6) NYKA CASTRO DIRECTOR OF INNOVATION	40.00					X		116,269.	0.	16,434.
(7) PETRA KARPSTEINOVA TREASURER UNTIL 4/1 CFO FROM 5/1	40.00	X		X				104,630.	0.	5,838.
(8) KEVIN RILEY CHAIR	1.50	X		X				0.	0.	0.
(9) MARK TOMPKINS VICE-CHAIR	1.50	X		X				0.	0.	0.
(10) JACQUELYN JULIEN SECRETARY	1.50	X		X				0.	0.	0.
(11) CHUCK PROSPER MEMBER	1.50	X						0.	0.	0.
(12) LILY BALDWIN-GARDUNO MEMBER	1.50	X						0.	0.	0.
(13) SHAWN MORRIS MEMBER	1.50	X						0.	0.	0.
(14) LAUREL LEE MEMBER	1.50	X						0.	0.	0.
(15) JASON MCGILL MEMBER	1.50	X						0.	0.	0.
(16) JESSIE GUNN MEMBER	1.50	X						0.	0.	0.
(17) RICK LEVINE MEMBER	1.50	X						0.	0.	0.

DRAFT

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) BONNIE ROSS MEMBER	1.50	X						0.	0.	0.
(19) MARILYN SCOTT MEMBER	1.50	X						0.	0.	0.
(20) JILL MALONE MEMBER	1.50	X						0.	0.	0.
(21) RYAN KIPPES MEMBER	1.50	X						0.	0.	0.
(22) CHERYL RASAR MEMBER UNTIL 2/1	1.50	X						0.	0.	0.
(23) FERN SISANA MEMBER UNTIL 4/1	1.50	X						0.	0.	0.
(24) ERIC POSEY MEMBER UNTIL 2/1	1.50	X						0.	0.	0.
(25) LONA JOHNSON MEMBER UNTIL 10/1	1.50	X						0.	0.	0.
(26) NICKOLAUS LEWIS MEMBER UNTIL 10/1	1.50	X						0.	0.	0.
1b Subtotal								1,074,639.	0.	83,318.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								1,074,639.	0.	83,318.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 11

		Yes	No
3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
CHILDREN OF THE SETTING SUN PRODUCTIONS, 1111 HOLLY STREET, SUITE B, BELLINGHAM, WA	EQUITY COLLABORATION AND CONTENT CREATIO	650,000.
OPPORTUNITY COUNCIL, 1111 CORNWALL AVE, SUITE C, BELLINGHAM, WA 98225	REGIONAL CARE COORDINATION HUB	630,928.
SEA MAR COMMUNITY HEALTHCENTER 1040 S. HENDERSON, SEATTLE, WA 98108	REGIONAL CARE COORDINATION HUB	400,000.
SOUTH SNOHOMISH COUNTY FIRE & RESCUE 12425 MERIDIAN AVE S, EVERETT, WA 98208	REGIONAL CARE COORDINATION HUB	363,384.
ISLAND COUNTY HUMAN SERVICES 105 NW 1ST ST, COUPEVILLE, WA 98239	REGIONAL CARE COORDINATION HUB	300,000.

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 23

DRAFT

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	17,812,335.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	56,639.				
	g Noncash contributions included in lines 1a-1f	1g	$ 10,600.				
	h **Total.** Add lines 1a-1f			17,868,974.			
Program Service Revenue		**Business Code**					
	2a						
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f						
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			2,407,845.			2407845.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
			(i) Real	(ii) Personal			
	6a Gross rents	6a					
	b Less: rental expenses	6b					
	c Rental income or (loss)	6c					
	d Net rental income or (loss)						
			(i) Securities	(ii) Other			
	7a Gross amount from sales of assets other than inventory	7a	3,508,002.				
	b Less: cost or other basis and sales expenses	7b	3,710,061.				
	c Gain or (loss)	7c	-202,059.				
	d Net gain or (loss)			-202,059.			-202,059.
	8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
	b Less: direct expenses	8b					
	c Net income or (loss) from fundraising events						
	9a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue		**Business Code**					
	11a MISCELLANEOUS REVENUE	900099		2,851.			2,851.
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d			2,851.			
	12 **Total revenue.** See instructions			20,077,611.	0.	0.	2208637.

