



To advocate for, broaden, and strengthen the
health center network

NVPCA BOARD MEETING AGENDA

Tuesday, January 6, 2026 8:30 am – 10:00 am
Virtual Meeting – [Zoom Link](#)

2025-26 NVPCA Board Members:

President: Steve Flores, Hope Christian Health Center	CJ Hansen, Canyonlands Healthcare
Vice President: Walter Davis, Nevada Health Centers	Angela Quinn, FirstMed Health and Wellness
Secretary/Treasurer: Teri Gilbert Eisenga, Washoe Tribal	John Packham, Office of Statewide Initiatives
Tina Alicea, Safe Harbor Medical	David Robeck, Bridge Counseling Associates
Sharon Chamberlain, Northern Nevada HOPES	Randy Smith, Southern Nevada Health District
Oscar Delgado, Community Health Alliance	Ex-officio: Nancy J. Bowen, NVPCA

8:30 am	1. Call to Order a) Approval of the Agenda <i>(vote)</i>	Steve Flores
8:35 am	2. Consent Agenda <i>(vote)</i> a) Approval of Board Retreat Minutes for November 4, 2025	Steve Flores
8:40 am	3. Administrative and Financial Reports a) Budget to Actual YTD Financial Reports with Financial Dashboard and Balance Sheet <i>(vote)</i> b) Approval of Form 990 <i>(vote)</i> c) NVPCA Strategic Plan and Organizational Dashboards	Teri Gilbert-Eisenga/ Nancy Barklage Nancy Bowen
9:10 am	4. Strategic Discussion & Ad Hoc Committees Updates a) Strategic Growth Task Force Updates b) Bylaws Committee Updates; Approval to Forward Proposed Bylaws Changes to NVPCA Membership <i>(vote)</i> c) March Board Retreat Topics	Nancy Bowen
9:30 am	5. Policy Committee Update a) Federal Updates b) Nevada Legislature Policy Plan – 2026 Interim & 2027 Session	Nancy Bowen Steve Messinger
9:50 am	6. Open Forum	
10:00 am	7. Meeting Adjournment a) Next meeting: NVPCA Board Retreat, 2-day Virtual Meeting - Monday, March 9, 2026, from 8:30 – 11:30 am, and Wednesday, March 11, 2026, at 8:30 – 11:30 am	

Zoom Meeting Link: <https://us02web.zoom.us/j/82320952786?pwd=NHAYs3VoaGxJajlpTFNEZWhMMG9MQT09>
Meeting ID: 823 2095 2786; Passcode: 767732



Nevada Primary Care Association
Board Meeting – January 6, 2026
Item 2b

NVPCA Board of Directors Board Meeting Minutes November 4, 2025

Board Members Present	Steve Flores, Walter Davis, Tina Alicea, John Packham, Randy Smith, Christopher (CJ) Hansen, Angela Quinn, and Nancy Bowen (Ex Officio)
Board Members Absent	Teri Gilbert-Eisenga, Sharon Chamberlain, David Robeck, and Oscar Delgado
Also Present	Livi Howerton of Fester & Chapman and NVPCA Staff: Nancy Barklage, Kim Lambrecht, Karen Ford Manza, Steve Messinger, and Lisa Scurry (Note Taker)

1. Call to Order

President Steve Flores called the meeting of the NVPCA Board of Directors to order at 8:32 am. The meeting was conducted electronically via Zoom. A quorum of members was established.

a) Approval of the Agenda

The agenda was reviewed with no questions or suggested changes. It was moved by CJ Hansen, and seconded by Tina Alicea, to approve the agenda as presented. The motion passed unanimously. Walter Davis was not present at vote.

2. Consent Agenda

a) Approval of Minutes from Board Retreat for September 9, 2025

The consent agenda, consisting of the minutes of the September 9, 2025, Board of Directors Retreat, was presented for approval. There were no comments or questions.

It was moved by Randy Smith, and seconded by CJ Hansen, to approve the consent agenda. The motion passed unanimously. Walter Davis was not present at vote.

3. Administrative and Financial Reports

a) Audit and Form 990

Livi Howerton of Fester & Chapman presented the results of the Fiscal Year 2025 Audit and Form 990. There were no findings reported in that audit and NVPCA was given a “clean audit opinion.” It was moved by Tina Alicea, and seconded by CJ Hansen, to accept the Fiscal Year 2025 Audit. The motion passed unanimously.

The vote to accept Form 990 was delayed until the January meeting as the Board did not have adequate time to review.

b) Chief Executive Officer’s Report

CEO Nancy Bowen provided an update on NVPCA activities since the last meeting of the Board. The update included attendance at various state and national healthcare events.

c) Budget to Actual YTD Financial Reports with Financial Dashboard and Balance Sheet

Nancy Barklage, Director of Administration and Finance, reviewed the Year-to-Date financial report through September 2025, including the approved budget versus actual revenues and expenses. She explained that expenses and revenues were on target and within the expected budgeted range; and noted that travel costs were currently high as most travel occurs in the fall. Operating expenses were also high as a result of the annual conference occurring in September. The conference netted

approximately \$45,000, meeting the target goal. The financial dashboard and balance sheet as of September 30, 2025, were also presented. Randy Smith shared that the Finance Committee had discussed Title X funding and that contingency plans are being discussed in the event federal funding is disrupted in 2026.

It was moved by CJ Hansen, and seconded by Randy Smith, to accept the Budget-to-Actual Financial Reports for Fiscal Year 2026, through September 2025. The motion passed unanimously.

4. Strategic Discussion

a) Strategic Plan Pillars, Priorities and Goals

Bowen reviewed the recommended changes to the strategic plan as discussed during the September Board Retreat:

In Policy, the 340B objective will be extended at the state level through June 30, 2027; and a bill draft request for the 2027 Legislative Session will be prepared by December 31, 2026. The PCA is working on credentialing updates, and the Medicaid office is exploring options to unbundle prenatal services. The due date for the policy plan was moved to January 2026, pending the selection of a new lobbyist. In Organizational Excellence, the objective for creating staff desktop procedures was revised to require at least 50% completion by December 2026. The Board self-assessment process will remain unchanged; however, responses will no longer be anonymous.

In Strategic Growth, the Growth Plan and report was extended to October 15, 2026; and the committee will continue to meet regularly. The Communication and Outreach objective will be updated to add the creation of a crisis communication plan. The PCA will also research the possibility of creating public service announcements.

It was moved by Randy Smith, and seconded by Tina Alicea, to approve the changes to the Strategic Plan. The motion passed unanimously.

b) Board Retreat Follow-Up

Bowen reviewed items that were discussed at the September Board Retreat and gave updates on progress. That included the following: Meetings for both the Strategic Growth Committee and the Bylaws & Membership Committee were scheduled for November and December, respectively; and staff is working on policies and procedures to include a draft committees policy, a formal board orientation process, board operating procedures, and the CEO evaluation instrument and process.

c) PCP Fellowships in Psychiatry & Additional Scholarship Opportunity

Kim Lambrecht informed the Board about a program for primary care fellowship psychiatry opportunities through the University of California, Irvine School of Medicine. NVPCA will offer full tuition support for up to thirteen individuals to attend a one-year certificate program related to behavioral health. Application information will go out via email and has been shared with FQHC leadership.

5. Policy Committee Update

Steve Messinger, Policy Director, provided updates on the following items:

a) Federal updates

Federal updates included the status of the federal government shutdown and related healthcare funding issues. Messinger also gave updates on telehealth restrictions, Affordable Care Act subsidies, and the new work requirements included in HR1 related to Medicaid.



b) Nevada Legislature – Special Session & 2027 Session

On the Nevada policy side, Messinger gave updates on issues including the Rural Health Transformation Fund, funding proposals that would benefit the FQHCs, and the Medical Assistant repayment program.

c) Policy Survey Results

In September/October, members were surveyed about their policy priorities. The results were provided to the Board. NVPCA will use the results to update the strategic plan.

d) Approval of Lobbyist Selection

Messinger presented the Policy Committee’s review of the lobbyist RFP submissions. Based on the cost, experience, and other factors, it was recommended that NVPCA retain Cartwright Nevada.

It was moved by Tina Alicea, and seconded by Walter Davis, to approve a contract with Cartwright Nevada as the lobbyist for the next two years, through the 2027 Legislative Session. The motion passed unanimously.

6. Open Forum

There was no discussion.

7. Meeting Adjournment

There being no further business, President Flores adjourned the meeting at 10:00 am.

NOTES

Next Meeting	The Board will conduct a virtual Board Retreat on Monday, March 9, 2026, and Wednesday, March 11, 2026, from 8:30 – 11:30 am (PST) each day
Approved By	

ROLL CALL

President: Steve Flores, Hope Christian Health Center	Present
Vice President: Walter Davis, Nevada Health Centers	Present
Secretary/Treasurer: Teri Gilbert Eisenga, Washoe Tribal Health	Absent - Excused
Tina Alicea, Safe Harbor Medical	Present
Sharon Chamberlain, Northern Nevada HOPES	Absent - Excused
Oscar Delgado, Community Health Alliance	Absent - Excused
C.J. Hansen, Canyonlands Healthcare	Present
John Packham, Office of Statewide Initiatives	Present
Angela Quinn	Present
David Robeck, Bridge Counseling Associates	Absent - Excused





NVPCA Financial Statement

YTD Target 41.7%

* Notes provided for variances + / - 25% of YTD target

17%

67%

NB= Not Budgeted

REVENUE

Federal Grants

BPHC Cooperative Agreement

979,410 374,853 38%

REACCH Title X

1,859,434 765,880 41%

Contracts

State- TPP PREP

25,000 41,892 168%

State- MACH

371,000 163,541 44%

HCCN

79,589 34,296 43%

Other

Training & Events

30,000 24,575 82%

Sponsorship/Contributions

100,000 62,500 63%

Membership Dues

54,225 17,125 32%

GPO

5,000 0 0%

Interest

7,500 5,903 79%

Total Revenue

3,511,158 1,490,564 42%

EXPENSES

Personnel/Salary & Fringe Benefits

1,460,847 581,736 40%

Travel

Airfare

15,420 6,622 43%

Hotel

15,536 11,153 72%

Ground transport/Car Rental

5,950 2,852 48%

Conference Registration

7,065 4,467 63%

Per diem

5,802 4,687 81%

Mileage/Gas

2,635 801 30%

Total Travel

52,408 30,582 58%

Less travel expected next 6 months of grant period; will stay in budget

Supplies

Program Supplies- Direct Cost

3,100 838 27%

Computer/equipment

6,000 0 0%

Total Supplies

9,100 838 9%

Contractual

Consulting

142,000 16,573 12%

Reports and Projects

192,173 150,964 79%

Total Contractual

334,173 167,536 50%

Increase due to TNT PCP fellowship program



NVPCA Financial Statement

YTD Target 41.7%

* Notes provided for variances + / - 25% of YTD target

17%

67%

NB= Not Budgeted

Other Operating Expenses

- Dues & Memberships
- Credit Card Processing Fees
- Legal
- Trainings/Events (6500)
- Meeting Staff/Board (6608)
- Printing/Outreach/Postage
- Staff/Board Development (6615)
- Recruitment Expenses
- Taxes, Licenses & Fees

Shared Costs

- Audit
- Alarm
- Bank Charges
- General office supplies
- IT Services
- Insurances
- Occupancy Costs
- Software Subscriptions
- Telephone & Internet

Total Other Operating & Shared

Pass Through

- Pass through Contracts- Title X
- Pass through Contracts- TPP PREP
- Pass through Contracts- MACH
- Pass through Contracts- CareSource
- Pass through Contracts- TOC

Total Pass Through

Total Expenses

INCOME OR LOSS

Net assets released from purpose

restrictions (Population Health Project, Molina, TOC, CareSource, Huntsman)

Adjusted Income or Loss

APPROVED			
BUDGET	YTD	% of	
Jul 2025-Jun 2026	Nov-25	Budget	Notes
Dues & Memberships	13,000	400	3%
Credit Card Processing Fees	2,000	1,495	75%
Legal	1,000	478	48%
Trainings/Events (6500)	124,700	101,576	81%
Meeting Staff/Board (6608)	2,900	1,393	48%
Printing/Outreach/Postage	500	130	26%
Staff/Board Development (6615)	2,760	1,960	71%
Recruitment Expenses	500	0	0%
Taxes, Licenses & Fees	75	0	0%
Shared Costs			
Audit	20,000	19,600	98%
Alarm	678	305	45%
Bank Charges	144	61	42%
General office supplies	3,000	733	24%
IT Services	12,000	6,842	57%
Insurances	10,506	4,264	41%
Occupancy Costs	33,060	13,495	41%
Software Subscriptions	23,000	10,246	45%
Telephone & Internet	7,680	3,033	39%
Total Other Operating & Shared	257,503	166,011	64%
Pass Through			
Pass through Contracts- Title X	1,384,266	574,443	41%
Pass through Contracts- TPP PREP	16,700	26,664	160%
Pass through Contracts- MACH	136,500	10,500	8%
Pass through Contracts- CareSource	NB	58,867	
Pass through Contracts- TOC	4,000	-	0%
Total Pass Through	1,541,466	670,475	43%
Total Expenses	3,655,497	1,617,178	44%
INCOME OR LOSS	(144,339)	(126,614)	88%
Net assets released from purpose			
restrictions (Population Health Project, Molina, TOC, CareSource, Huntsman)	179,867	141,664	79%
Adjusted Income or Loss	35,528	15,050	42%

