



Board of Directors
December 15, 2023
10 :00 a.m. – 2:30 p.m.
Burlington City Council Chambers
833 S. Spruce St.
Burlington, WA 98233
[Zoom Link](#)

Board of Directors

Lily Baldwin-Garduno
Tempest Dawson
Alessandra Durham
Shanon Hardie, Chair
Laura Johnson

Lona Johnson
Jacque Julien
Petra Karpsteinova
Councilman Nickolaus Lewis
Shawn Morris

Chuck Prosper
Cheryl Rasar
Councilmember Marilyn Scott
Mark Tompkins
Daniel VanArsdale

Staff Members:
Liz Baxter, CEO
Tiffany Edlin

Agenda

Time	Topic	Purpose	Lead
10:05 a.m.	Welcome and Meeting Agenda <ul style="list-style-type: none">Welcome & Land Acknowledgement	Welcome	Shanon
10:10 a.m.	Morning Connection	Relationship Building	Shanon
10:20 a.m.	Consent Agenda <ul style="list-style-type: none">Motion: to approve October meeting minutesMotion: to accept the presented September & October Financials (video)Motion: to accept Executive Committee 2024 Goals & RosterMotion: to accept Governance Committee 2024 Goals & RosterMotion: to accept Outreach, Recruitment & Engagement Committee 2024 Goals & Roster Attachment A) October Meeting Minutes	Vote	Shanon



North Sound ACH

Board of Directors
December 15, 2023
10 :00 a.m. – 2:30 p.m.
Burlington City Council Chambers
833 S. Spruce St.
Burlington, WA 98233
Zoom Link

Time	Topic	Purpose	Lead
	Attachment B) September & October Financials (video) Attachment C) 2024 Committee Goals & Rosters Attachment D) Governing Policy #7: Govern. Dev. & Invest.		
10:25 a.m.	<p>Committee Reports</p> <ul style="list-style-type: none">• Executive Committee (20 min)<ul style="list-style-type: none">○ CEO Performance Review Update (possible Executive Session)• Finance Committee (30 min)<ul style="list-style-type: none">○ 2024 Draft Budget (approval)• Governance Committee Report (20 min)<ul style="list-style-type: none">○ Slate of Officer(s) (approval)○ Bylaws (approval)○ Review 2024 Board calendar• Outreach, Recruitment & Engagement (25 min)<ul style="list-style-type: none">○ Board Slate of Nominees (approval)○ Board Survey Gaps <p>Attachment E) 2024 Draft Budget Attachment F) Slate of Officers Attachment G) Bylaws Attachment H) Board & Governance 2024 Calendar Attachment I) Board Slate of Nominees Attachment J) Board Survey</p>	Discussion / Vote	Shanon (Committee Chairs)
12:00 p.m.	Public Comment	Discussion	Shanon
12:10 p.m.	<p>Transitions & Gratitude</p> <ul style="list-style-type: none">• Group Photo		

Time	Topic	Purpose	Lead
12:20 a.m.	Break		
12:50 p.m.	Operations Updates Attachment K) Operations Update Report (Video)	Discussion	Shanon (Liz)
1:20 p.m.	Board Learning	Discussion	Shanon
2:20 p.m.	Upcoming Board Meetings <ul style="list-style-type: none"> • Finance Committee Meeting January 12 • Governance Committee Meeting January 9 • Executive Committee Meeting January 11 • O.R.E. Committee Meeting TBD • Tribal Alignment Committee Meeting TBD • Annual Board Retreat 1/26/2024 *in-person* 	Mark your calendars	
2:30 p.m.	Adjourn		Shanon

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

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

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

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

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

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

Board of Directors

- Lily Baldwin-Garduno
- Alessandra Durham
- Shanon Hardie, Chair
- Laura Johnson
- Lona Johnson
- Jacque Julien
- Petra Karpsteinova
- Councilman Nickolaus Lewis
- Shawn Morris
- Eric Posey
- Chuck Prosper
- Cheryl Rasar
- Councilmember Marilyn Scott
- Mark Tompkins
- Daniel VanArsdale

Staff Members:

- Liz Baxter, CEO
- Tiffany Edlin
- Nicole Willis

Topic
<p>Welcome and Meeting Agenda</p> <ul style="list-style-type: none"> Welcome & Land Acknowledgement provided by Shanon
<p>Consent Agenda</p> <ul style="list-style-type: none"> Motion: to approve August meeting minutes Motion: to accept the presented August Financials Motion: to approve Governing Process Policy #3: Annual Calendar Planning without Changes Motion: to approve Governing Process Policy #4: Board Chair's Role without Changes Motion: Board is in agreement with CEO Interpretation of Executive Limitation Policy #8 Motion: Board agrees that CEO is in compliance with Executive Limitation Policy #8 <p>Board reviewed Consent Agenda</p> <ul style="list-style-type: none"> Motion: to approve presented Consent Agenda by Petra; second by Daniel. All in favor. No objections or abstentions. Motion carries.
<p>Committee Updates</p> <ul style="list-style-type: none"> Executive Committee <ul style="list-style-type: none"> ○ CEO annual performance review process has begun. Board and Committee members will receive a survey from North Sound ACH HR Director soon. Finance Committee