DRAFT

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	6,861,269.	6,861,269.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	358,841.	358,841.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	358,116.	219,035.	139,081.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	3,538,127.	2,160,991.	1,377,136.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	114,506.	72,861.	41,645.	
9 Other employee benefits	374,114.	238,052.	136,062.	
10 Payroll taxes	323,057.	203,526.	119,531.	
11 Fees for services (nonemployees):				
a Management				
b Legal	18,124.		18,124.	
c Accounting	127,200.	83,736.	43,464.	
d Lobbying	1,270.		1,270.	
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	89,146.		89,146.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	1,749,391.	1,510,327.	239,064.	
12 Advertising and promotion				
13 Office expenses	610,891.	588,504.	22,387.	
14 Information technology				
15 Royalties				
16 Occupancy	40,789.	27,056.	13,733.	
17 Travel	293,122.	264,246.	28,876.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance				
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a MISCELLANEOUS	283,306.	93,186.	190,120.	
b PROFESSIONAL DEVELOPMEN	122,959.	67,984.	54,975.	
c SUPPLIES	51,650.	30,894.	20,756.	
d				
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	15,315,878.	12,780,508.	2,535,370.	0.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

DRAFT

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing	4,628,141.	1	1,569,426.
	2	Savings and temporary cash investments	32,207,845.	2	36,271,500.
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	5,311,080.	4	65,068.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	353,660.	9	263,704.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 42,685.			
	b	Less: accumulated depreciation — 10b: 42,685.	4,400.	10c	0.
	11	Investments - publicly traded securities	22,345,527.	11	32,460,832.
	12	Investments - other securities. See Part IV, line 11		12	
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	3,386.	15	0.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	64,854,039.	16	70,630,530.
Liabilities	17	Accounts payable and accrued expenses	400,837.	17	573,292.
	18	Grants payable	662,518.	18	0.
	19	Deferred revenue	4,056,716.	19	4,406,869.
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	61,848.	25	36,079.
	26	**Total liabilities.** Add lines 17 through 25	5,181,919.	26	5,016,240.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here** ☒ **and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions	59,672,120.	27	65,614,290.
	28	Net assets with donor restrictions		28	
		Organizations that do not follow FASB ASC 958, check here ☐ **and complete lines 29 through 33.**			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	59,672,120.	32	65,614,290.
	33	Total liabilities and net assets/fund balances	64,854,039.	33	70,630,530.

DRAFT

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	20,077,611.
2	Total expenses (must equal Part IX, column (A), line 25)	2	15,315,878.
3	Revenue less expenses. Subtract line 2 from line 1	3	4,761,733.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	59,672,120.
5	Net unrealized gains (losses) on investments	5	1,280,437.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	-100,000.
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	65,614,290.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2a		X
b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2b	X	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

DRAFT

SCHEDULE A
(Form 990)

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 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

Name of the organization NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number 81-4680689

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).)
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 on 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? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

DRAFT

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) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1438440.	748,038.	172,399.	13536540.	17868974.	33764391.
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 **Total.** Add lines 1 through 3	1438440.	748,038.	172,399.	13536540.	17868974.	33764391.
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)						
6 **Public support.** Subtract line 5 from line 4.						33764391.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
7 Amounts from line 4	1438440.	748,038.	172,399.	13536540.	17868974.	33764391.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	317,759.	315,093.	1562476.	1651335.	2407845.	6254508.
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.)		1,664.	83.	6,308.	2,851.	10,906.
11 **Total support.** Add lines 7 through 10						40029805.

12 Gross receipts from related activities, etc. (see instructions) 12 55,125,176.

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 2025 (line 6, column (f), divided by line 11, column (f)) 14 84.35 %

15 Public support percentage from 2024 Schedule A, Part II, line 14 15 85.74 %

16a **33 1/3% support test - 2025.** 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 - 2024.** 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 - 2025.** 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 - 2024.** 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 ☐

DRAFT

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) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 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						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
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						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **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

15 Public support percentage for 2025 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2024 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2025** (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from **2024** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2025.** 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 - 2024.** 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 ☐

DRAFT

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of 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
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *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.*	1		
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* **Part VI** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
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* **Part VI** *when and how the organization made the determination.*	3b		
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* **Part VI** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *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.*	4b		
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* **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.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *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).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
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* **Part VI.**	6		
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).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
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* **Part VI.**	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* **Part VI.**	9b		
c	Did a disqualified person (as defined on 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* **Part VI.**	9c		
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 line 10b below.*	10a		
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.)*	10b		

DRAFT

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 on lines 11b and 11c below, the governing body of a supported organization?	**11a**		
b	A family member of a person described on line 11a above?	**11b**		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* **Part VI.**	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	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.*	**1**		
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.*	**2**		

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).*	**1**		

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?	**1**		
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).*	**2**		
3	By reason of the relationship described on 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.*	**3**		

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** ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*
- **b** ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*
- **c** ☐ The organization supported a governmental supported organization. *Describe in* **Part VI** *how you supported a governmental supported organization (see instructions).*

