



Board 990 Review Checklist

Directors' focus: accurate compliance answers and a compelling mission/program narrative.

Before You Start

- Read Part I (Summary) for big swings vs. prior year; note questions for management in plain English.
- Confirm the board received the full draft return—including all schedules—for review before filing.
- Have current policies handy: Conflict of Interest (COI), Whistleblower, Document Retention; last year's 990; recent minutes.

Mission & Accomplishments — Part III + Schedule O

- Mission statement is current and matches the website and strategic plan.
- Top programs described with specific outputs/outcomes (people served, services delivered, results).
- New, expanded, or sunset programs clearly explained in Schedule O.

Compliance & Governance — Parts V–VI

- COI policy exists, annual disclosures were obtained, recusals documented where applicable.
- Board review process and public disclosure practices accurately described (Line 11 and Schedule O).
- Any grants, fundraising arrangements, foreign activities, or joint ventures are fully and consistently disclosed.

People & Compensation — Part VII (+ Schedule J if required)

- All officers, directors, trustees, and key employees listed (including part-year service); hours and titles accurate.
- Compensation process documented: independent review, comparability data, contemporaneous minutes.
- Independent contractors > \$100,000 are listed; any related-party transactions evaluated for Schedule L.

Required Schedules — Part IV crosswalk

- Every “Yes” results in a complete schedule; blank sections are justified or corrected.
- Schedule L interested-person transactions (insiders/family/controlled entities) reviewed and explained as needed.
- Schedule R related organizations/partnerships complete and consistent with operations.

Financial Consistency — Parts I, VIII–X (management provides support)

- Revenue types (contrib./program/UBI) correctly classified; UBI, if any, shown in Part VIII column C.
- Expense allocations (Program vs. M&G vs. Fundraising) are supportable and consistent with the narrative.
- Balance sheet is reasonable; differences with audited FS reconciled on Schedule D.

Public Transparency & Minutes

- Plan to make the 990 available (website or upon request) is clear to staff.
- Minutes record the board’s review and authorization to file (use standard language).

Sign-Off

- Reviewed by Board/Audit/Finance Committee: _____
Date: _____
- Questions assigned to: _____ Due: _____
Filed by: _____

Tip: Let management own the debits & credits; the board safeguards truthful, clear, and complete public disclosure.

We’re here to help! Contact us by email, info@crosstribeadvisory.com, call 937-234-7780, or visit our website at: <https://www.crosstribeadvisory.com/>