Notes

AC25 cc processing fees

AC25 expenses

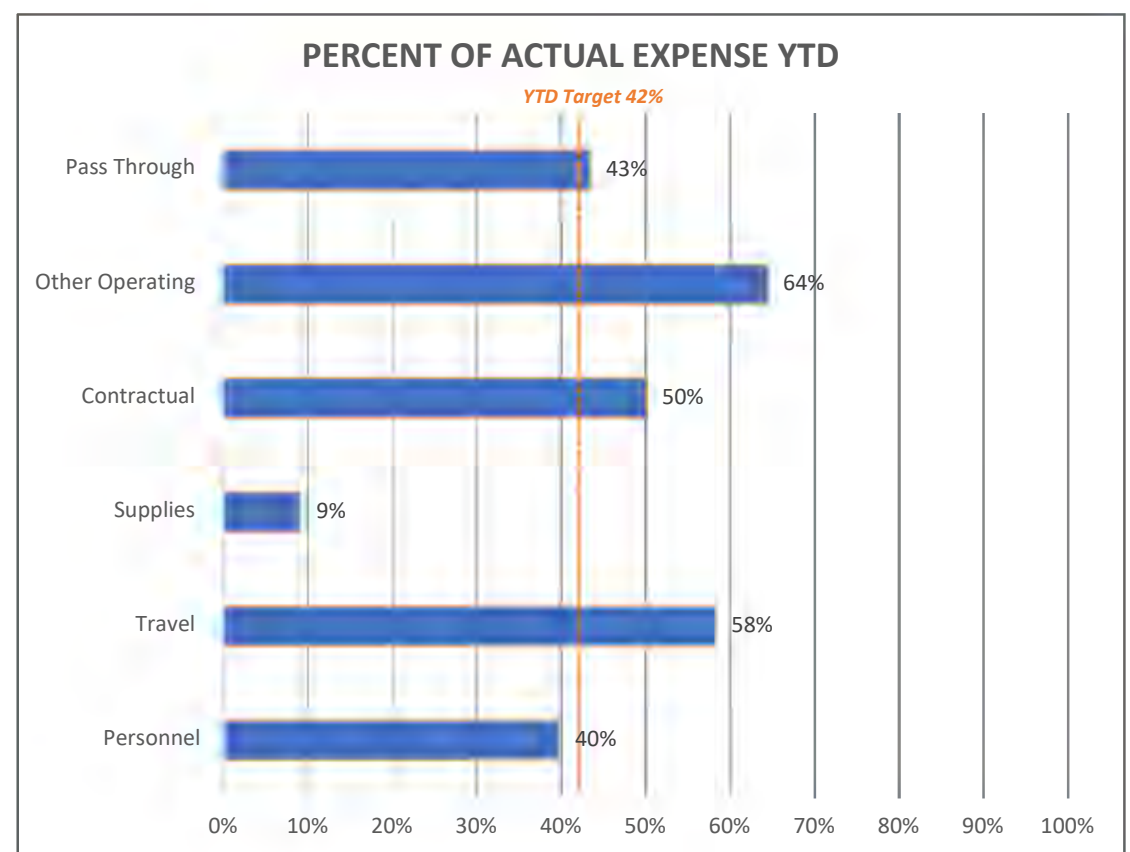
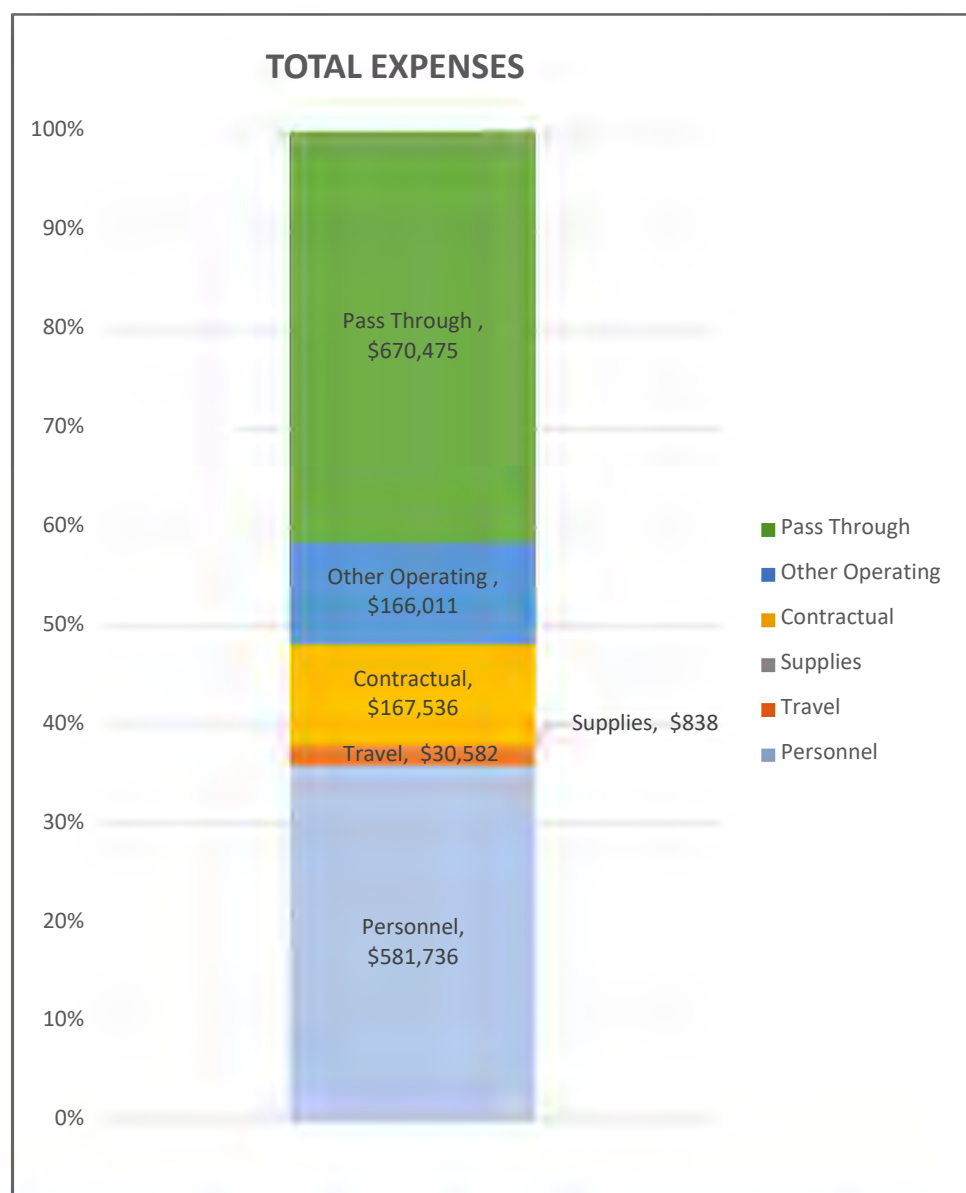
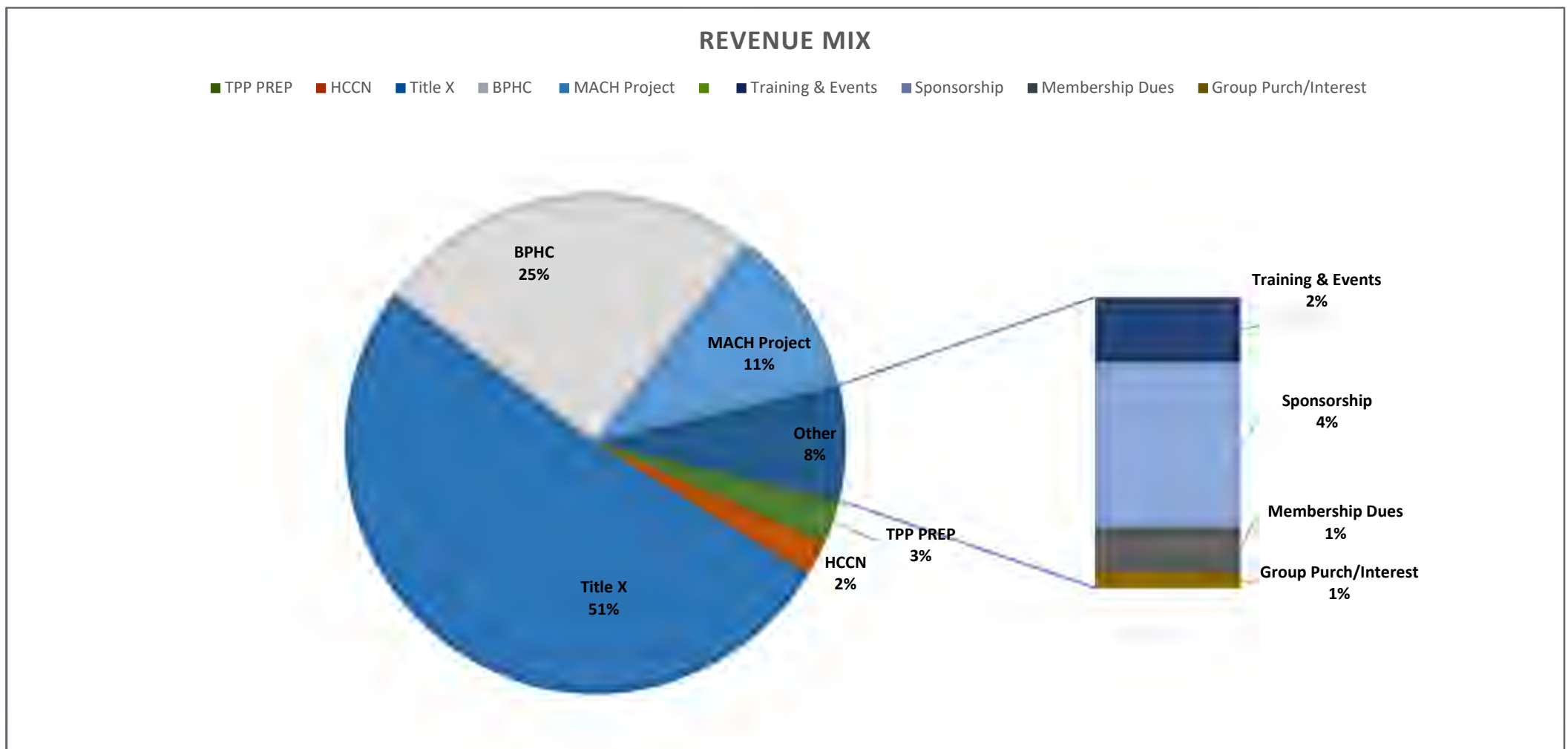
Includes board gifts; will stay within budget for the FY

Complete

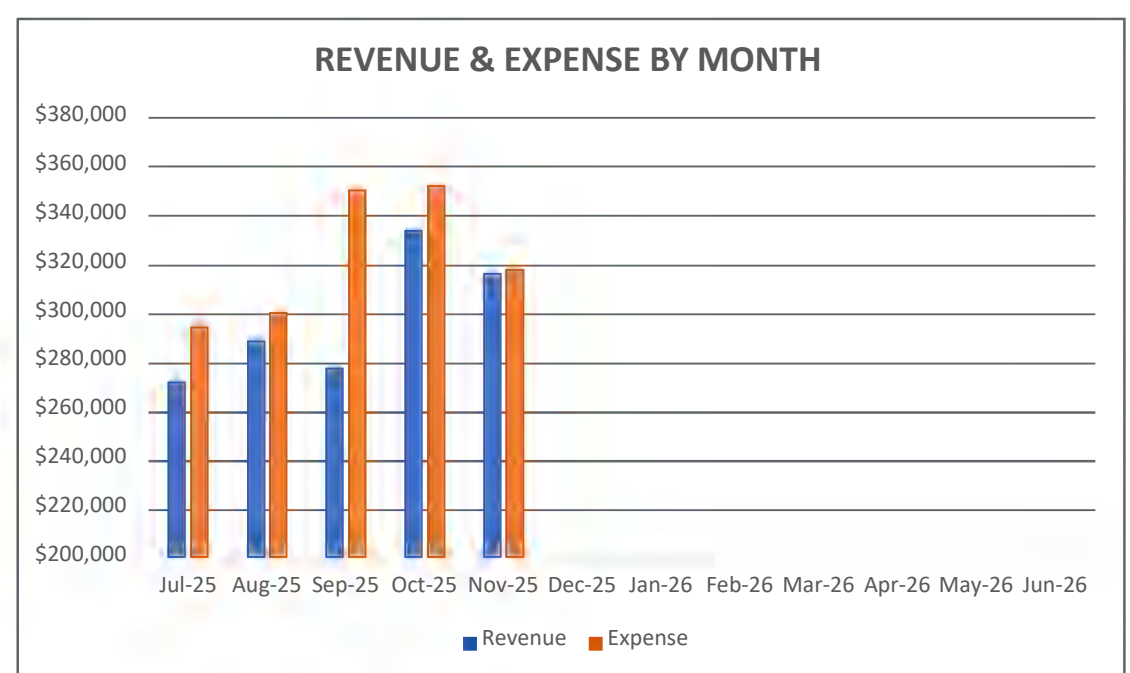
Budgeted through current contract 9/30/25; Funding for next contract was awarded starting 10/1/25 for \$79,589

Originally funds were budgeted for Azara

NVPCA Financial Dashboard Report July 1, 2025 – November 30, 2025



	9/25	11/25	1/26	3/26	5/26	Avg
Days cash on hand*	66	69				66
Current ratio*	2.3	2.3				2.3



*Days cash on hand & current ratio are calculated without restricted funds.

Statement of Financial Position

Nevada Primary Care Association
As of November 30, 2025

	Total
Distribution account	
<hr/>	
Assets	
Current Assets	
Bank Accounts	
1020 BofA Checking- 5407	89,178.42
1025 BofA Checking- 5689	1,000.00
1030 Live Oak Savings	436,613.88
Total for Bank Accounts	\$526,792.30
Accounts Receivable	
1200 Accounts Receivable	252,350.98
Total for Accounts Receivable	\$252,350.98
Other Current Assets	
1300 Undeposited Funds	0.00
1320 Prepaid Expense	\$0.00
1323 Insurance	\$15,470.10
1324 Prepaid Training Expense	0.00
1325 Prepaid Rent	0.00
1328 Software Subscriptions	0.00
1330 Cyber Insurance	875.61
1331 D&O Insurance	2,374.16
1332 General Liability Insurance	949.25
1333 Workers Comp Insurance	1,635.60
Total for 1320 Prepaid Expense	\$21,304.72
1340 Petty Cash	6.57
2120 Payroll Asset	0.00
2130 Payroll Corrections	0.00
QuickBooks Tax Holding Account	13,661.15
Total for Other Current Assets	\$34,972.44
Total for Current Assets	\$814,115.72

Statement of Financial Position

Nevada Primary Care Association
As of November 30, 2025

	Total
Distribution account	
<hr/>	
Fixed Assets	-\$0.00
Other Assets	
1500 Rent Deposits	2,498.00
1510 ROU Asset	85,158.27
<hr/>	
Total for Other Assets	\$87,656.27
<hr/>	
Total for Assets	\$901,771.99
<hr/>	

Statement of Financial Position

Nevada Primary Care Association
As of November 30, 2025

	Total
Distribution account	
<hr/>	
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	208,654.86
Total for Accounts Payable	\$208,654.86
Credit Cards	\$9,195.52
Other Current Liabilities	
2115 Direct Deposit Payable	0.00
2250 NVCC Reserve	0.00
2300 Goni Lease Liability	87,491.07
2500 Payroll Liabilities	\$16,528.95
2530 Accrued Retirement Benefit (IRA)	0.00
2540 Accrued PTO	32,356.76
2700 Accrued Expense	0.00
2900 Deferred Income	0.00
Total for Other Current Liabilities	\$136,376.78
Total for Current Liabilities	\$354,227.16
Total for Liabilities	\$354,227.16
Equity	\$547,544.83
Total for Liabilities and Equity	\$901,771.99

Form **990**

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2024

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

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

A For the 2024 calendar year, or tax year beginning 07/01/24, and ending 06/30/25

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization NEVADA PRIMARY CARE ASSOCIATION		D Employer identification number 88-0336974
	Doing business as		E Telephone number 775-887-0417
	Number and street (or P.O. box if mail is not delivered to street address) 3264 GONI RD, STE 152		Room/suite
	City or town, state or province, country, and ZIP or foreign postal code CARSON CITY NV 89706		G Gross receipts \$ 4,236,617
F Name and address of principal officer: NANCY BOWEN 3264 GONI RD, STE 152 CARSON CITY NV 89706			H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: WWW.NVPCA.ORG			H(c) Group exemption number
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other			L Year of formation: 1995 M State of legal domicile: NV

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O				
	2 Check this box <input type="checkbox"/> 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	11	
	4 Number of independent voting members of the governing body (Part VI, line 1b)		4	11	
	5 Total number of individuals employed in calendar year 2024 (Part V, line 2a)		5	15	
	6 Total number of volunteers (estimate if necessary)		6	0	
	7a Total unrelated business revenue from Part VIII, column (C), line 1		7a	0	
b Net unrelated business taxable income from Form 990-T, Part I, line 1		7b	0		
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	3,235,492	Current Year	4,164,630
	9 Program service revenue (Part VIII, line 2g)		26,067		30,795
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		18,352		16,940
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		36,602		24,252
	12 Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)		3,316,513		4,236,617
	Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)		1,416,506	
14 Benefits paid to or for members (Part IX, column (A), line 4)					0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)			1,265,503		1,393,867
16a Professional fundraising fees (Part IX, column (A), line 11e)					0
b Total fundraising expenses (Part IX, column (D), line 25)			0		0
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)			632,595		758,422
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)		3,314,604		4,159,144	
19 Revenue less expenses. Subtract line 18 from line 12		1,909		77,473	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	1,099,942	End of Year	1,059,861
	21 Total liabilities (Part X, line 26)		503,328		385,774
	22 Net assets or fund balances. Subtract line 21 from line 20		596,614		674,087

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 STEVE FLORES		Date	
	Type or print name and title PRESIDENT			
Paid Preparer Use Only	Preparer's name RACHEL R. LOCKE, CPA	Preparer's signature RACHEL R. LOCKE, CPA	Date 10/24/25	Check <input type="checkbox"/> if self-employed PTIN P00450405
	Firm's name FESTER & CHAPMAN, PLLC		Firm's EIN 82-1455657	
	Firm's address 9019 E. BAHIA DR STE 100 SCOTTSDALE, AZ 85260		Phone no. 602-264-3077	

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

1 Briefly describe the organization's mission:

SEE SCHEDULE O

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 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 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 \$ **3,936,875** including grants of \$ **2,006,855**) (Revenue \$ **30,795**)

TECHNICAL AND NON-FINANCIAL ASSISTANCE TO COMMUNITY HEALTH CENTERS TO IMPROVE THE HEALTH STATUS OF NEVADA'S MEDICALLY UNDERSERVED AND INDIGENT POPULATION UNDER HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) SECTION 330 (F) PHS ACT. FULFILLED REQUIREMENTS OF TITLE X GRANT TO INSURE SUB-RECIPIENTS PROVIDED FAMILY PLANNING SERVICES AND OUTREACH ACTIVITIES TO CREATE HEALTHY INDIVIDUALS, FAMILIES AND COMMUNITIES.