			Yes	No
2	Activities Test. **Answer lines 2a and 2b below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of its supported organization(s)? *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 each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**		
b	Did the activities described on 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.*	**2b**		
3	Parent of Supported Organizations. **Answer lines 3a, 3b, and 3c below.**			
a	Are the organization and its supported organization(s) part of an integrated system (for example, a hospital system)? *If "Yes," provide details in* **Part VI.**	**3a**		
b	Did the organization direct 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.*	**3b**		
c	Did the organization have the power to regularly appoint or elect (and remove) a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* **Part VI.**	**3c**		

DRAFT

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 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 **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 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 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**	

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

DRAFT

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**)	**5**	
6 **Total annual distributions.** Add lines 1 through 5.	**6**	
7 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	**7**	
8 Distributable amount for 2025 from Section C, line 6	**8**	
9 Line 7 amount divided by line 8 amount	**9**	

Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2025**	**(iii) Distributable Amount for 2025**
1 Distributable amount for 2025 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2025 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2025			
a From 2020			
b From 2021			
c From 2022			
d From 2023			
e From 2024			
f **Total** of lines 3a through 3e			
g Applied to under distributions of prior years			
h Applied to 2025 distributable amount			
i Carryover from 2020 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2025 from Section D, line 6: $			
a Applied to underdistributions of prior years			
b Applied to 2025 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2025, 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 2025. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI**. See instructions.			
7 **Excess distributions carryover to 2026.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2021			
b Excess from 2022			
c Excess from 2023			
d Excess from 2024			
e Excess from 2025			

DRAFT

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, 3b, and 3c; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5 and 7; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

DRAFT

Schedule B (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization
NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number
81-4680689

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	[X] 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

[X] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), 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), 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).

DRAFT

Name of organization
NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number
81-4680689

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	WASHINGTON STATE HEALTH CARE AUTHORITY 626 8TH AVE SE OLYMPIA, WA 98501	$ 17,684,319.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

DRAFT

Name of organization
NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number
81-4680689

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

DRAFT

Name of organization
NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number
81-4680689

Part III **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **$1,000 or less** for the year. (Enter this info. once.) $

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

DRAFT

SCHEDULE C
(Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under Section 501(c) and Section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then:

- Section 501(c)(3) organizations: Complete Parts I-A and I-B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and I-C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then:

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions), or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then:

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	Employer identification number (EIN)
NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH	81-4680689

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
2 Political campaign activity expenditures ..... $
3 Volunteer hours for political campaign activities .....

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... $
2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... $
3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ..... ☐ Yes ☐ No
4a Was a correction made? ..... ☐ Yes ☐ No
b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... $
2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... $
3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... $
4 Did the filing organization file **Form 1120-POL** for this year? ..... ☐ Yes ☐ No
5 Enter the names, addresses, and EINs of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

DRAFT

Part II-A **Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grassroots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a. If zero or less, enter -0-		
i Subtract line 1f from line 1c. If zero or less, enter -0-		

IF the amount on line 1e, column (a) or (b), is:	THEN the lobbying nontaxable amount is:
not over $500,000	20% of the amount on line 1e.
over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
over $17,000,000	$1,000,000.

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ Yes ☐ No

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2022	(b) 2023	(c) 2024	(d) 2025	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

DRAFT

Part II-B **Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a) Yes	(a) No	(b) Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?		X	
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?		X	
c Media advertisements?		X	
d Mailings to members, legislators, or the public?		X	
e Publications, or published or broadcast statements?		X	
f Grants to other organizations for lobbying purposes?		X	
g Direct contact with legislators, their staffs, government officials, or a legislative body?		X	
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		X	
i Other activities?	X		1,270.
j Total. Add lines 1c through 1i			1,270.
2a Did the activities in line 1 cause the organization to not be described in section 501(c)(3)?		X	
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2		
3	Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3		

Part III-B **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No;" OR (b) Part III-A, line 3, is answered "Yes."**

1	Dues, assessments, and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid):**		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditures next year?	4	
5	Taxable amount of lobbying and political expenditures. See instructions	5	

Part IV **Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

PART II-B, LINE 1, LOBBYING ACTIVITIES:
WASHINGTON'S COALITION OF ACH'S HOLDS A CONTRACT WITH MELANIE SMITH (CONSULTING FIRM EXPERIENCED IN THE CREATION AND EXECUTION OF A PUBLIC POLICY AGENDA).