Topic

- Fiscal Policies Manual – Petra and Meghan walked through track changes.
- Mileage reimbursement language had significant changes & clarifications to accommodate for remote work transition.
- MOTION: the Board accepts the presented changes to the Fiscal Policies Manual, made by Chuck; second by Cheryl. All in favor. No objections or abstentions. Motion carries.
- Board reviewed draft Investment Policy
- MOTION: the Board approves the presented North Sound ACH Investment Policy, made by Chuck; second by Shanon. All in favor. No objections or abstentions. Motion carries.
- Finance Committee has reviewed the first draft 2024 budge; please note the expense side of the budget will appear significantly higher due to changes on how partner payments show up on the operational budget.
- Governance Committee
 - Board Officers – Shanon is not running for the chair role in 2024. Working on a new slate of officers based on who shared interest.
 - 2024 recommendations that support board learning based on the results of the annual board survey were shared with Liz.
 - Brainstormed additional ideas to be included in board budget were shared with Liz.
 - Board discussed "Governance Policy 7: Governance Development and Investment Policy" once again.
 - This policy was discussed at August Board meeting and was asked to be reviewed at the committee level before being finalized at the Board.
 - Recommend to update language on board budget to focus on philosophy of associated expenses – Governance Committee to finalize language for review
- Outreach, Recruitment & Engagement
 - Conducted a few Board Member interviews already; there are a handful of other interviews that still need to take place. Expecting a full slate of nominees for December.
 - Reviewed 2023 board survey and finalizing gaps that will be used for 2025 board recruitment – will share them in December.



Topic
<ul style="list-style-type: none">○ Committee is curating a list of recommended budget items for board recruitment efforts.● Tribal Alignment Committee Update<ul style="list-style-type: none">○ Centennial Accord occurs next week.○ Northwest Washington Indian Health Board had their first meeting since early summer.○ Nooksack met with HCA representatives and shared gratitude for the work North Sound ACH does.
<p>CEO Report Discussion</p> <ul style="list-style-type: none">● Discussion if current communication efforts are what the board is looking for.● Board shared current cadence, format, and content are working well for them.● Operations & Communications document is helpful and informative.● Gratitude was shared.
<p>Public Comment – none at this time.</p>
<p>Harm Reduction Model</p> <ul style="list-style-type: none">● Councilman Lewis, Aren Sparck from HCA and Dr. Danica Brown from Northwest Portland Area Indian Health Board provided a presentation on WA State Tribal Prevention System.● Aren Sparck, HCA OTA Administrator aren.sparck@hca.wa.gov● Dr. Danica Brown, NPAIHB dbrown@npaihb.org
<p>Operations Updates</p> <ul style="list-style-type: none">● Liz shared the feedback that was received from presenting the principles “Leading with Love” at Washington State Public Health Conference. Audience was blown away that both the Board and C-Suite were supporting these efforts.● Recruitment efforts continue for two C-Suite position at North Sound ACH. Hope to start interviews soon.● Liz shared how the review committee funds will now show up differently in the operations budget.
<p>Adjourned at 12:04 p.m.</p>



North Sound ACH Operational Budget

(Excluding Portal Revenue)
October 31, 2023

OCTOBER YEAR TO DATE					2023 BUDGET & FORECAST				
	YTD Budget	YTD Actual	YTD Variance	YTD % of Variance	Approved Budget (Excl. Portal)	Year-End Forecast	Year-End Variance	Year-End Variance %	
REVENUE									
Foundation Awards	50,000	50,000	-	0%	95,000	95,000	-	0%	
Gov't Contract	3,982,384	4,284,009	301,625	8%	4,778,861	4,778,861	-	0%	
Other Income	-	974,108	974,108	100%	-	-	-	0%	
Subtotal Revenue	4,032,384	5,308,117	1,275,733	32%	4,873,861	4,873,861	-	0%	
EXPENSES									
Employee Expenses	2,621,058	2,752,796	131,738	5%	3,145,270	3,145,270	-	0%	
Facility Expenses	127,072	90,229	(36,843)	-29%	152,486	152,486	-	0%	
Travel	148,433	93,629	(54,805)	-37%	178,120	178,120	-	0%	
Professional Services	1,469,167	1,203,922	(265,245)	-18%	1,763,000	1,763,000	-	0%	
Professional Development	71,365	107,777	36,412	51%	85,638	85,638	-	0%	
Meetings & Events	54,167	57,861	3,695	7%	65,000	65,000	-	0%	
Opportunity Fund	168,750	137,973	(30,777)	-18%	202,500	202,500	-	0%	
Other Exp	132,783	90,120	(42,663)	-32%	159,340	159,340	-	0%	
Depreciation	8,333	7,114	(1,219)	-15%	10,000	10,000	-	0%	
Total Budgeted Expenses	4,801,128	4,541,421	(259,708)	-5%	5,761,354	5,761,354	-	0%	
Net Income	(768,744)	766,697	1,535,441		(887,493)	(887,493)	0		
In-Kind Pass Through Income		82,838							
Inventory Pass Through		192,551							
Pass Through		367,513							
Gain/Loss		(281,000)							
Total Expenses	4,801,128	4,820,484							
Net Income	(768,744)	570,471	1,339,216						
Carryforward from PY	11,207,498	11,207,498			11,207,498	11,207,498		0%	
Carry forward in 2023	-	768,744	570,471		10,198,727	10,198,727		0%	
Carry forward to 2024	10,438,754	11,777,969	1,339,216		21,406,225	21,406,225	-		
FEDERAL AWARD SPENDING									
Federal Award Spending	650,353								
Federal Award Expenditures Remaining to Stay below Cap	99,647								