DRAFT

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)
N/A

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)
N/A

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **3,936,875**

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Yes, No. Contains 21 rows of questions regarding organizational reporting requirements, such as 'Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?' and 'Did the organization engage in direct or indirect political campaign activities...'

DRAFT

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, Yes, No. Rows 22-38. Includes questions about grants, compensation, tax-exempt bonds, excess benefit transactions, and noncash contributions.

DRAFT

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

Table with 3 columns: Question ID, Question Text, Yes, No. Rows 1a-1c. Includes questions about Form 1096, Form W-2G, and backup withholding rules.

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

Yes No

Table with 5 main columns: Question ID, Question Description, Answer Field, Yes, No. Rows include questions 2a through 17 regarding employee reporting, tax returns, business income, foreign accounts, prohibited transactions, and charitable contributions.

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

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 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.		
	11		
1b	Enter the number of voting members included on line 1a, above, who are independent		
	11		
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?		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?		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?		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?		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?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	X	
b	Each committee with authority to act on behalf of the governing body?	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		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?		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?	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	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	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	X	
12c		X	
13	Did the organization have a written whistleblower policy?	X	
14	Did the organization have a written document retention and destruction policy?	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	X	
b	Other officers or key employees of the organization		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?		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.

NANCY BOWEN **3264 GONI RD, STE 152** **NV 89706** **775-887-0417**
CARSON CITY

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 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 per week (list any hours for related organizations below dotted 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) NANCY BOWEN EXECUTIVE DIRECTOR	40.00 0.00			X			178,293	0	14,105	
(2) STEVE FLORES PRESIDENT	2.00 0.00	X		X			0	0	0	
(3) WALTER DAVIS VICE PRESIDENT	2.00 0.00	X		X			0	0	0	
(4) TERI GILBERT-EISENGA SECRETARY/TREASURER	2.00 0.00	X		X			0	0	0	
(5) CHRISTOPHER HANSEN DIRECTOR	2.00 0.00	X					0	0	0	
(6) SHARON CHAMBERLAIN DIRECTOR	2.00 0.00	X					0	0	0	
(7) OSCAR DELGADO DIRECTOR	2.00 0.00	X					0	0	0	
(8) DAVE ROBECK DIRECTOR	2.00 0.00	X					0	0	0	
(9) TINA ALICEA DIRECTOR	2.00 0.00	X					0	0	0	
(10) RANDY SMITH DIRECTOR	2.00 0.00	X					0	0	0	
(11) ANGELA QUINN DIRECTOR	2.00 0.00	X					0	0	0	

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 dotted 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			
(12) JOHN PACKHAM	2.00									
DIRECTOR	0.00	X					0	0	0	
(13) KAREN FORD MANZA	40.00									
DIR STRATEGIC PTNR	0.00				X		132,722	0	22,208	
(14) NANCY BARKLAGE	40.00									
DIR ADMIN & FINANCE	0.00				X		121,157	0	29,199	
(15) STEVE MESSINGER	40.00									
POLICY DIRECTOR	0.00				X		108,386	0	28,826	
(16) KIM LAMBRECHT	40.00									
DIR HEALTH CENTR INF	0.00				X		108,455	0	3,254	
(17)										
(18)										
(19)										
1b Subtotal							649,013		97,592	
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)							649,013		97,592	

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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 **5**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such person</i>		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

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 **18**

0

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	53,750				
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	3,610,792				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	500,088				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			4,164,630			
Program Service Revenue	2a TRAINING	Business Code	611430	30,795	30,795		
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f			30,795			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		16,940			16,940	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	(i) Real					
		(ii) Personal					
		6a					
	b Less: rental expenses	6b					
	c Rental inc. or (loss)	6c					
	d Net rental income or (loss)						
	7a Gross amount from sales of assets other than inventory	(i) Securities					
		(ii) Other					
		7a					
	b Less: cost or other basis and sales exps.	7b					
c Gain or (loss)	7c						
d Net gain or (loss)							
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	11a OTHER	Business Code	624110	24,252	24,252		
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d			24,252			
12 Total revenue. See instructions			4,236,617	55,047	0	16,940	

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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

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	2,006,855	2,006,855		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
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	192,398	173,158	19,240	
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	957,530	861,777	95,753	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	28,892	26,003	2,889	
9 Other employee benefits	126,809	114,128	12,681	
10 Payroll taxes	88,238	79,414	8,824	
11 Fees for services (nonemployees):				
a Management				
b Legal	732	588	144	
c Accounting	18,700	15,018	3,682	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	47,379	37,904	9,475	
17 Travel	98,389	88,550	9,839	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	123,500	111,500	12,000	
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 CONTRACT SERVICES MGT	373,461	343,461	30,000	
b OTHER OPERATING EXPENSES	83,740	67,250	16,490	
c SUPPLIES	12,521	11,269	1,252	
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	4,159,144	3,936,875	222,269	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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

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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	607,573	1	581,530
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net	344,956	3	361,063
	4	Accounts receivable, net		4	
	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	26,675	9	22,799
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	16,328		
	10b	Less: accumulated depreciation	16,328	10c	
	11	Investments—publicly traded securities		11	
	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	120,738	15	94,469
16	Total assets. Add lines 1 through 15 (must equal line 33)	1,099,942	16	1,059,861	
Liabilities	17	Accounts payable and accrued expenses	382,030	17	289,337
	18	Grants payable		18	
	19	Deferred revenue		19	
	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	121,298	25	96,437
	26	Total liabilities. Add lines 17 through 25	503,328	26	385,774
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/>				
	and complete lines 27, 28, 32, and 33.				
	27	Net assets without donor restrictions	275,959	27	346,491
	28	Net assets with donor restrictions	320,655	28	327,596
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/>				
	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	596,614	32	674,087	
33	Total liabilities and net assets/fund balances	1,099,942	33	1,059,861	

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	4,236,617
2	Total expenses (must equal Part IX, column (A), line 25)	2	4,159,144
3	Revenue less expenses. Subtract line 2 from line 1	3	77,473
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	596,614
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	674,087

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: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> 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. <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		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. <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	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.	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?	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	X	

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SCHEDULE A (Form 990)

Public Charity Status and Public Support

OMB No. 1545-0047

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

2024

Department of the Treasury Internal Revenue Service

Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

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

Name of the organization

NEVADA PRIMARY CARE ASSOCIATION

Employer identification number

88-0336974

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 X 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).

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Table with 6 columns: (i) Name of supported organization, (ii) EIN, (iii) Type of organization, (iv) Is the organization listed in your governing document?, (v) Amount of monetary support, (vi) Amount of other support. Rows (A) through (E) and Total.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 11285F

Schedule A (Form 990) 2024

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

Table with 7 columns: Calendar year (or fiscal year beginning in), (a) 2020, (b) 2021, (c) 2022, (d) 2023, (e) 2024, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 The value of services or facilities furnished by a governmental unit; 4 Total. Add lines 1 through 3; 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.

Section B. Total Support

Table with 7 columns: Calendar year (or fiscal year beginning in), (a) 2020, (b) 2021, (c) 2022, (d) 2023, (e) 2024, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 9 Net income from unrelated business activities, whether or not the business is regularly carried on; 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.); 11 Total support. Add lines 7 through 10; 12 Gross receipts from related activities, etc. (see instructions); 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.

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Section C. Computation of Public Support Percentage

Table with 3 columns: Line number, Description, and Percentage. Rows include: 14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f)); 15 Public support percentage from 2023 Schedule A, Part II, line 14; 16a 33 1/3% support test — 2024. 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 — 2023. 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 — 2024. 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 — 2023. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization; 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions.

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	3,927,048	3,453,335	3,781,922	3,235,492	4,164,630	18,562,427
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	20,395	98,688	23,158	62,669	55,047	259,957
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	3,947,443	3,552,023	3,805,080	3,298,161	4,219,677	18,822,384
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.)						18,822,384

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Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6	3,947,443	3,552,023	3,805,080	3,298,161	4,219,677	18,822,384
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources			8,105	18,352	16,940	43,397
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b			8,105	18,352	16,940	43,397
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.)	3,947,443	3,552,023	3,813,185	3,316,513	4,236,617	18,865,781
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 <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	99.77%
16 Public support percentage from 2023 Schedule A, Part III, line 15	16	99.85%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2024 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2023 Schedule A, Part III, line 17	18	%

- 19a 33 1/3% support tests — 2024.** 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 — 2023.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
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)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
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?		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
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? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
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))? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," provide detail in Part VI.</i>		
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)? <i>If "Yes," answer line 10b below.</i>		
b	Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

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Part IV Supporting Organizations (continued)

- 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?
 - b A family member of a person described on line 11a above?
 - 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.

	Yes	No
11a		
11b		
11c		

Section B. Type I Supporting Organizations

- 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.
- 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.

	Yes	No
1		
2		

Section C. Type II Supporting Organizations

- 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).

	Yes	No
1		

Section D. All Type III Supporting Organizations

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- 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?
- 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).
- 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.

	Yes	No
1		
2		
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 entity. Describe in Part VI how you supported a governmental entity (see instructions).

- 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 the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.
 - 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.
- 3 Parent of Supported Organizations. Answer lines 3a and 3b below.
 - a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI.
 - b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.

	Yes	No
2a		
2b		
3a		
3b		

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).

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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	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2024 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E – Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2024	(iii) Distributable Amount for 2024
1	Distributable amount for 2024 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2024 (reasonable cause required—explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2024			
a	From 2019			
b	From 2020			
c	From 2021			
d	From 2022			
e	From 2023			
f	Total of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2024 distributable amount			
i	Carryover from 2019 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2024 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2024 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2024, 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 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7	Excess distributions carryover to 2025. Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2020			
b	Excess from 2021			
c	Excess from 2022			
d	Excess from 2023			
e	Excess from 2024			

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

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

Schedule of Contributors

OMB No. 1545-0047

Attach to Form 990, 990-EZ, or 990-PF.

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

Name of the organization

Employer identification number

NEVADA PRIMARY CARE ASSOCIATION

88-0336974

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

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

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

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

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

501(c)(3) taxable private foundation

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

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

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General Rule

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

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% 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).

Name of organization NEVADA PRIMARY CARE ASSOCIATION	Employer identification number 88-0336974
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	US DEPT OF HEALTH AND HUMAN SERVICES 200 INDEPENDENCE AVE, SW WASHINGTON DC 20201	\$ 3,474,023	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	CENTENE CORPORATE 7700 FORSYTH BLVD ST LOUIS MO 63105	\$ 70,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	MOLINA HEALTHCARE 8329 W. SUNSET RD, STE 100 LAS VEGAS NV 89113	\$ 40,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	CARESOURCE PO BOX 8738 DAYTON OH 45401	\$ 315,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	PUBLIC HEALTH INFRASTRUCTURE & IMPROVEMENT 4150 TECHNOLOGY WAY CARSON CITY NV 89701	\$ 136,769	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

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**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

Employer identification number

NEVADA PRIMARY CARE ASSOCIATION

88-0336974

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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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). <input type="checkbox"/> Preservation of land for public use (for example, recreation or education) <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> 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?	<input type="checkbox"/> Yes <input type="checkbox"/> 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)?	<input type="checkbox"/> Yes <input type="checkbox"/> 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.	

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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	\$

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:

- (i)** Unrelated organizations?
- (ii)** Related organizations?

	Yes	No
3a(i)		
3a(ii)		
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

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				
e Other		16,328	16,328	
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				

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. (Column (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. (Column (b) must equal Form 990, Part X, line 13, col. (B))		

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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) OPERATING LEASE – ROU ASSET	94,469
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	94,469

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) OPERATING LEASE LIABILITY	96,437
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	96,437

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 XIII Supplemental Information *(continued)*

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**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

NEVADA PRIMARY CARE ASSOCIATION

Employer identification number

88-0336974

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? 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
(1)	NORTHERN NEVADA HOPES 467 RALSTON STREET RENO NV 89503	86-0865357	3	152,097		FMV		OUTREACH/ENROLLMENT
(2)	NEVADA HEALTH CENTERS 3325 RESEARCH WAY CARSON CITY NV 89706	94-3199117	3	748,354		FMV		OUTREACH/ENROLLMENT
(3)	COMMUNITY HEALTH ALLIANCE 5250 NEIL RD, STE 103 RENO NV 89503	88-0293149	3	798,325		FMV		OUTREACH/ENROLLMENT
(4)	FIRST PERSON CARE CLINICS 1200 S 4TH ST #111 LAS VEGAS NV 89104	46-2155118	3	66,218		FMV		OUTREACH/ENROLLMENT
(5)	CANYONLANDS HEALTH CARE PO BOX 1625 PAGE AZ 86040	86-0350153	3	60,673		FMV		OUTREACH/ENROLLMENT
(6)	HOPE CHRISTIAN HEALTH CENTER 750 E AMELIA G EVANS DR PHOENIX AZ 85014	46-3098169	3	170,708		FMV		OUTREACH/ENROLLMENT
(7)	WASHOE TRIBAL HEALTH CENTER 1266 DRESSLERVILLE RD GARDNERVILLE NV 89460		3	7,000		FMV		OUTREACH/ENROLLMENT
(8)								
(9)								

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

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (Rev. 12-2024)

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 noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1					
2					
3					
4					
5					
6					
7					

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 - PROCEDURES FOR MONITORING THE USE OF GRANT FUNDS
NVPCA MONITORS SUBCONTRACTORS' WORK AND PROGRESS THROUGH FINANCIAL REPORTS,
DELIVERABLE REPORTS AND MONTHLY PHONE CALLS. THE PROGRAM MANAGER AND
PROGRAM DIRECTOR ARE IN REGULAR CONTACT WITH SUBCONTRACTORS TO LEARN OF ANY
CHALLENGES AND SUCCESSES THEY ARE HAVING. A COPY OF REPORTS ARE KEPT
ELECTRONICALLY ON THE NVPCA SERVER, AND ACCOUNTING RECORDS ARE KEPT IN THE
ACCOUNTING FILES PER THE DOCUMENT RETENTION POLICY.