DRAFT

SCHEDULE D (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number 81-4680689

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

		Held at the End of the Tax Year
a	Total number of conservation easements 2a	
b	Total acreage restricted by conservation easements 2b	
c	Number of conservation easements on a certified historic structure included on line 2a 2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register 2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year _____

4 Number of states where property subject to conservation easement is located _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $ _____

(ii) Assets included in Form 990, Part X $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 $ _____

b Assets included in Form 990, Part X $ _____

DRAFT

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment _____%
b Permanent endowment _____%
c Term endowment _____%

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i) Unrelated organizations?	3a(i)		
(ii) Related organizations?	3a(ii)		
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		42,685.	42,685.	0.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				0.

DRAFT

Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

DRAFT

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15, col. (B))*	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) PASS THROUGH FUNDS HELD AS AGENT	36,079.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	36,079.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	21,268,902.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	1,280,437.		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	1,280,437.
3	Subtract line 2e from line 1			3	19,988,465.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	89,146.		
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	89,146.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	20,077,611.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	15,226,732.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	0.
3	Subtract line 2e from line 1			3	15,226,732.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	89,146.		
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	89,146.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	15,315,878.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

DRAFT

SCHEDULE I (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number 81-4680689

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ..... [X] Yes [ ] No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
SNOHOMISH COUNTY 911 1121 SE EVERETT MALL WAY, UNIT 200 EVERETT, WA 98208	82-5249542	501(C)(3)	227,553.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
LATINO EDUCATIONAL TRAINING INSTITUTE (LETI) - 6605 202ND ST SW, STE 300 - LYNNWOOD, WA 98036	75-3252857	501(C)(3)	183,711.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
NORTHWEST AGRICULTURE BUSINESS CENTER - 419 S. 1ST STEET, STE 207 - MOUNT VERNON, WA 98273	83-0449496	501(C)(3)	139,948.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
CHUCKANUT HEALTH FOUNDATION (FISCAL SPONSOR FOR WHATCOM ORAL HEALTH COALITI - 1500 CORNWALL AVE, SUITE 201 - BELLINGHAM, WA	91-1192943	501(C)(3)	124,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
BELLINGHAM BAY COMMUNITY BOATING CENTER - 555 HARRIS AVE - BELLINGHAM, WA 98225	20-4946594	501(C)(3)	124,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
CHUCKANUT HEALTH FOUNDATION (FISCAL SPONSOR FOR RECOVERY CAF BELLINGHAM) - 1500 CORNWALL AVE, SUITE 201 - BELLINGHAM, WA 98225	91-1192943	501(C)(3)	124,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ..... 52.