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SCHEDULE J

(Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Name of the organization

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

Employer identification number

NEVADA PRIMARY CARE ASSOCIATION

88-0336974

Part I Questions Regarding Compensation

	Yes	No
<p>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.</p> <p> <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Travel for companions <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Discretionary spending account <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) </p>		
<p>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</p>		
<p>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?</p>		
<p>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.</p> <p> <input type="checkbox"/> Compensation committee <input type="checkbox"/> Written employment contract <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Compensation survey or study <input type="checkbox"/> Form 990 of other organizations <input checked="" type="checkbox"/> Approval by the board or compensation committee </p>		
<p>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:</p> <p>a Receive a severance payment or change-of-control payment?</p> <p>b Participate in or receive payment from a supplemental nonqualified retirement plan?</p> <p>c Participate in or receive payment from an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.</p>		
<p>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.</p> <p>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:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes" on line 5a or 5b, describe in Part III.</p>		
<p>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:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes" on line 6a or 6b, describe in Part III.</p>		
<p>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</p>		
<p>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</p>		
<p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>		

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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 NANCY BOWEN EXECUTIVE DIRECTOR	(i)	178,293	0	0	5,349	8,756	192,398	0
	(ii)	0	0	0	0	0	0	0
2 KAREN FORD MANZA DIR STRATEGIC PTNR	(i)	132,722	0	0	3,982	18,226	154,930	0
	(ii)	0	0	0	0	0	0	0
3 NANCY BARKLAGE DIR ADMIN & FINANCE	(i)	121,157	0	0	3,635	25,564	150,356	0
	(ii)	0	0	0	0	0	0	0
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

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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.

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**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

NEVADA PRIMARY CARE ASSOCIATION

Employer identification number

88-0336974

FORM 990 – ORGANIZATION'S MISSION

AS NEVADA'S FEDERALLY DESIGNATED PRIMARY CARE ASSOCIATION, NVPCA PROMOTES ACCESS TO AFFORDABLE, COMPREHENSIVE & QUALITY HEALTH CARE FOR NEVADA'S UNDERSERVED POPULATIONS. WE SUPPORT & ADVOCATE ON BEHALF OF MEMBER COMMUNITY HEALTH CENTERS, TRIBAL HEALTH CLINICS AND OTHER HEALTH CARE SAFETY NET PROVIDERS THROUGHOUT THE STATE.

FORM 990, PART VI, LINE 11B – ORGANIZATION'S PROCESS TO REVIEW FORM 990 A DRAFT OF FORM 990 IS DISCUSSED BY THE BOARD TREASURER AT A MONTHLY MEETING.

FORM 990, PART VI, LINE 12C – ENFORCEMENT OF CONFLICTS POLICY ALL BOARD MEMBERS SIGN THE POLICY ON AN ANNUAL BASIS.

FORM 990, PART VI, LINE 15A – COMPENSATION PROCESS FOR TOP OFFICIAL SALARY SURVEY COMPARISON WAS CONDUCTED FOR ALL POSITIONS.

FORM 990, PART VI, LINE 19 – GOVERNING DOCUMENTS DISCLOSURE EXPLANATION THE GOVERNING DOCUMENTS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST.

DRAFT

Federal Asset Report

Form 990, Page 1

Asset	Description	Date In Service	Cost	Bus %	Sec 179	Bonus	Basis for Depr	PerConv Meth	Prior	Current
Prior MACRS:										
1	FIXED ASSETS	12/31/11	16,328			X	0	5 HY 200DB	16,328	0
			<u>16,328</u>				<u>0</u>		<u>16,328</u>	<u>0</u>
	Grand Totals		16,328				0		16,328	0
	Less: Dispositions and Transfers		0				0		0	0
	Less: Start-up/Org Expense		0				0		0	0
	Net Grand Totals		<u>16,328</u>				<u>0</u>		<u>16,328</u>	<u>0</u>

DRAFT

AZ Asset Report

Form 990, Page 1

Asset	Description	Date In Service	Cost	Basis for Depr	AZ Prior	AZ Current	Federal Current	Difference Fed - AZ
Other Depreciation:								
I	FIXED ASSETS	12/31/11	0	0	0	0	0	0
	Total Other Depreciation		0	0	0	0	0	0
	Total ACRS and Other Depreciation		0	0	0	0	0	0
	Grand Totals		0	0	0	0	0	0
	Less: Dispositions		0	0	0	0	0	0
	Less: Start-up/Org Expense		0	0	0	0	0	0
	Net Grand Totals		0	0	0	0	0	0

DRAFT

AMT Asset Report

Form 990, Page 1

Asset	Description	Date In Service	Cost	Bus %	Sec 179	Bonus	Basis for Depr	PerConv Meth	Prior	Current
Other Depreciation:										
I	FIXED ASSETS	12/31/11	0				0	0 HY	0	0
	Total Other Depreciation		0				0		0	0
	Total ACRS and Other Depreciation		0				0		0	0
	Grand Totals		0				0		0	0
	Less: Dispositions and Transfers		0				0		0	0
	Net Grand Totals		0				0		0	0

DRAFT

Bonus Depreciation Report

Form 990, Page 1

<u>Asset</u>	<u>Property Description</u>	<u>Date In Service</u>	<u>Tax Cost</u>	<u>Bus Pct</u>	<u>Tax Sec 179 Exp</u>	<u>Current Bonus</u>	<u>Prior Bonus</u>	<u>Tax - Basis for Depr</u>
1	FIXED ASSETS	12/31/11	16,328		0	0	16,328	0
Grand Total			<u>16,328</u>		<u>0</u>	<u>0</u>	<u>16,328</u>	<u>0</u>

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Depreciation Adjustment Report

All Business Activities

<u>Form</u>	<u>Unit</u>	<u>Asset</u>	<u>Description</u>	<u>Tax</u>	<u>AMT</u>	<u>AMT Adjustments/ Preferences</u>
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There are no assets that meet the criteria of this report

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<u>Asset</u>	<u>Description</u>	<u>Date In Service</u>	<u>Cost</u>	<u>Tax</u>	<u>AMT</u>
<u>Prior MACRS:</u>					
1	FIXED ASSETS	12/31/11	16,328	0	0
			<u>16,328</u>	<u>0</u>	<u>0</u>
	Grand Totals		<u>16,328</u>	<u>0</u>	<u>0</u>

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<u>Asset</u>	<u>Description</u>	<u>Date In Service</u>	<u>Cost</u>	<u>AZ</u>
<u>Prior MACRS:</u>				
1	FIXED ASSETS	12/31/11	<u>0</u>	<u>0</u>
			<u>0</u>	<u>0</u>
	Grand Totals		<u>0</u>	<u>0</u>

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Form 990	Two Year Comparison Report	2023 & 2024
For calendar year 2024, or tax year beginning 07/01/24 , ending 06/30/25		

Name **NEVADA PRIMARY CARE ASSOCIATION** Taxpayer Identification Number **88-0336974**

		2023	2024	Differences
Revenue	1. Contributions, gifts, grants	222,951	500,088	277,137
	2. Membership dues and assessments	26,000	53,750	27,750
	3. Government contributions and grants	2,986,541	3,610,792	624,251
	4. Program service revenue	26,067	30,795	4,728
	5. Investment income	18,352	16,940	-1,412
	6. Proceeds from tax exempt bonds			
	7. Net gain or (loss) from sale of assets other than inventory			
	8. Net income or (loss) from fundraising events			
	9. Net income or (loss) from gaming			
	10. Net gain or (loss) on sales of inventory			
	11. Other revenue	36,602	24,252	-12,350
	12. Total revenue. Add lines 1 through 11	3,316,513	4,236,617	920,104
Expenses	13. Grants and similar amounts paid	1,416,506	2,006,855	590,349
	14. Benefits paid to or for members			
	15. Compensation of officers, directors, trustees, etc.	163,619	192,398	28,779
	16. Salaries, other compensation, and employee benefits	1,101,884	1,201,469	99,585
	17. Professional fundraising fees			
	18. Other professional fees	20,181	19,432	-749
	19. Occupancy, rent, utilities, and maintenance	63,438	47,379	-16,059
	20. Depreciation and Depletion			
	21. Other expenses	548,976	691,611	142,635
	22. Total expenses. Add lines 13 through 21	3,314,604	4,159,144	844,540
	23. Excess or (Deficit). Subtract line 22 from line 12	1,909	77,473	75,564
Other Information	24. Total exempt revenue	3,316,513	4,236,617	920,104
	25. Total unrelated revenue			
	26. Total excludable revenue	81,021	71,987	-9,034
	27. Total assets	1,099,942	1,059,861	-40,081
	28. Total liabilities	503,328	385,774	-117,554
	29. Retained earnings	596,614	674,087	77,473
	30. Number of voting members of governing body	11	11	
31. Number of independent voting members of governing body	11	11		
32. Number of employees	15	15		
33. Number of volunteers				

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Form 990	Tax Return History	2024
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Name NEVADA PRIMARY CARE ASSOCIATION	Employer Identification Number 88-0336974
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	2020	2021	2022	2023	2024	2025
Contributions, gifts, grants	3,908,715	3,431,085	3,781,922	3,209,492	4,110,880	
Membership dues	18,333	22,250	26,250	26,000	53,750	
Program service revenue	12,007	13,225	23,158	26,067	30,795	
Capital gain or loss						
Investment income			8,105	18,352	16,940	
Fundraising revenue (income/loss)						
Gaming revenue (income/loss)						
Other revenue	8,388	85,463	67,667	36,602	24,252	
Total revenue	3,947,443	3,552,023	3,907,102	3,316,513	4,236,617	
Grants and similar amounts paid	2,082,181	1,782,189	1,658,768	1,416,506	2,006,855	
Benefits paid to or for members						
Compensation of officers, etc.	144,971	144,971	157,013	163,619	192,398	
Other compensation	900,181	814,105	968,305	1,101,884	1,201,469	
Professional fees	9,120	3,292	21,371	20,181	19,432	
Occupancy costs	64,226	73,034	63,379	63,438	47,379	
Depreciation and depletion						
Other expenses	730,826	617,574	681,358	548,976	691,611	
Total expenses	3,931,505	3,435,163	3,570,194	3,314,604	4,159,144	
Excess or (Deficit)	15,938	116,860	336,908	1,909	77,473	
Total exempt revenue	3,947,443	3,552,023	3,907,102	3,316,513	4,236,617	
Total unrelated revenue						
Total excludable revenue	20,395	98,688	98,930	81,021	71,987	
Total Assets	563,087	641,818	961,304	1,099,942	1,059,861	
Total Liabilities	422,150	384,021	366,599	503,328	385,774	
Net Fund Balances	140,937	257,797	594,705	596,614	674,087	

Federal Statements

Taxable Interest on Investments

<u>Description</u>	<u>Amount</u>	<u>Unrelated Business</u>	<u>Exclusion Code</u>	<u>Postal Code</u>	<u>Acquired after 6/30/75</u>	<u>US Obs (\$ or %)</u>
INTEREST INCOME	\$ 16,940					
TOTAL	\$ <u>16,940</u>					

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Federal Statements

Schedule A, Part III, Line 2(e)

Description	Amount
TRAINING	\$ 30,795
OTHER	24,252
TOTAL	\$ <u>55,047</u>

Schedule A, Part III, Line 10a(e)

Description	Amount
INTEREST INCOME	\$ 16,940
TOTAL	\$ <u>16,940</u>

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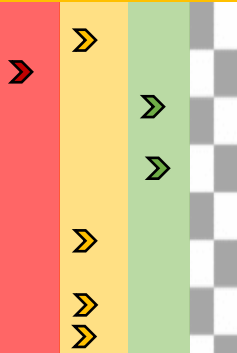
Area	Strategic Priorities	Measurement Progress
------	----------------------	----------------------



Elevate the status of and improve the health policy environment for community health centers (CHCs).

- A. Protect the 340B Program at the state level
- B. Protect the 340B Program at the national level
- C. Increase federal and state funding for community health centers and other NVPCA programs to support them.
- D. Reduce time required for provider credentialing and payer credentialing. (rolled over from 2023 plan)
- E. Promote policy improvements to increase reimbursement of services in FQHCs (i.e. unbundling OB, adult dental)
- F. Promote health center workforce pathways
- G. Develop and implement a comprehensive policy plan

0% - 33% - 67% -100%



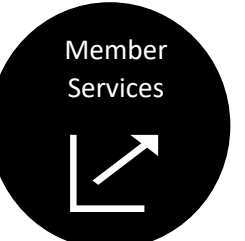
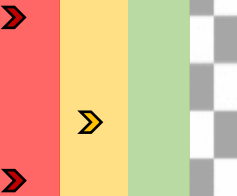
Ensure organizational knowledge, financial sustainability and value of the NVPCA to its members through healthy organizational culture

- A. Diversify funding for the NVPCA
- B. Systemize organizational knowledge, processes and procedures
- C. Board: Improve trust among and between board members
- D. Advance NVPCA along the continuum towards becoming an fair-minded, ethnically varied organization



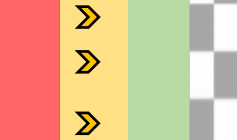
Increase access to care and strengthen the network of community health centers. (or "Strengthen the network of community health centers, whereby increasing access to care").

- A. Develop, then implement an FQHC growth plan for NVNVPCA and CHCs will collaborate to develop a statewide plan, prioritized based on unmet need, that assesses services/resources needed to assist CHCs in community development.
- B. Continue to identify and advocate for improved health center opportunities and outcomes with HCCNs
- C. Board: NVPCA Board to decide on preferred health center network configuration



Implement highly valued services designed to maximize the combined power of our members.

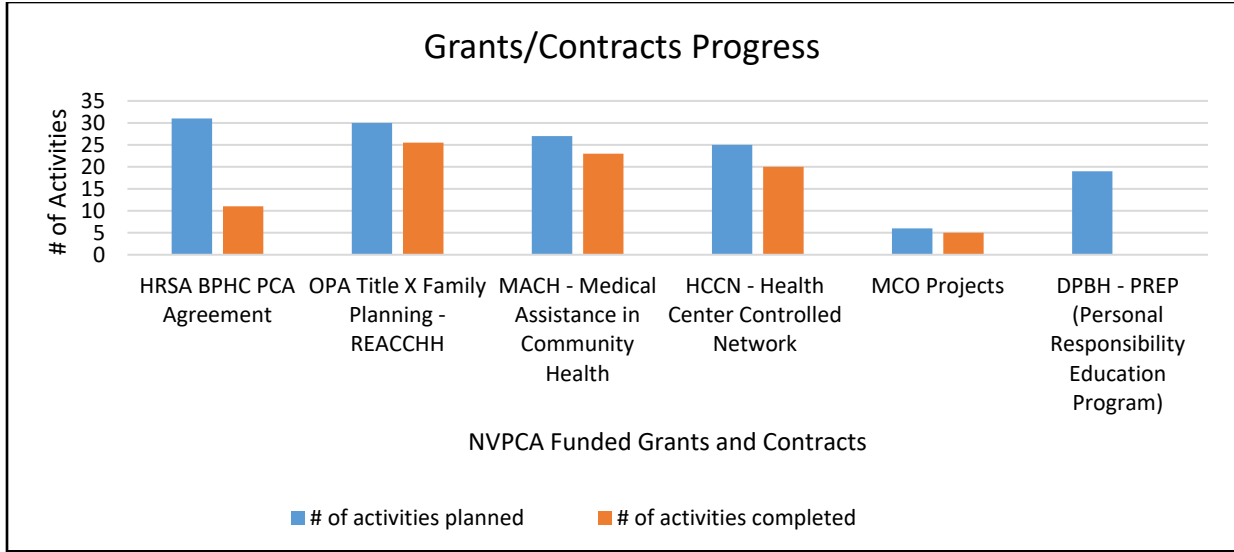
- A. Improve the availability of shared information among members
- B. Share unblinded member health center data and performance dashboards for benchmarking and quality improvement
- C. Explore possibility for a Group Purchasing Organization (GPO)



Effectively communicate the value of NVPCA and CHCs in the region.