3 Enter total number of other organizations listed in the line 1 table ..... 2.

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ISLAND COUNTY PUBLIC HEALTH 105 NW 1ST ST COUPEVILLE, WA 98239	91-6001321	GOV	123,600.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
TRIUMPH TEEN LIFE CENTER 2121 E COLLEGE WAY, SUITE B MOUNT VERNON, WA 98273	87-4818276	501(C)(3)	116,574.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
HEALTH MINISTRIES NETWORK 800 E CHESTNUT ST, A1 BELLINGHAM, WA 98225	91-1192943	501(C)(3)	114,500.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
ANGELS FOR ANGELS (FISCAL SPONSOR FOR WELCOME HOME SKAGIT) - 300 LENORA ST PMB 453 - SEATTLE, WA 98121	27-5180670	501(C)(3)	102,500.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
UNDERGROUND MINISTRIES PO BOX 174 MOUNT VERNON, WA 98273	91-1850476	501(C)(3)	99,806.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
FERNDALE COMMUNITY SERVICES PO BOX 2205 FERNDALE, WA 98248	87-0724835	501(C)(3)	98,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
INSTITUTE FOR WASHINGTON'S FUTURE (FISCAL SPONSOR FOR COMMUNITY TO COMMUNIT - 2720 VALENCIA ST - BELLINGHAM, WA 98226	91-0931421	501(C)(3)	95,080.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
O.U.R JOURNEY 220 MURDOCK CT SEDRO-WOOLLEY, WA 98284	88-2754102		93,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
FOUNDATION FOR ACADEMIC ENDEAVORS PHYSICAL ADDRESS: 2727 E COLLEGE WA MOUNT VERNON, WA 98273	47-4347441	501(C)(3)	93,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SAN JUAN COUNTY PUBLIC HOSPITAL DISTRICT #3 DBA ORCAS ISLAND HEALTH CARE DISTRIC - 410 PRUNE ALLEY - EASTSOUND, WA 98245	83-0531685	GOV	93,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
COMMUNITY ACTION OF SKAGIT COUNTY 330 PACIFIC PLACE MOUNT VERNON, WA 98273	91-1140086	501(C)(3)	93,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
WHATCOM CENTER FOR EARLY LEARNING 2001 H STREET BELLINGHAM, WA 98225	91-1526226	501(C)(3)	93,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
LUMMI ISLAND HEALTH & WELLNESS PROGRAM - 3913 LEGOE BAY ROAD - LUMMI ISLAND, WA 98262	20-0695601	501(C)(3)	92,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
BELLINGHAM QUEER COLLECTIVE PO BOX 30314 BELLINGHAM, WA 98228	92-3183105	501(C)(3)	90,500.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
CHILDSTRIVE 906 SE EVERETT MALL WAY, STE 200 EVERETT, WA 98208	91-6053563	501(C)(3)	90,500.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
PEACEHEALTH PO BOX 748636 LOS ANGELES, CA 90074-8636	91-0939479	501(C)(3)	90,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
THE BRONZE CHAPTER 11033 BLUE HERON RD BOW, WA 98232	87-3027882	501(C)(3)	90,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
TRANS-WA 1155 N STATE ST, SUITE 324 BELLINGHAM, WA 98225	93-2296472	501(C)(3)	83,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
INTERCULTURAL CHILDREN & FAMILY SERVICES - 15 S. GRADY WAY, STE 434 - RENTON, WA 98057	46-3280147	501(C)(3)	82,500.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
YWCA OF SEATTLE, KING COUNTY, SNOHOMISH COUNTY - 1118 5TH AVE - SEATTLE, WA 98101	91-0482890	501(C)(3)	72,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
RE SOURCES 2309 MERIDIAN STREET BELLINGHAM, WA 98225	91-1243957	501(C)(3)	67,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
CAMP FIRE OF SNOHOMISH COUNTY 4312 RUCKER AVE EVERETT, WA 98203	91-0608531	501(C)(3)	65,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
CENTER FOR HUMAN SERVICES 17018 15TH AVE NE SHORELINE, WA 98155	23-7082323	501(C)(3)	64,070.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
WILD WHATCOM 1015 GIRARD ST BELLINGHAM, WA 98225	90-0791289	501(C)(3)	53,912.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
SNOHOMISH COUNTY RECOVERY COALITION - 20220 60TH AVE W APT 2 - LYNWOOD, WA 98036	33-2004100	501(C)(3)	51,700.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
MILLENNIA MINISTRIES 3426 BROADWAY, STE 202 EVERETT, WA 98201	20-2276486	501(C)(3)	51,500.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
THE ACCESS PROJECT 3717 196TH ST SW, STE 201 LYNNWOOD, WA 98036	92-3711709	501(C)(3)	50,002.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
FATHERHOOD FOUNDATION 1211 CORNWALL AVE BELLINGHAM, WA 98225	93-4208931		50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
ALLIED ARTS OF WHATCOM COUNTY 1213 CORNWALL AVE BELLINGHAM, WA 98225	91-1177002	501(C)(3)	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
FOOTHILLS FOOD BANK 8255 KENDALL RD MAPLE FALLS, WA 98266	91-1347974	501(C)(3)	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
NOOKSACK INDIAN TRIBE 5016 DEMING ROAD DEMING, WA 98244	91-1487296	GOV	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
SAMISH INDIAN NATION 8327 SUMMIT PARK ROAD ANACORTES, WA 98221	91-0931896	GOV	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
SAUK-SUIATTLE INDIAN TRIBE 5318 CHIEF BROWN LANE DARRINGTON, WA 98241	91-0961478	GOV	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
SKAGIT GLEANERS 1021 RIVERSIDE DRIVE MOUNT VERNON, WA 98273	94-3065925	501(C)(3)	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
STILLAGUAMISH TRIBE 3322 236TH ST NE ARLINGTON, WA 98223	91-0920666	GOV	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
SWINOMISH INDIAN TRIBAL COMMUNITY HEALTH - 11404 MOORAGE WAY - LA CONNER, WA 98257	91-0434170	GOV	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UPPER SKAGIT INDIAN TRIBE 5984 N. DARRK LANK BOW, WA 98232	91-0936960	GOV	50,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
KULSHAN COMMUNITY LAND TRUST 1715 C ST, STE 201 BELLINGHAM, WA 98225	91-1995485	501(C)(3)	49,996.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
WASHINGTON FAMILY ENGAGEMENT 7500 212TH ST SW, STE 104 EDMONDS, WA 98026	91-2068909	501(C)(3)	49,946.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
LOPEZ COMMUNITY LAND TRUST 25 TUATARA RD. LOPEZ ISLAND, WA 98261	91-1469975	501(C)(3)	47,200.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
SOUND FOUNDATION FOR PUBLIC HEALTH 3020 RUCKER AVE, STE 300 EVERETT, WA 98021	86-3221851	501(C)(3)	45,843.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
RECOVERY CAREER SERVICES 4813 180TH ST SW, UNIT C-204 LYNNWOOD, WA 98037	83-0601776	501(C)(3)	42,001.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
BELLINGHAM TECHNICAL COLLEGE FOUNDATION - 3028 LINDBERGH AVE - BELLINGHAM, WA 98225	91-1658027	501(C)(3)	39,120.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
PUBLIC HOSPITAL DISTRICT #1 DBA SKAGIT REGIONAL HEALTH - 300 HOSPITAL PARKWAY - MOUNT VERNON, WA 98274	36-4640211	GOV	36,175.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
WHATCOM LITERACY COUNCIL 3028 LINDBERGH AVE, BUILDING A BELLINGHAM, WA 98225	91-1220307	501(C)(3)	30,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
FAMILY PROMISE OF SKAGIT VALLEY PO BOX 335 SEDRO WOOLLEY, WA 98284	46-2556043	501(C)(3)	25,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
WHATCOM COUNTY LIBRARY SYSTEM (FISCAL SPONSOR FOR FRIENDS OF NORTHFORK COMM - 5205 NORTHWEST DR - BELLINGHAM, WA 98226	27-1855059	GOV	25,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION
CAMP HORIZON FOUNDATION 7506 GEMINI ST BLAINE, WA 98230	91-1412783	501(C)(3)	20,000.	0.			IMPROVE HEALTH AND HEALTHCARE SYSTEM ACCROSS NORTH SOUND REGION

DRAFT

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
HOUSING ASSISTANCE	79	273,999.	0.		
STIPEND	14	40,445.	0.		
GIFT CARDS	400	40,000.	0.		
HOTEL VOUCHER FOR FLOOD VICTIMS	5	4,397.	0.		

DRAFT

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:
THE ORGANIZATION MAINTAINS A SPREADSHEET DETAILING WHO THE GRANTEE IS, THEIR AWARD AND THE AWARD DATES. THE ORGANIZATION ALSO MAINTAINS FOLDERS FOR EACH GRANTEE WHICH INCLUDES THEIR APPLICATION AND RECEIPTS OF PAYMENTS. THE ORGANIZATION OBTAINED APPLICATIONS FROM ORGANIZATIONS REQUESTING PERSONAL PROTECTIVE EQUIPMENT AND OTHER ASSISTANCE IN RESPONSE TO THE COVID PANDEMIC AND LOCAL DISASTERS. THE ORGANIZATION MAINTAINS ALL APPLICATION DETAILS.

SCHEDULE J (Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization: NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number: 81-4680689

Part I Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☐ Tax indemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (such as maid, chauffeur, chef)		
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain **1b**		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? **2**		
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☒ Compensation survey or study ☐ Form 990 of other organizations ☒ Approval by the board or compensation committee		
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a	Receive a severance payment or change-of-control payment? **4a**		X
b	Participate in or receive payment from a supplemental nonqualified retirement plan? **4b**		X
c	Participate in or receive payment from an equity-based compensation arrangement? **4c**		X
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a	The organization? **5a**		X
b	Any related organization? **5b**		X
	If "Yes" on line 5a or 5b, describe in Part III.		
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a	The organization? **6a**		X
b	Any related organization? **6b**		X
	If "Yes" on line 6a or 6b, describe in Part III.		
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III **7**		X
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III **8**		X
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? **9**		

DRAFT

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) ELIZABETH BAXTER	(i)	241,443.	0.	0.	4,841.	1,364.	247,648.	0.
CEO	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) NICOLE WILLIS	(i)	175,268.	0.	0.	7,043.	9,908.	192,219.	0.
COO	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) ARLESIA BAILEY	(i)	162,816.	0.	0.	6,513.	1,378.	170,707.	0.
CHIEF TRANSFORMATION OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) HALLIE PRITCHETT	(i)	147,317.	0.	0.	6,113.	9,404.	162,834.	0.
CHIEF EQUITY OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

DRAFT

Part III **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

DRAFT

SCHEDULE O (Form 990)
(Rev. December 2024)
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 Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization: NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number: 81-4680689