- A. NVPCA identifies standards and benchmarks for a CHC to be recognized as an Employer of Choice
- B. Communicate the value of NVPCA's organizational members and Federally Qualified Health Centers generally
- C. Reinforce NVPCA's reputation as "go to" expert of healthcare for uninsured and underinsured individuals





Workforce Development Work Plan 2026

Workforce Area	Goal/Objective	# of Activities	# of activities completed	% achieved
Career Pathways and Grow Your Own	Increase the number of health centers that have developed health professions training for health center staff. (MACH, EKG/Phlebotomy, TNT, career pathways for front office to MA/CHW/etc.)	4	1	25%
Strengthening Partnerships & Outreach	Strengthen strategic partnerships among health centers, health professions schools, and community organizations to expand workforce development opportunities, including clinical training, mentorship, and career pathways for current and future health center staff	7	1	14%
Innovative Workforce Models	Strengthen health center workforce development by fostering collaboration, establishing benchmarks for excellence, and providing actionable data to support recruitment, retention, and recognition as Employers of Choice.	3	2	66%
Addressing Wellbeing and Burnout Prevention	Enhance workforce wellbeing across the state by implementing evidence-based strategies that promote mental, physical, and emotional health, increase employee engagement, and reduce burnout.	3	0	0%
Activity Achievement		17	4	23.5%

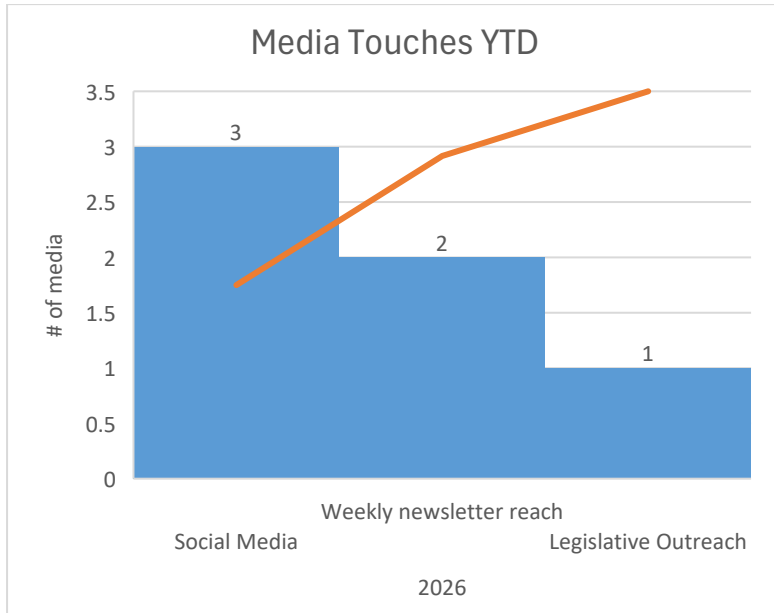
NVPCA Policy Plan Progress (Draft)

The Board of Directors to decide on top three priorities for 2026 thru the 2027 Legislative Session. Some policy areas below may drop off the policy plan based on the board’s priorities. NVPCA Board approved Cartwright Nevada to be the lobbying firm to support State Legislative work. Below is a ranking of policy priorities by level, based on polling results.

Level	Priority 1-5	Policy Area	Progress Notes
Federal	1	330 Program Funding	
Federal	2	340B	
Federal	3	Telehealth	
Federal	4	Mental Health	
Federal	5	Premium Tax Credits	
Federal	6	Food as Medicine	
Federal	Unranked	CDC Immunization Guidelines	
Local Government	5	State Legislature	
Medicaid	1	Unbundle Prenatal Care	
Medicaid	2	Credentialing	
Medicaid	3	PPS Change of Scope	
Medicaid	4	Adult Dental	
Medicaid	5	Work Requirements	
Medicaid	6	Rural Health Transformation Fund	
Medicaid	Unranked	MCO Collaboration	
State	1	340B	
State	2	Funding for FQHC infrastructure	
State	3	Primary Care GME/Training Programs	
State	4	State funding for Tech Innovation Projects	
State	5	Maternal Health	
State	6	Mental Health	
State	unranked	Early Childhood Development in scope	
State	unranked	Improved contracts with MCOs	
State	unranked	Redesign of State Incubator grant program	

Communications & Media

(DRAFT)



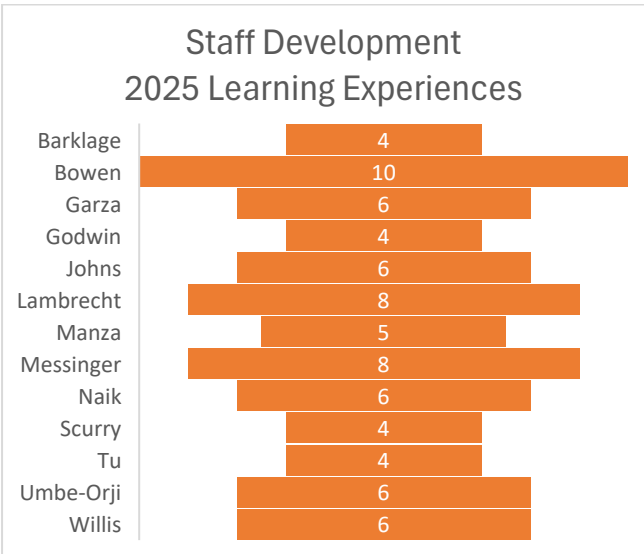
This section provides key metrics demonstrating NVPCA’s efforts to reinforce its reputation as the trusted expert in primary health care. It includes:

- **Social Media Engagement:** Number of posts published across platforms
- **Newsletter Performance:** Weekly reach and open rates
- **Legislative Outreach:** Frequency of information shared with policymakers

These indicators reflect NVPCA’s commitment to advancing its strategic priority: *“Reinforce NVPCA’s reputation as the go-to expert in primary health care.”*

Staff Development

NVPCA tracks staff participation in conferences, events, and webinars throughout the year to strengthen expertise, enhance performance, and share knowledge with member organizations.





CEO Report on Activities November - December 2025

Policy -

- In December, CEO and staff conducted meetings with health centers regarding shadow billing concerns; and communicated with Nevada Medicaid and the MCOs to address those concerns. Subsequent meetings were held with the MCOS and Medicaid to ensure health centers are able to test the shadow billing, have contract amendments in place, and understand how each MCO is managing this transition. NVPCA created a Teams Channel to allow for real-time answers and questions between health centers.

Organizational Excellence –

- As a result of the work of the Performance Measure Workgroup on Diabetes, NVPCA and the MCOs created a resource page for health center use. Visit it at [Medicaid MCO Diabetes Resources | NVPCA](#).

Community Engagement – National and State

- CEO and 2 staff members attended the NACHC Partner Conference in November in Minneapolis. In conjunction with that event, the three attended the NACHC strategy meeting, and CEO attended the NACHC Board of Directors meeting.
- CEO toured the North East Medical Services (NEMS) Las Vegas Clinic with Senator Scheible on November 22.

Membership

- CEO presented at the Nevada Health Centers' Board of Directors Retreat on November 6.

Program Management and New Projects

- A tour of two AltaMed PACE facilities is being planned for either February or March. The visit will take place in a single day in the Los Angeles area. Additional details will be sent via email.

Upcoming Events CEO will attend representing NVPCA

- [2026 NACHC Policy & Issues Forum](#) will be held February 9-12, 2026, in Washington, DC.
- [2026 National Family Planning and Reproductive Health Association \(NFPRHA\) Conference](#) will be held March 1-4, 2026, in Washington DC.

Save the Date(s)

- The **NVPCA Board of Directors** will hold a Board Retreat over **two days in March (9 & 11) from 8:30 – 11:30**. The event will be virtual.
- The **Managed Care Roundtable series** will continue in 2026 with the next meeting scheduled for **Thursday, April 16**. The in-person location will be Truckee Meadows Community College in Reno. A virtual option will be available for Southern Nevada.
- The **2026 NVPCA Annual Healthcare Conference will return to Lake Tahoe on October 6-7, 2026**. The Board's Annual Retreat will be Monday, October 5, 2026. Both events will be held at the Tahoe Blue Event Center in Stateline.

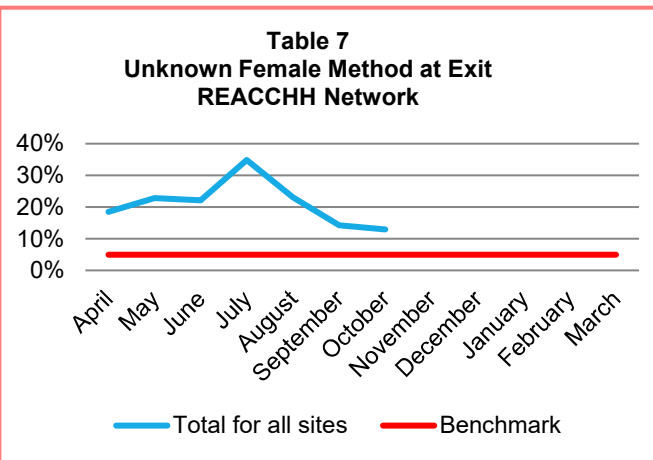
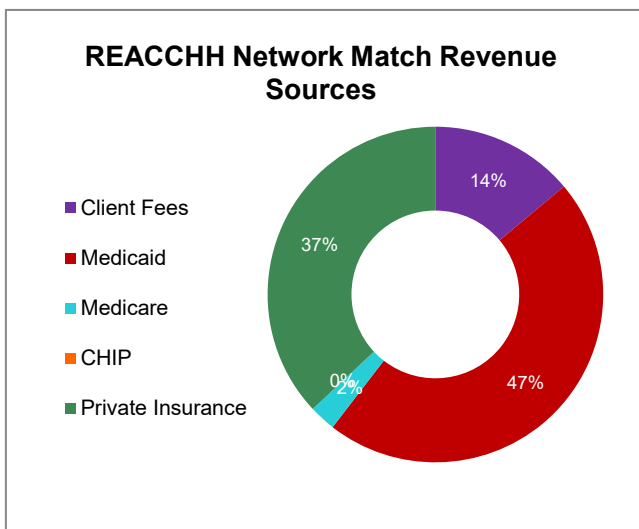
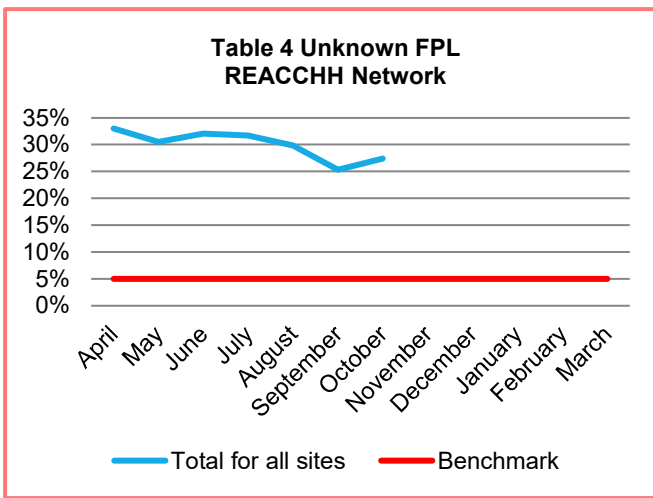
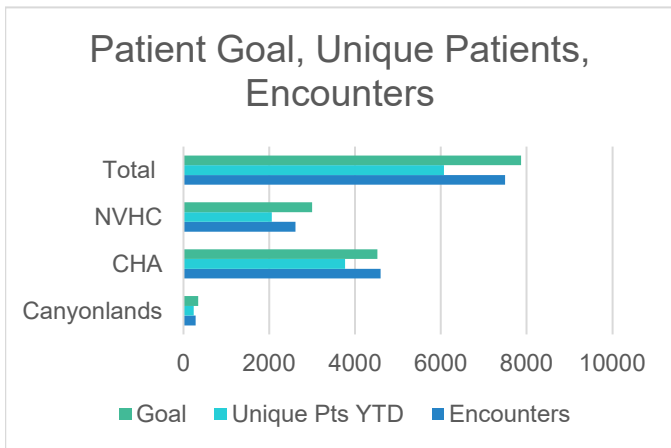
To advocate for, broaden, and strengthen the health center network.

NVPCA REACCHH Dashboard (YTD = 58%)

Year 4 (April 2025-March 2026)

2024-2025 Contracted
 Canyonlands, CHA, NVHC

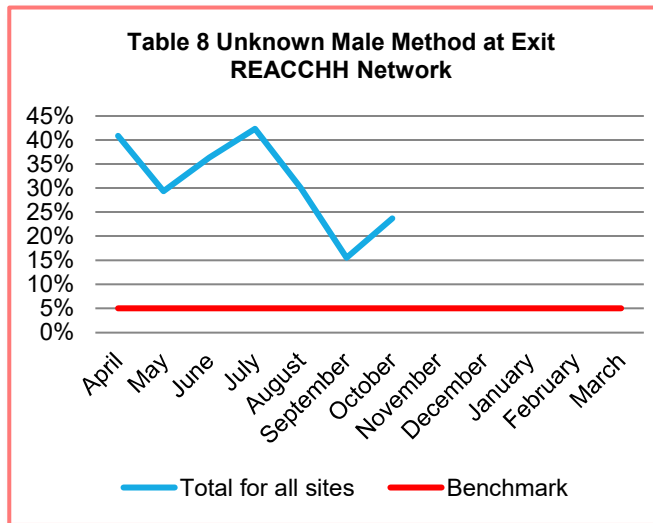
Data Quality - Unknown Rates*



At 58% of Year 4...