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:
NORTH SOUND ACH EXISTS TO CREATE A JUST AND INCLUSIVE CULTURE AND THE NECESSARY CONDITIONS FOR ALL COMMUNITY MEMBERS TO THRIVE, INCLUDING A REGIONAL CARE COORDINATION HUB, CONVENING AND FACILITATION A COLLABORATIVE ACTION NETWORK OF 270 ORGANIZATIONS, AND WORKING WITH THOSE PARTNERS TO ADVANCE CARE AND SERVICES FOR COMMUNITY MEMBERS LIVING IN THE NORTH SOUND REGION.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:
REGIONAL INVESTMENTS ARE WELL COORDINATED TO ENSURE MEASURABLE IMPROVEMENT IN WELL-BEING AT A POPULATION-WIDE LEVEL, AND FOR HISTORICALLY MARGINALIZED GROUPS. IN 2025, NORTH SOUND ACH INVESTED $4.4 MILLION TO PARTNERS FOR EQUITABLE, SOLUTIONS-BASED PROJECTS; THE PROPOSALS WERE REVIEWED AND FUNDING DISTRIBUTED BY A REVIEW COMMITTEE, COMPOSED OF COMMUNITY MEMBERS AND STAFF FROM PARTNER ORGANIZATIONS WITH LIVED EXPERIENCE. THESE PARTNERS MAKE UP THE COLLABORATIVE ACTION NETWORK, WHICH HAS GROWN TO OVER 270 PARTNERS AS OF THE END OF 2025.

OUR CARE COORDINATION HUB GREW FROM TWO AGENCIES TO NINE DURING 2024. FOUR MORE AGENCIES JOINED IN 2025, FOR TOTAL OF 13 PARTNERS SERVING RESIDENTS IN ALL FIVE COUNTIES.

WE COMMITTED TO A FRAMEWORK OF STORYTELLING, TO ELEVATE AND UPLIFT COMMUNITY VOICES. WE FEATURE THE EXPERIENCES AND WORK OF THOSE FROM THE COMMUNITY ONTO OUR PODCAST, VIRTUAL LEARNING SERIES, AT STATE AND NATIONAL CONFERENCE PRESENTATIONS, AND INVEST IN CAPACITY BUILDING FROM OUR PARTNERS' OWN WORK IN STORYTELLING AND DOCUMENTARY MEDIA.

FORM 990, PART VI, SECTION B, LINE 11B:
PRIOR TO SUBMITTING THE FORM 990 TO THE IRS, THE ORGANIZATION HAS THE CFO, CEO AND BOARD OF DIRECTORS REVIEW THE FORM 990 FOR ACCURACY AND COMPLETENESS.

FORM 990, PART VI, SECTION B, LINE 12C:
A NEW FORM IS SENT TO ALL APPLICABLE INDIVIDUALS EACH YEAR. THIS FORM REQUIRES THAT THE INDIVIDUAL NOTE ANY CHANGES TO CONFLICTS OF INTEREST. THE FORM IS SENT BACK TO NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH AND REVIEWED TO ENSURE COMPLIANCE.

FORM 990, PART VI, SECTION B, LINE 15A:
SALARIES ARE BASED OFF AN INDUSTRY STUDY PERFORMED BY OUR OUTSOURCED HUMAN RESOURCES PARTNER. THESE RANGES WERE APPROVED BY THE BOARD. A REVIEW OF THESE RANGES WILL TAKE PLACE EVERY THREE YEARS OR WHENEVER A POSITION IS ADDED THAT FALLS OUTSIDE OF THE SCOPE OF THE ORIGINALLY APPROVED RANGES DISCUSSED ABOVE. THE BUDGET IS APPROVED BY THE BOARD ANNUALLY.

FORM 990, PART VI, SECTION C, LINE 19:
THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS AVAILABLE UPON REQUEST FROM THE OFFICE.

FORM 990, PART IX, LINE 11G, OTHER FEES:
CONSULTING, IT SERVICES, HR SUPPORT, TRANSLATION SERVICES:

DRAFT

Name of the organization NORTH SOUND ACCOUNTABLE COMMUNITY OF HEALTH

Employer identification number 81-4680689

PROGRAM SERVICE EXPENSES	1,506,926.
MANAGEMENT AND GENERAL EXPENSES	238,420.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	1,745,346.

PAYROLL SERVICES:	
PROGRAM SERVICE EXPENSES	3,401.
MANAGEMENT AND GENERAL EXPENSES	644.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	4,045.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	1,749,391.

DRAFT

Board Meeting Schedule Options

Three options to consider (6 meetings + 1 retreat) — based on your current schedule and the goal to avoid August

Current Schedule
(for reference)

Board retreat in January and board meetings on the following months:

Board Retreat
January
(Last Friday)

Board Meetings

February	(Last Friday)
April	(Last Friday)
June	(Last Friday)
August	(Last Friday)
October	(Last Friday)
December	(Second Friday)

Option 1
Shift the schedule to avoid August

Keep the same every-other-month rhythm, shifting the summer meeting to October.

Board Retreat
January
(Last Friday)

Board Meetings

February	(Last Friday)
April	(Last Friday)
June	(Last Friday)
October	(Last Friday)
December	(Second Friday)

Option 2
Fall-to-summer cycle (no July or August)

Meet in February instead of January and use a fall-to-summer cycle.