REACCHH Title X funds spent YTD = 54.9%

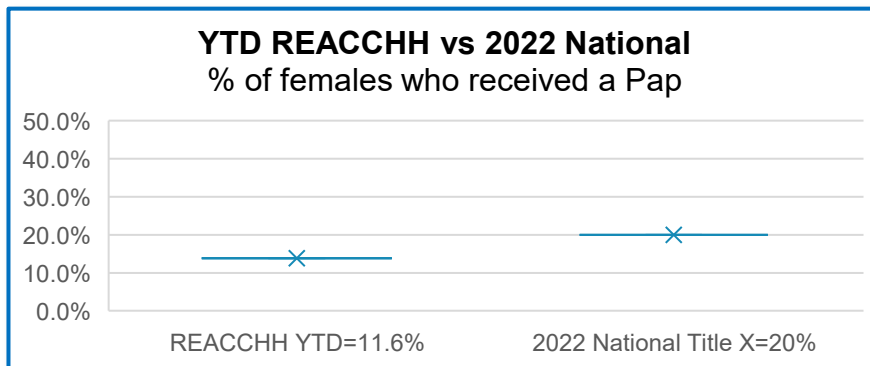
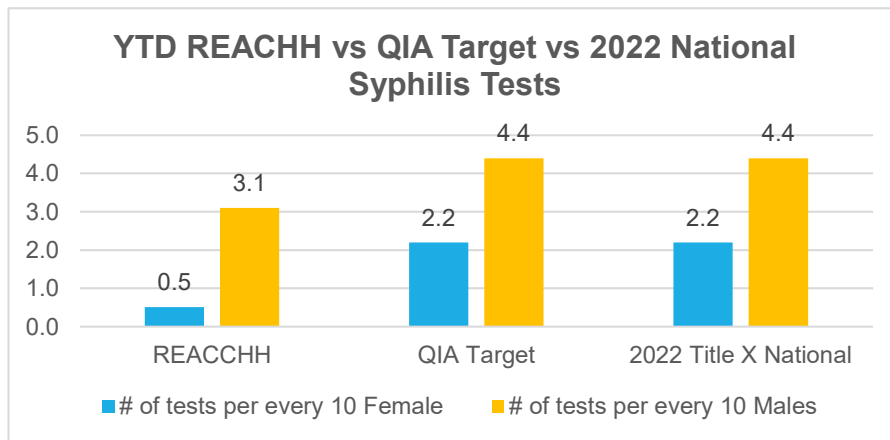
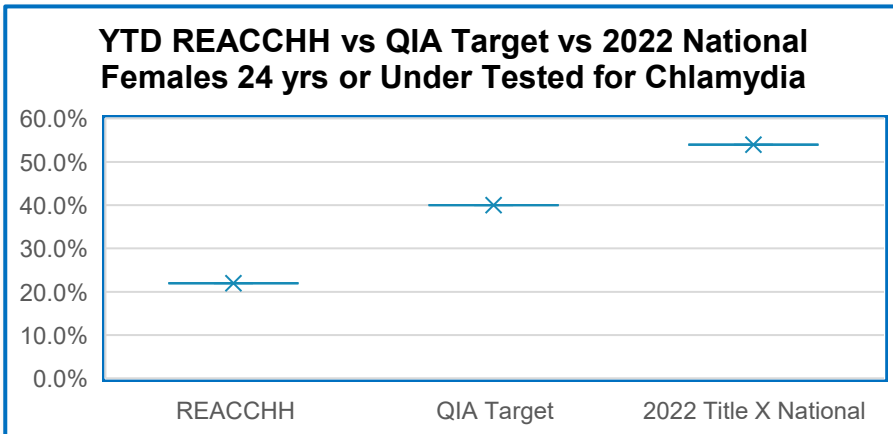
Unique Title X Patients Served by REACCHH = 87.5% of total contracted



4) Data submitted using the FPAR 2.0 template

April-October 2025 Data, Rev
 12/16/25

Clinical Quality Standards



***Notes & updates for data through October 2025:**

Subrecipients have been determined to lower unknown rates in Tables 4, 7 and 8. Two of them recently resubmitted encounter data from 1/1-9/30/25 which is under review. Preliminary results yield significant improvements in these tables, some approaching the NVPCA REACCHH quality goal of unknown rates at or below 5%.



NVPCA Strategic Growth Task Force

The NVPCA Board of Directors Strategic Growth Task Force met on November 25, 2025. Although a quorum of members was not established, the group in attendance discussed organizational priorities for the coming year. Data was presented identifying significant gaps in health center coverage for low-income populations in both Las Vegas and Northern Nevada.

Action Steps:

1. NVPCA will take a deeper dive into the Las Vegas area initially (as the area in the state with the highest unmet need) for what services are missing (i.e.: is there a high need for behavioral health, dental, etc).
2. As a committee, explore deepening the penetration of health services in those underserved areas. Would it take a bigger investment from the state?
3. NVPCA will check with the State on what is happening with the incubator funds.
4. What services are bringing cashflow to the health centers? NVPCA will analyze data and develop a strategy for potentially increasing cashflow to the health centers while also meeting the needs of the population.
5. NVPCA will contact Community Health Alliance to see who at the City of Las Vegas has been their contact.



NVPCA Bylaws and Membership Committee

Recommended Changes

The NVPCA Bylaws & Membership Committee met on December 17, 2025, to discuss proposed changes to the bylaws. The Committee recommended the following changes be forwarded to a meeting of the membership for consideration of approval. Pursuant to the bylaws, any changes to the bylaws must be approved at a meeting of the membership. See Article VIII, Amendments, which reads, “These Bylaws may be altered, amended, or repealed by approval of not less than two-thirds (2/3) of those members voting where quorum is present.”

Proposed changes include the addition of language related to membership on the Board of Directors, revision of language on board committees, and removal of language on corporate membership. The changes discussed are listed below and the full bylaws follow.

Recommendation: The Board approve the recommendation of the Board and forward the changes to the membership for consideration at a meeting to be scheduled on Wednesday, March 11, 2026, at 8:30 am (preceding the Board Retreat of that date).

Article	Proposed Change	Description
General		
Throughout Document	Change references to “his and her” to “ <u>their</u> ”	
Article I, Name, Offices, Purpose		
1.5, Purpose	Add (“ <u>Board</u> ”) as the document often uses the shortened version	This is a standard practice in a legal document the first time a term is used that will later be abbreviated
Article II, Members		
2.1.3, Corporate Member	Remove section Corporate members of NVPCA are: Any nonprofit or for-profit entities that have an interest in supporting primary health care services in NV and are interested in advocating for and supporting NVPCA’s goals to improve access to health care for Nevada’s underserved populations while improving their health and wellbeing. This is a non-voting membership.	NVPCA no longer offers a corporate membership. Such organizations are generally considered associate members or offered sponsorship at an event(s)
2.2.1(a), Application for Membership	Spell <u>out Health Resources and Services Administration</u> rather than only use HRSA	Clarifies the organization being referenced



2.2.3, Application for Corporate Membership	Remove section Application for Corporate Membership: Each Corporate Membership applicant must present evidence that it meets the criteria for membership. Documentation shall include, but not be limited to: a.—Copy of mission statement b. List of primary care health care organizations working in the State of Nevada	Pending approval of the removal of 2.1.3, this section becomes unnecessary
2.16, Conduct of Meeting	Add " <u>of the Board</u> " where the president is referenced	Clarifies it is the president of the Board being referenced
2.17, Participation in Meetings by Conference Telephone or Remote Technology System	New section Members may participate in a member meeting through use of a remote technology system, conference telephone or similar communications equipment, so long as all members participating in such meeting can hear one another.	This language is in the bylaws for board meetings but not member meetings. The language is similar to what state law says regarding remote technology.
Article III, Board of Directors		
3.2.1, Board Membership Eligibility	New section Board Membership Eligibility. To be eligible for service on the Board of Directors, an individual must be the Chief Executive Officer of a member organization in good standing. Additionally, the individual must have held the position of CEO and/or other Chief-level position at the organization with locations in Nevada for a minimum of four (4) consecutive months prior to election to the Board; and the health center must have a clinic operating and seeing patients in Nevada for not less than four (4) consecutive months.	Proposed language regarding eligibility of a board member The four month time period mirrors that established by HRSA
3.3, Chief Executive Officer	The Board of Directors, through the Board's Executive Committee (Board President, Vice-President, and Secretary-Treasurer), shall perform an annual written evaluation of the Chief Executive Officer's performance. and The Board	Adds language defining the Board's Executive Committee membership (as created at the Sept '25 Board Retreat) and defining



	shall have complete discretion and authority to hire and fire the Chief Executive Officer.	their oversight of the CEO evaluation process
3.5, Absence	Any director unable to attend a meeting shall communicate by email or phone to the Board President Chair or CEO of the Corporation, stating the reason for their his or her absence prior to the meeting. If a director is absent for more than four meetings <u>in a board calendar year (November through October)</u> without written or verbal notice <u>stating the reason for the absence</u> , the Board may request the take action to terminate the director from Board membership member organization provide a new representative to serve on the NVPCA Board of Directors . If a director ceases to be affiliated with the organizational or associate member of which he or she is a representative, such person shall be automatically terminated as a director.	<ul style="list-style-type: none"> • The board has a president, not a chair • Clarifies the timeframe within which the four absences occur • Adds requirement that a reason be given for an absence to be excused • Removes ability for a board member to provide a new representative in their place
3.8, Board Meetings	Revises language: Except that t The Board shall have regular meetings at the time and place of the annual member meeting and at least six (6) times each year at such time and place as the Board may determine.; I The Board shall meet upon call of the President, at such times and places as the President designates and shall be called to meet upon demand of a majority of its directors.	The original language was confusing. This change seeks to make this provision clear.
3.10, Special Board Meetings	Revises language: Special meetings of the Board for any purpose may be called at any time by <u>any two members of the Board's Executive Committee</u> (the President, <u>Vice-President, and/or</u> the Secretary/ Treasurer or by any two directors .	Clarifies who may call a special meeting of the Board of Directors.
3.12, Participation in Meetings by Conference Telephone <u>or Remote</u>	Revised language, including the title: Members of the Board may participate in a meeting through use of <u>a remote technology system</u> , conference telephone or similar communications equipment, so long as all	This update mirrors the update made to the members section. The term "remote technology system" is used in state law related to meetings and



<p><u>Technology System</u></p>	<p>members participating in such meeting can hear one another.</p>	<p>encompasses technology such as zoom and teams.</p>
<p>Article IV, Officers and Their Duties</p>		
<p>4.5, President</p>	<p>Revised language: The President shall: (i) preside at all members’ meetings, (ii) arrange for the time and place of holding regular meetings, (iii) call special meetings of the Board of Directors for the purpose of carrying on the Corporation’s work, (iv) appoint chairpersons and members of all committees, and (v) serve as a chairperson of the Board of Directors, <u>and (vi) fulfill any duties delegated to the President through relevant Board policy(s) (e.g. CEO succession protocols, CEO annual evaluation).</u></p>	<p>Clarifies the role of the president</p>
<p>4.6, Vice President</p>	<p>Revises language: The Vice President shall <u>(i)</u> assume the office of President when a vacancy is declared in that office; The Vice President shall (ii) <u>(ii)</u> preside over all meetings and assume full authority of the President in the President’s absence; (iii) <u>(iii)</u> I in the event of the removal of the President through resignation, death, or other action, the Vice President shall preside until such time as a new President is elected by the Board of Directors; <u>and (iv) oversee the biennial Board self-assessment.</u></p>	<p>Clarifies the role of the vice president</p>
<p>4.7, Secretary / Treasurer</p>	<p>Revises language c. Serve as the chair of the Membership and Finance Committees; d. Keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and financial transactions of the Corporation and shall cause to be sent to the members such financial statements and reports as are required to be sent to them. <u>This includes oversight of the annual financial audit and filing of Form 990;</u></p>	<ul style="list-style-type: none"> • Clarifies the role of the secretary / treasurer • Updates name of Finance Committee • Adds oversight of the annual audit process



Article V, Committees of the Board		
5.1	<p>The Board may appoint one or more committees <u>as it deems necessary. Each committee shall consist of at least one member of the Board; additional members may be appointed by the Board as appropriate. Committees shall have only those powers and responsibilities expressly delegated to them by the Board of Directors. Committees shall not have authority to act on behalf of the organization or bind the organization in any way. Committees are advisory in nature and may make recommendations to the Board of Directors. All final decisions and actions must be approved by the Board.</u> , each consisting of one or more directors and two or more members, and delegate to such committees any of the authority of the Board, except with respect to:</p> <p>The approval of any action which requires members' approval;</p> <p>The filling of vacancies on the Board or on any committees;</p> <p>A proposal for amendment or repeal of bylaws or the adoption of new bylaws;</p> <p>The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable by a committee of the Board;</p> <p>The appointment of other committees of the Board or the members thereof.</p>	<ul style="list-style-type: none"> • Makes clarifying statements regarding the composition and duties of committees. (Staff is in the process of creating a Committees policy that will further documents these processes).

AMENDED AND RESTATED BYLAWS
OF
NEVADA PRIMARY CARE ASSOCIATION, A Nevada Non-Profit Corporation

ARTICLE I
NAME, OFFICES, and PURPOSE

- 1.1 NAME. The name of the Corporation shall be Nevada Primary Care Association.
- 1.2 PRINCIPAL EXECUTIVE OFFICE. The Principal Executive Office of the Corporation is hereby fixed at 3264 Goni Road, Suite 152, Carson City in the State of Nevada, 89706, or at such other location as the Board of Directors may from time to time determine.
- 1.3 REGISTERED OFFICE. The Registered Office of this corporation shall be as determined by the Board of Directors.
- 1.4 OTHER OFFICES. Branch or subordinate offices may be established by the Board of Directors at such other places as may be desirable.
- 1.5 PURPOSE. The Corporation is organized and shall be operated exclusively for charitable, religious, educational, scientific, and literary objects and purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and to promote such other charitable objects and purposes as determined by the Board of Directors ("Board"), in its discretion. Specifically, the purpose of the corporation is to improve the quality, access, and delivery of care to the medically underserved in the State of Nevada.
- 1.6 FISCAL YEAR. The fiscal year shall be from July 1 to June 30.

ARTICLE II
MEMBERS

- 2.1 CLASSIFICATION OF MEMBERS. All organizations desiring to be members of Nevada Primary Care Association (hereinafter "NVPCA" or the "Corporation") shall make written application and pay the membership dues and assessments, if any. The Corporation shall have the following classes of members:
- 2.1.1 Organizational Member: Organizational members of NVPCA are: Federally Qualified Health Centers (FQHC), which can be Community Health Centers, Tribal Health Centers, Migrant Health Centers, and Health Care for the Homeless Programs and Health Services for Residents of Public Housing Programs which serve Nevadans, among others and FQHC Look-Alikes.
- 2.1.2 Associate Member: Associate members of NVPCA are:

Providers of primary health care who do not meet the above criteria to become organizational members; or other organizations that demonstrate a commitment to the mission of NVPCA through programs or activities that support the provision of comprehensive primary health care services to underserved populations regardless of the patient’s ability to pay (e.g., on a sliding fee scale).

~~2.1.3 Corporate Member: Corporate members of NVPCA are: Any nonprofit or for-profit entities that have an interest in supporting primary health care services in NV and are interested in advocating for and supporting NVPCA’s goals to improve access to health care for Nevada’s underserved populations while improving their health and wellbeing. This is a non-voting membership.~~

2.2 APPLICATION FOR MEMBERSHIP. Membership shall be by application and submitted to the Chief Executive Officer of NVPCA. Membership shall become effective upon confirmation of required documents and payment of membership dues.

2.2.1 Application for Organizational Membership: Each Organizational membership application must present evidence that it meets the criteria for membership. Documentation shall include, but not be limited to the following:

a. Copy of the most recent Notice of Award or Look-Alike designation letter from the Health Resources and Services Administration (“HRSA”)

2.2.2 Application for Associate Membership: Each Associate Membership applicant must present evidence that it meets the criteria for membership. Documentation shall include, but not be limited to:

- a. Evidence of non-profit, 501(c)(3) corporation or public sector status
- b. Copy of mission statement
- c. List of provided services

~~2.2.3 Application for Corporate Membership: Each Corporate Membership applicant must present evidence that it meets the criteria for membership. Documentation shall include, but not be limited to:~~

- ~~a. Copy of mission statement~~
- ~~b. List of primary care health care organizations working in the State of Nevada~~

2.3 REPRESENTATION. Each organizational or associate member shall designate or appoint one representative as the NVPCA voting member. The representative shall serve at the pleasure of the appointing member organization or association to vote and act on behalf of the member whenever membership action is required. Any voting member may at any time appoint a replacement representative, upon written notice to the Corporation.

2.3.1 Removal of Representative: An organizational or associate member representative shall be automatically removed upon suspension or expulsion of their his or her

organization or association, or upon termination of ~~their~~ ~~his or her~~ association with the organizational member or associate member.

- 2.4 VOTING. Each organizational and associate member appointed member representative shall have one vote. A voting member not in good standing is not eligible to vote on any action to remove, expel, or suspend itself from membership or office, nor would an ineligible member be included in determining a quorum for action. The voting members entitled to notice of any meeting or to vote at such meeting shall only be organizations in good standing on the Corporation's records on the record date the notice is sent.
- 2.5 No voting member shall have more than one vote in any matter brought before the members or within the voting power of the Board of Directors.
- 2.6 MEMBERSHIP DUES. The Board of Directors may establish such membership fees, dues, and assessments for members which may vary by class of membership and may establish such rules and procedures for the manner and method of payment, the collection of delinquent dues and assessments and the suspension, proration, or refund of dues and assessments as necessary or appropriate.
- 2.7 The membership year of the Corporation shall be on a rolling calendar beginning on the first of the month following the submittal and approval of the membership application and ending on the last day of the twelfth month of the membership year. Annual renewal notice and invoice of dues payable shall be given no later than thirty (30) days prior to the membership expiration date with net 30 terms. If dues have not been paid by membership expiration date, a payment reminder notice will be sent and payment must be received within the 30-day grace period following membership renewal date, otherwise, account will be considered not in good standing.
- 2.8 SUSPENSION OF MEMBERSHIP. Any member who fails to pay any dues or other assessments within the thirty (30) day grace period of delivery of written notice, shall be suspended from membership. Upon payment of all past-due dues and assessments, such member shall be automatically reinstated. If the dues or special assessments are not paid for an entire membership year, however, the organization must reapply for membership in accordance with section 2.2.
- Members, who indulge in unethical practices, or display conflicts of interest shall be suspended from membership. During any period of suspension, organizational and associate members shall not be entitled to the rights and privileges of membership, including without limitation, the right to vote.
- 2.9 TRANSFER OF MEMBERSHIP. No membership in the Corporation is transferable. Members shall have no ownership rights or beneficial interests of any kind in the Corporation's assets.
- 2.10 ANNUAL MEMBER MEETINGS. The annual meeting of members shall be held in September of each year. At such meetings, assuming a quorum exists as defined in

Section 2.11, directors shall be elected for any vacancies or re-elected for new terms by majority vote of those members with voting rights who are present, and any other proper business may be transacted. The term for the newly elected directors shall begin in November of each year.

- 2.11 SPECIAL MEMBER MEETINGS. Special meetings of the members may be called for any purpose permitted under Chapter 82 of Nevada Revised Statutes at any time by the Board, the President, or by the members entitled to cast not less than twenty-five percent (25%) of the votes at such meeting. Upon request in writing to the President, any Vice President, or the Secretary/Treasurer, by any person or persons entitled to call a special meeting of members, the Secretary/Treasurer shall cause notice to be given to the members entitled to vote that a special meeting will be held not less than thirty (30) nor more than sixty (60) days after the date of the notice.
- 2.12 NOTICE OF ANNUAL OR SPECIAL MEMBER MEETING. Written notice of each member meeting shall be given not less than ten (10) or more than sixty (60) days before the date of the meeting to each voting member. Such notice shall state the place, date, and hour of the meeting and (i) in the case of a special meeting, the general nature of the business to be transacted, or (ii) in the case of the annual meeting, those matters which the Board, at the time of the mailing of the notice, intends to present for action, but any proper matter may be presented at the meeting. The notice of any meeting at which directors are to be elected shall include the names of the nominees intended to be presented for election at the time of the notice.
- Notice of a members' meeting shall be given personally, by mail, or e-mail, addressed to the member at the address of such member appearing on the books of the Corporation.
- 2.13 QUORUM FOR MEMBERS' MEETING. Twenty-five percent (25%) of the voting members in good standing shall constitute a quorum at any members' meeting. If a quorum is present, the affirmative vote of the majority of the voting members represented and voting at the meeting on any matter shall be the act of the voting members. Notwithstanding the foregoing, the (1) sale, transfer, and other disposition of substantially all of the Corporation's assets and (2) a merger or consolidation of the Corporation shall require the approval of not less than two-thirds (2/3) of those members in good standing voting.
- 2.14 ADJOURNED MEETING AND NOTICE THEREOF. Any members' meeting, whether or not a quorum is present, may be adjourned from time to time. In the absence of a quorum, no other business may be transacted at such meeting.

It shall not be necessary to give any notice of the time and place of the adjourned meeting or of the business to be transacted, other than by announcement at the meeting at which such adjournment is taken; provided, however, when a members' meeting is adjourned for more than forty-five (45) days or, if after adjournment a new date is fixed for the adjourned meeting, notice of the adjourned meeting shall be given as in the case of an original meeting.

- 2.15 ACTION WITHOUT MEETING. Any action may be taken without a meeting and without prior notice if a consent in writing, setting forth the actions to be taken, is signed by the holders of outstanding membership interest having not less than the minimum number of votes that would be necessary to authorize or take such action at a meeting at which all membership interests entitled to vote were present and voted. The date for determining members entitled to give consent pursuant to this Section, when no prior action by the Board has been taken, shall be the day on which the first written consent is given.
- 2.16 CONDUCT OF MEETING. The President of the Board shall preside as chair at all meetings of the members unless another chair is appointed by the President. The President shall conduct each such meeting in a businesslike and fair manner, but shall not be obligated to follow any technical, formal, or parliamentary rules or principles of procedure. The chair's ruling on procedural matters shall be conclusive and binding on all members, unless at the time of ruling a request for a vote is made by a member entitled to vote and represented at the meeting, in which case the decision of a majority of such membership interest shall be conclusive and binding on all members. Without limiting the generality of the foregoing, the chair shall have all the powers usually vested in the chair of a meeting of members.
- 2.17 PARTICIPATION IN MEETINGS BY CONFERENCE TELEPHONE OR REMOTE TECHNOLOGY SYSTEM. Members may participate in a member meeting through use of a remote technology system, conference telephone or similar communications equipment, so long as all members participating in such meeting can hear one another.

ARTICLE III
BOARD OF DIRECTORS

- 3.1 POWERS. Subject to limitations contained in the Nevada Revised Statutes, the Articles of Incorporation, of these bylaws, and of actions required to be approved by the members, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised by or under the direction of the Board of Directors. The Board may, as permitted by law, delegate the management of the day-to-day operation of the business of the Corporation to a Chief Executive Officer or other persons or officers of the Corporation provided that the business and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board. Without prejudice to such general powers, it is hereby expressly declared that the Board shall have the following powers:
- a. To select and remove the Chief Executive Officer, prescribe the powers and duties of that position consistent with law, or with the Articles of Incorporation or bylaws, fix the compensation, and perform an annual review of the Chief Executive Officer.

- b. To conduct, manage, and control the affairs and business of the Corporation and to make such rules and regulations consistent with law, with the Articles of Incorporation, and these bylaws.
- c. To adopt, make, and use the forms of certificates of membership and to alter the form of such certificates from time to time in their best judgment.
- d. To borrow money and incur indebtedness for the purposes of the Corporation, and to cause to be executed, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecation, or other evidence of debt and securities therefor.
- e. To elect and vote to fill vacancy of a member organization representative whose previous representative is no longer with the member organization.

3.2 COMPOSITION OF THE BOARD. The authorized number of directors shall be a minimum of nine (9) and maximum of thirteen (13) unless changed by amendment of the Articles and bylaws duly adopted by approval of not less than two-thirds (2/3) of those members voting if a quorum is present.

Directors shall be elected at annual members' meetings or by consent of members in lieu of meeting. If any such annual meeting is not held or the directors are not elected thereat, the directors may be elected at any special members' meeting held for that purpose. Nominations shall be accepted up to seven (7) days prior to the annual meeting and at the annual meeting. Each member shall cast the number of votes that equals the number of positions to be filled. The individuals that receive the highest number of votes will fill the positions available; however, if the individuals who receive the highest number of votes are associate members, they can only fill up to three (3) of the total Board positions. If there are more associate members than positions available for associate members, then the positions will be filled by the organizational members who receive the most votes.

3.2.1 Board Membership Eligibility. To be eligible for service on the Board of Directors, an individual must be the Chief Executive Officer of a member organization in good standing. Additionally, the individual must have held the position of CEO and/or other Chief-level position at the organization with locations in Nevada for a minimum of four (4) consecutive months prior to election to the Board; and the health center must have a clinic operating and seeing patients in Nevada for not less than four (4) consecutive months.

3.3 CHIEF EXECUTIVE OFFICER. The Board of Directors may appoint a Chief Executive Officer who shall be the corporate general manager and shall be responsible for carrying out corporate policies and programs and the directions of the Board of Directors and shall perform such other functions as set forth by the Board. The Chief Executive Officer shall be responsible for the Corporation's records. The Chief Executive Officer shall serve as an ex-officio non-voting member of the Board of Directors and each of the Corporation's committees. The Board of Directors, through the Board's Executive Committee (Board

President, Vice-President, and Secretary-Treasurer), shall perform an annual written evaluation of the Chief Executive Officer's performance. ~~and The Board~~ shall have complete discretion and authority to hire and fire the Chief Executive Officer.

- 3.3.1 Other Staff. The Chief Executive Officer shall be empowered to employ such additional staff and/or independent contractors as may be required to carry out the programs and work of the Corporation. Such staff and/or independent contractors shall be responsible to and serve under the direction of the Chief Executive Officer.
- 3.4 TERM OF OFFICE. Each director shall hold office for a two (2) year term and until a successor has been elected and qualified.
- 3.5 ABSENCE. Any director unable to attend a meeting shall communicate by email or phone to the Board President Chair or CEO of the Corporation, stating the reason for ~~their his or her~~ absence prior to the meeting. If a director is absent for more than four meetings in a board calendar year (November through October) without written or verbal notice stating the reason for the absence, the Board may ~~request the take action to terminate the director from Board membership. member organization provide a new representative to serve on the NVPCA Board of Directors.~~ If a director ceases to be affiliated with the organizational or associate member of which he or she is a representative, such person shall be automatically terminated as a director.
- 3.6 VACANCIES. Any director may resign effective upon giving written notice to the President, Vice President, Secretary/Treasurer, or any member of the Board, unless the notice specified a later time for the effectiveness of such resignation. If the resignation is effective at a future time, a successor may be elected to take office when the resignation becomes effective.

Vacancies in the Board, including those existing as a result of a removal of a director, shall be filled by the Board of Directors at a regularly scheduled board meeting or by written consent. A director elected to fill a vacancy shall be elected for the unexpired term of such person's predecessor in office and shall hold such office until such person's successor is duly elected and qualified.

A vacancy or vacancies in the Board shall be deemed to exist in case of the death, resignation, or removal of any director. The Board may declare vacant the office of a director who has been declared of unsound mind or convicted of a felony by an order of court.

No reduction of the authorized number of directors shall have the effect of removing any director prior to the expiration of the director's term of office.

- 3.7 REMOVAL OF DIRECTORS. Except as otherwise provided in Chapter 82.296 of the Nevada Revised Statutes, any director or one or more of the incumbent directors may be removed from office by the majority vote of Board of Directors excluding the director

who is subject to removal.

- 3.8 BOARD MEETINGS. ~~Except that~~The Board shall have regular meetings ~~at the time and place of the annual member meeting and~~ at least six (6) times each year at such time and place as the Board may determine. ~~The~~ Board shall meet upon call of the President, at such times and places as the President designates and shall be called to meet upon demand of a majority of its directors. Notice of all meetings of the Board of Directors shall be sent by email or other mode of transmittal to each director of the board at the last recorded address at least ten (10) days in advance of such meetings.
- 3.9 PLACE OF BOARD MEETING. Any meeting of the Board shall be held at any place within or outside the State of Nevada which has been designated from time to time by the Board. In the absence of such designation, meetings shall be held at the principal executive office of the Corporation.
- 3.10 SPECIAL BOARD MEETINGS. Special meetings of the Board for any purpose may be called at any time by ~~any two members of the Board's Executive Committee (the President, Vice-President, and/or the Secretary/Treasurer or by any two directors.~~
- Special meetings of the Board shall be held upon at least four (4) days written notice by U.S. mail or forty-eight (48) hours' notices given personally, by e-mail, facsimile, telephone, or other similar means of communication. Any such notice shall be addressed or delivered to each director at such director's address as it is shown upon the records of the Corporation or as may have been given to the Corporation by the director for the purposes of notice.
- 3.11 QUORUM OF THE BOARD FOR TAKING ACTION. A majority quorum shall consist of at least fifty percent (50%) plus one (1) of the membership of the Board of Directors. Approval by a majority of those directors present at regular board meeting at which a quorum is present shall constitute an action of the Board. A two-thirds (2/3) majority vote is required for hiring/firing the Chief Executive Officer. Every act or decision done or made by a majority of the directors then in office shall be regarded as the act of the Board, unless a different number is required by law or by the Articles of Incorporation or bylaws. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of directors if any action taken is approved by at least a majority of the number of directors required as noted above to constitute a quorum for such meeting.
- 3.12 PARTICIPATION IN MEETINGS BY CONFERENCE TELEPHONE, OR REMOTE TECHNOLOGY SYSTEM. Members of the Board may participate in a meeting through use of a remote technology system, conference telephone or similar communications equipment, so long as all members participating in such meeting can hear one another.
- 3.13 WAIVER OF NOTICE. The transactions of any meeting of the Board however called and noticed or wherever held are valid. Either before or after the meeting, each of the directors not present signs a written waiver of notice, consent to holding such meeting, or

an approval of the minutes thereof. All such waivers, consents, or approvals shall be filed with the corporate records or made part of the minutes of the meeting.

- 3.14 **ADJOURNMENT.** A majority of the directors present, whether or not a quorum is present, may adjourn any directors' meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent directors if the time and place be fixed at the meeting adjourned. If the meeting is adjourned for more than forty-eight (48) hours, notice of any adjournment to another time or place shall be given prior to the time of the adjourned meeting to the directors who were not present at the time of adjournment.
- 3.15 **FEES AND COMPENSATION.** Directors and members of committees may not receive any compensation for their services but may be provided reimbursement for service-related expenses as may be fixed or approved by the Board.
- 3.16 **ACTION WITHOUT MEETING.** Any action required or permitted to be taken by the Board may be taken without a meeting if, before or after the action, all members of the Board shall individually or collectively consent in writing to such action. Such consent or consents shall have the same effect as a unanimous vote of the Board and shall be filed with the minutes of the proceedings of the Board.