Board Retreat
February
(Last Friday)

Board Meetings

April	(Last Friday)
June	(Last Friday)
September	(Last Friday)
October	(Last Friday)
December	(Second Friday)

Option 3
Quarterly-plus with key business periods

Keep the same every-other-month schedule with spring retreat.

Board Retreat
April
(Last Friday)

Board Meetings

February	(Last Friday)
June	(Last Friday)
September	(Last Friday)
October	(Last Friday)
December	(Second Friday)

All options align with key decision making periods, avoids summer months.

Quick Comparison

	Option 1	Option 2	Option 3
Regular meetings (per year)	5	5	5
August meeting	No	No	No
July meeting	No	No	No
Predictable cadence	Excellent	Good	Moderate
Amount of change from current	Minimal	Moderate	Most change

Governance Policy 3: Annual Calendar Planning

To accomplish its job, the Board will develop and follow an annual agenda that (a) completes a re-exploration of its Goals annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1) The cycle will conclude each year in December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Goals.
2) The cycle will start at the first meeting of the year with the Board's approval of its annual calendar.
3) The Governance Committee will identify board educational opportunities that will be arranged to be held during the balance of the year.
4) A Board member may recommend or request an agenda item for Board discussion by submitting it to the Board Chair no later than seven days before the Board meeting. Non-voting items may be submitted to the Board Chair no later than five days before the Board meeting. Every Board meeting will include an opportunity for a member to request an item for the Board Discussion at the next meeting.
5) An annual assessment of the Board of Directors shall be completed each year, and the assessment shall be discussed at the Board's Annual Meeting.

Deleted: development

Deleted: agenda

Revision History

Date:	Reviewed/Revised by:	New Changes	No Changes
10/26/2018	Board of Directors	X	
10/25/2019	Board of Directors	X	
12/17/2021	Board of Directors	X	
10/28/2022	Board of Directors	X	
10/27/2023	Board of Directors		X
10/25/2024	Board of Directors	X	
10/31/2025	Board of Directors	X	

Governance Policy 4: Board Chair's Role

The Board Chair, selected in accordance with the Bylaws, ensures integrity of the Board's process and, occasionally represents the Board to outside parties.
Accordingly:

1) The assigned result of the Board Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed on it from outside the organization.
    a) Meeting discussion content will consist solely of issues that clearly belong to the Board to decide or to monitor according to Board policy.
    b) Avoid or minimize information that is neither for monitoring responsibilities nor Board decisions and development.
    c) Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
    d) All Board members' perspectives and participation will be sought.
2) Specific responsibilities of the Board Chair shall include but are not limited to:
    a) Presiding over all Board meetings and other meetings as set by the Board.
    b) Serve as ex-officio member of all Board committees, except on the Executive Committee.
    c) Set the agenda of the Board to ensure board business is achieved while furthering goals and priorities of the organization.
    d) Periodically consult with Board members regarding their roles and responsibilities.
    e) Act as signatory on requested Consent Agenda items.
3) The Board Chair serves as the primary contact to the CEO and can provide guidance and feedback to the CEO for board approved decisions.
4) The Board Chair will adhere to Board-Management Delegation Policy #2.1 when interacting with the CEO.

Revision History

Date	Reviewed/Revised by	New Changes	No Changes
10/26/2018	Board of Directors	X	
10/28/2022	Board of Directors	X	
10/27/2023	Board of Directors		X
12/13/2024	Board of Directors	X	
10/31/2025	Board of Directors		X

Governance Policy 7: Governance Development and Investment

Because poor governance is costly, the Board will invest in its learning to expand governance capacity.

Accordingly:

1) Board skills, methods, and supports will be sufficient to ensure effective governance.
    a) Training will be used to orient new members and candidates, this will include orientation to governance and board processes, as well as to maintain and increase existing member skills and understandings.
    b) Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, financial audits.
    c) Board members will be invited to hear stakeholders' viewpoints, values, and attend events.
2) Continual Board development will include orientation of new Board members in the Governance Process and periodic discussion of Board processes.
3) Board member associated expenses will be budgeted in advance to support the participation, learning and goals of the Board and Board Committees.
4) The Board will provide for annual educational programs for Board members on topics of key interest to the North Sound ACH's Goals and policy development.

Revision History

Date	Reviewed/Revised by	New Changes	No Changes
10/26/2018	Board of Directors	X	
12/17/2021	Board of Directors	X	
10/28/2022	Board of Directors	X	
12/15/2023	Board of Directors	X	
10/25/2024	Board of Directors	X	
08/22/2025	Board of Directors		X