ARTICLE IV
OFFICERS AND THEIR DUTIES

- 4.1 **OFFICERS.** The officers of the Corporation shall be, at a minimum, a President, Vice-President, and a Secretary/Treasurer. The Corporation may also have at the discretion of the Board, one or more vice presidents, one or more assistant vice presidents, one or more assistant secretaries, one or more assistant treasurers, and such other officers as may be elected or appointed in accordance with the provisions of these bylaws.
- 4.2 **ELECTION AND TERM.** The officers of the Corporation, except such officers as may be elected or appointed in accordance with the provisions of Section 3 or Section 5 of this Article, shall be chosen annually by the Board at the first meeting following the annual meeting of members for one-year terms, and shall hold their respective offices until their resignation, removal, or other disqualification from service or until their respective successors shall be elected.
- 4.3 **SUBORDINATE OFFICERS.** The Board may elect, such other officers as the business of the Corporation may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in these bylaws or as the Board may from time to time direct.

Any officer may resign at any time by giving written notice to the Corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later time

specified therein. The acceptance of such resignation shall be necessary to make it effective.

- 4.4 VACANCIES. A vacancy of any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed by these bylaws for the regular election or appointment to such office. Vacancies in any office may be filled for the balance of the term thereof by vote of the Board of Directors at any regular or special board meeting.
- 4.5 PRESIDENT. The President shall: (i) preside at all members' meetings, (ii) arrange for the time and place of holding regular meetings, (iii) call special meetings of the Board of Directors for the purpose of carrying on the Corporation's work, (iv) appoint chairpersons and members of all committees, ~~and (v) serve as a chairperson of the Board of Directors,~~ and (vi) fulfill any duties delegated to the President through relevant Board policy(s) (e.g. CEO succession protocols, CEO annual evaluation).
- 4.6 VICE PRESIDENT. The Vice President shall (i) assume the office of President when a vacancy is declared in that office; ~~The Vice President shall (ii) preside over all meetings and assume full authority of the President in the President's absence;~~ (iii) In the event of the removal of the President through resignation, death, or other action, the Vice President shall preside until such time as a new President is elected by the Board of Directors; and (iv) oversee the biennial Board self-assessment.
- 4.7 SECRETARY/TREASURER. The Secretary/Treasurer shall have the following duties and powers:
- a. Annually approve the record of and update the names and addresses of the Members;
 - b. Keep a record of all proceedings of the meetings of the Members and the Board of Directors;
 - c. Serve as the chair of the ~~Membership and~~ Finance Committee;
 - d. Keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and financial transactions of the Corporation and shall cause to be sent to the members such financial statements and reports as are required to be sent to them. This includes oversight of the annual financial audit and filing of Form 990;
 - e. Make a report of the financial affairs of the Corporation at the regular meetings of members; and
 - f. Perform, in general, all duties incident to the office of Secretary/Treasurer and such other duties as are assigned by these Bylaws or by the President.
- 4.8 SURETY BOND. The members may require any Officer to execute to the Corporation a bond in such sums and with sureties as shall be satisfactory to the Board, conditioned

upon the faithful performance of ~~their his or her~~ duties and for the restoration to the Corporation of all books, papers, vouchers, money, and other property of whatever kind in ~~their his or her~~ possession or under ~~their his or her~~ control belonging to the Corporation.

ARTICLE V COMMITTEES OF THE BOARD

- 5.1 The Board may appoint one or more committees ~~as it deems necessary. Each committee shall consist of at least one member of the Board; additional members may be appointed by the Board as appropriate. Committees shall have only those powers and responsibilities expressly delegated to them by the Board of Directors. Committees shall not have authority to act on behalf of the organization or bind the organization in any way. Committees are advisory in nature and may make recommendations to the Board of Directors. All final decisions and actions must be approved by the Board. ~~Each consisting of one or more directors and two or more members, and delegate to such committees any of the authority of the Board, except with respect to:~~~~

~~The approval of any action which requires members' approval;~~

~~The filling of vacancies on the Board or on any committees;~~

~~A proposal for amendment or repeal of bylaws or the adoption of new bylaws;~~

~~The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable by a committee of the Board;~~

~~The appointment of other committees of the Board or the members thereof.~~

Any such committee must be appointed by resolution adopted by a majority of the authorized number of directors and may be designated by an Executive Committee or by such other name as the Board shall specify. The Board shall have the power to prescribe the manner in which proceedings of any such committee shall be conducted. Unless the Board or such committee shall otherwise provide, the regular or special meetings and other actions of any such committee shall be governed by the provisions of this Article applicable to meetings and actions of the Board. Minutes shall be kept of each meeting of each committee.

ARTICLE VI OTHER PROVISIONS

- 6.1 INSPECTION OF RECORDS. The Corporation shall keep at its Registered Office and its Principal Executive Office (1) the original or a copy of these bylaws as amended to date certified by an officer, (2) a copy of articles of incorporation with all amendments certified by the Secretary of State, and (3) a Membership ledger or duplicate, revised annually, all of which shall be open to inspection by members at all reasonable times

during office hours. If the Corporation has no principal business office in Nevada, it shall, upon the written request of any member, furnish to such member a copy of the aforementioned documents as amended and revised to date.

- 6.2 PRESUMPTION OF ASSENT. A member representative who is present at a meeting of the members at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless a dissent shall be entered in the minutes of the meeting or unless he or she files a written dissent before the adjournment thereof or forwards such dissent by certified mail to the Secretary/Treasurer immediately after the adjournment of the meeting. Such right to dissent shall not apply to a member representative who voted in favor of such action.

ARTICLE VII LIABILITY OF DIRECTORS AND OFFICERS

- 7.1 ELIMINATION OF LIABILITY. A director or officer of the Corporation shall not be personally liable to the Corporation or its members for damages for breach of fiduciary duty as a director or officer, excepting only acts or omissions which involve intentional misconduct, fraud, malfeasance, misfeasance or a knowing violation of law, but liability shall otherwise be eliminated or limited to the fullest extent permitted by Nevada law, as it may be allowed from time to time.
- 7.2 MANDATORY INDEMNIFICATION. The Corporation shall indemnify the officers and directors of the Corporation to the fullest extent permitted by Nevada law as the same exists or may hereafter be amended.
- 7.3 MANDATORY PAYMENT OF EXPENSES. The expenses of officers and directors incurred in defending a civil or criminal action, suit or proceeding must be paid by the Corporation as they are incurred and in advance of the final disposition of the action upon receipt of an undertaking by or on behalf of the director or officer to repay the amount if it is ultimately determined by a court of competent jurisdiction that he or she is not entitled to Corporate indemnification.
- 7.4 EFFECT OF AMENDMENT OR REPEAL. Except as provided in the Articles of Incorporation or by Nevada law, this corporation reserves the right to amend or repeal any provision contained in these Bylaws. However, any amendment to or repeal of any of the provisions in this Article VI shall not adversely affect any right or protection of a director or officer of the Corporation for or with respect to any act or omission of such director or officer occurring prior to such amendment or repeal.
- 7.5 INSURANCE. The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was an officer, director, employee, or agent of the Corporation against any liability asserted against or incurred by the officer, director, employee, or agent in such capacity or arising out of such person's status as such, whether or not the Corporation would have the power to indemnify the officer, director, employee, or agent against such liability under the provisions of this Article.

ARTICLE VIII
AMENDMENTS

These Bylaws may be altered, amended, or repealed by approval of not less than two-thirds (2/3) of those members voting where quorum is present.

ARTICLE IX
CONFLICTS WITH GENERAL CORPORATION LAW

In the event and to the extent of any conflict between the provisions of these Bylaws and any mandatory requirements of Nevada Revised Statutes, Chapter 82, as it may be amended from time to time, the latter shall govern and all other provisions of the Bylaws not in conflict thereof shall continue in full force and effect.

ARTICLE X
CONFLICT OF INTEREST

- 10.1 **DUTY TO DISCLOSE.** Each officer and Director shall comply with the procedures of the Corporation's conflicts of interest policy with respect to any transaction in which an economic benefit is provided by the Corporation to a Director or officer:
- a. in exchange for services rendered;
 - b. in connection with the purchase or sale of one or more assets or services or;
 - c. in connection with any partnership, joint venture or revenue sharing arrangement (an "Applicable Transaction").

The Board may provide parameters from time to time defining transactions that are not subject to this policy to the extent that the authorized officers of the Corporation comply with the parameters set forth in such policy, in which case such transaction will not be considered an Applicable Transaction.

- 10.2 **APPROVAL OF APPLICABLE TRANSACTIONS.** Except as otherwise provided pursuant to the Corporation's policy, all Applicable Transactions must be approved by the affirmative vote of a majority of a quorum of the Board in advance in accordance with the following procedures:
- a. **Disinterested Board.** Any officer or Director that will benefit, directly or indirectly from such Applicable Transaction, shall not participate in any discussions with respect to the Applicable Transaction, except to the extent of the disclosure required hereunder and in the conflicts of interest policy and in response to inquiries of the disinterested members of the Board, and shall leave the room before the Board votes to approve or disapprove the Applicable Transaction.

- b. Acquisition of Relevant Data. The Board shall determine and obtain sufficient comparable data, including, but not limited to asset or business valuation appraisals, compensation surveys, copies of third-party bids or offers, and such other data necessary for the Board to determine, in good faith, that the value of the economic benefits provided to the officer or Director are fair in comparison to the assets, services or other consideration to be provided by the officer or Director to the Corporation.
- c. Records of Proceedings. The Board shall document, before the implementation of the Applicable Transaction:
 - i. the name of the officer or Director, the nature of the Applicable Transaction, a summary of the comparable data reviewed, a summary of any other action taken to determine the economic fairness of the Applicable Transaction to the Corporation, and the Board’s decision as to whether such Applicable Transaction is approved;
 - ii. the names of the persons who were present for discussions and votes relating to the Applicable Transaction, the content of the discussion, and a record of any votes taken in connection therewith.

CERTIFICATE OF PRESIDENT

THIS IS TO CERIFY that I am the duly elected, qualified, and acting president of NEVADA PRIMARY CARE ASSOCIATION and that the above and foregoing Bylaws, constituting a true original copy, were duly adopted as the Bylaws of said Corporation on September 27, 2021, by the Members of said Corporation and subsequently revised on the date noted below.

IN WITNESS WHEREOF, I have hereunto set my hand.

Steve Flores,
Board President

Date



March 2026

Board Virtual Retreat

Board Retreat – Virtual Meeting over two days - 8:30 am – 11:30 am PST

Monday, March 9, 2026

Wednesday March 11, 2026

Draft Agenda items to be discussed over the two days

1. Welcome –
2. Call to Order – Approval of the Agenda (vote)
3. NVPCA Business
 - a. Consent Agenda – Minutes from July 1, 2025
 - b. FY25 Budget to Actual YTD Financial Report (vote)
 - c. Strategic & Organizational Dashboard
 - d. Grant applications
4. Committee Updates
 - a. Strategic Growth
 - b. Policy
5. Network Integration Discussion
6. Strategic discussion/Board education session – topic to be decided
7. Chief Executive Officer Evaluation – Executive Session

Action: Board discussion on what strategic education/discussion should be at the Board Retreat

TBD - Topic ideas to start brainstorming:

- Board member open discussion time
- National Policy Advisor to discuss Federal Regulatory and Policy changes
- Value Based Care, Payment and Contracting
- Other ideas....

To advocate for, broaden, and strengthen the health center network.

NVPCA Policy Agenda for 2026

Federal Issues

- Health Center Funding
 - Both discretionary and mandatory funding expire on Jan. 20
 - NVPCA will be hosting a virtual fly-in on Jan. 13-14 where we will seek to get meetings with Members of Congress and their staff
 - Our message is that we need predictable mandatory funding for at least three years. Congress must increase the amount that health centers currently receive in order to backfill losses in the 340B program and to inflation. We also expect an increase in the number of uninsured patients seen by health centers, and Congress should ensure we are resourced to meet that need.
 - NACHC's P&I Forum takes place Feb. 9-12, with Hill Day on Wednesday Feb. 11. As usual, NVPCA will host an orientation dinner the night before. Details are coming soon
- Exemption from 340B Rebate Model
 - Congress must act immediately to stop the expected revenue losses and onerous upfront costs of this proposed model. The new pricing scheme goes into effect on Jan. 1.
 - NVPCA continues to educate staff on the effects of this policy, and it will be on the agenda of both the Jan. virtual fly-in and Feb. Hill Day if it has not been fixed by then.
- 340B Contract Pharmacy Protections
 - Congress has been reluctant to take up this issue, as it involves taking sides against powerful constituencies. However, we believe that failing to proactively push a plan that works for health centers invites others to define the terms of debate. If we don't play offense with 340B contract pharmacy protections, we will be playing defense.

State Issues

- 340B Contract Pharmacy Protections
 - NVPCA has been in contact with PhARMA lobbyists and requested a meeting with their client. This meeting never materialized, and after this good faith effort, we are moving forward without them.
 - Cartwright NV will be setting meetings with the Interim HHS Committee members and leadership from Interim Commerce and Labor. We have also

asked to meet with the Culinary Union to see if we can get them as an ally (or know for sure if they are opposed).

- NVPCA has a goal to be in the room for as many Interim HHS and C&L meetings as possible.
- State Health Center Funding
 - The FQHC Incubator only spent \$608,842 in FY24, so the approved budget request was \$610,622 for FY26 and \$612,330 for FY27.
 - This funding was conceived and controlled by DHHS Dir. Richard Whitley, and it comes from the Tobacco Settlement. After the creation of the Nevada Health Authority, the Incubator funding will be controlled by the brand new Director of Human Services, Laura Rich. NVPCA is working to secure a meeting with her to educate on the importance of these funds.
 - New state funding
 - As changes from HR1 begin to take effect, NVPCA is expecting health centers to see a spike in the number of uninsured patients. We will be making arguments in the Interim that the Legislature should fund health centers in the 2027 session to alleviate the cost burden that is coming our way. We know the state will pay for preventable care in the ERs—they should pay less to prevent those visits by keeping access open in FQHCs.
- Exempting Health Centers from Property Tax
 - NRS ch.361 already exempts many kinds of organizations from property tax, and we think there is a good case to be made for health centers to be added.
 - NVPCA and Cartwright are seeking a champion who will help determine the strategy for their bill.

Nevada Health Authority

- Unbundle Prenatal Care
 - NVPCA understands this to be a goal of the NVHA. We will work with them to ensure it remains a priority.
 - The biggest obstacle may be all the other changes that are happening and whether NVHA has allocated resources to move prenatal care unbundling forward.
- Credentialing
 - NVPCA will continue to monitor and improve credentialing processes through the Managed Care Roundtable and its Credentialing Subcommittee.
- PPS Change in Scope

- NVPCA is working to commission a PPS manual that puts all elements of the current policy in one place.
- We will meet with NVHA to gauge their interest in changing the methodology.
- This could become a Legislative issue if NVHA is opposed or if they see it as a significant cost increase.
- Adult Dental
 - These benefits are supposed to come online in the new year. NVPCA will monitor the rollout to ensure that health centers are paid for the services they deliver.
- Work Requirements
 - NVPCA will participate in all workshops and hearings regarding work requirements for Medicaid beneficiaries.
 - Our sense is that NVHA intends to minimize the number of people losing coverage due to this policy change, subject to any punishments that may attract from CMS.
 - We still have only a sketch of what CMS will require from states, so Nevada cannot move forward until there is at least a draft regulation.
- Rural Health Transformation Fund
 - NVPCA was happy to be invited to the small group that planned the RFI and wrote the grant for the RHTF. There are a couple aspects that should benefit health centers:
 - Technology grants to expand population health and interoperability options.
 - Money to plan, accredit, and implement health professional training programs.