NON-OPERATIONAL BUDGET: CAP EX

NON-OPERATIONAL BUDGET:	BUDGET: CAP EX	JAN - DEC YTD	Variance		2023 BUDGET & FORECAST				
Total Cap Ex	25,000	-	(25,000)	-100%	30,000	30,000	-	100%	

REVENUE
Foundation Awards
No budget variance noted year to date or anticipated.
Gov't Contract
8% over budget \$300K due to timing of contract reimbursements for DOH contract and reimbursable PM costs to date.
Other Income
100% over budget or \$1M. We did not budget for interest on investments due to the fact we had slated reworking our investment strategy in 2023.

EXPENSES
Employee
5% over budget, no significant budget variance to note.
Facility Expenses
29% under spent (\$36.8K) due to utility cost being significantly lower under new lease agreements and office maintenance costs being less than anticipated to date, and staff utility costs being reclassified to other income (EE wages) starting mid year.
Travel
37% under budget (\$54.8K) due to employees attending pro dev trainings at a higher remote rate than anticipated.
Professional Services
18% under spent (\$265.2K) due to less than anticipated payments made to subcontractors under the DOH contract.
Professional Development
51% over budget or \$36K due to employees spending more on pro dev during the year and less on travel to attend the pro dev, as well as pro dev spent on some employees who left and were replaced.
Meetings and Events
7% over budget due to timing. Both Semi annual partner convenings have now taken place.
Opportunity Fund
18% under budget (\$30.7K) due to timing of opportunity fund purchases.
Other Exp
32% under spent (\$42.6K) primarily due to timing of supplies purchases (timing of employee hires through the year and laptop purchases).
Depreciation
15% variance (\$1219). No significant variance noted.
Cap Exp
(100%) under budget (\$25K).



Income Statement for the period of 01/01/2023 to 10/31/2023

Generated by kassy@northsoundach.org on 2023-11-28 15:22

Account Nu	Account Name	Amount
Income		
Revenue		
4105	Donations	5
4222	Corporate Sponsorship	16
4321	Foundation Contract	50,000
4421	Gov't Contract	4,284,009
4425	In-Kind Contributions	82,838
	Total Revenue	4,416,867
Other Income		
4450	Interest Income	539,761
4460	Dividend Income	434,327
	Total Other Income	974,088
	Total Income	5,390,955
Expense		
Administrative Expenses		
5000	Payroll Expenses	-
5010	Salaries	2,244,718
5015	Payroll Taxes	188,773
	Total 5000 - Payroll Expenses	2,433,491
5030	Employee Benefits	-
5012	Accrued Vacation	56,600
5025	401K Contributions	70,266
5027	Employee Healthcare	192,439
	Total 5030 - Employee Benefits	319,305
5050	Facility	-
5055	Insurance	28,163
5060	Lease/Rent	37,361
5061	Furnishings	1,826
5065	Utilities	16,013
5070	Telecommunications	6,865
	Total 5050 - Facility	90,229
5100	Travel	-
5105	Mileage	24,165
5110	Transportation	3,024
5115	Lodging	52,865
5117	Airfare	8,338
5120	Meals	3,897
5130	Other	1,340
	Total 5100 - Travel	93,629
5200	Professional Services	-
5230	Other Professional Services	1,079,454
5261	Finance/Audit Services	124,467
	Total 5200 - Professional Services	1,203,922
5320	Professional Dev/Training	-
5321	Registration/Fees	49,062
5325	Trainer	50,490
5326	Membership/Dues	6,423
5327	Books/Supplies	1,801
5328	Other-Pro Development	-
	Total 5320 - Professional Dev/Training	107,777
5330	Meeting/Event Exp	57,861
5390	Opportunity Funds	-
5391	Org Contributions	27,862
5392	Sponsorship	15,490
5393	Stipend and honorariums	52,999
5465	Other - Community	41,622
	Total 5390 - Opportunity Funds	137,973
5400	Pass Through Funding	367,513
5450	In-Kind Pass Through	153,569
5451	Inventory Purchases Pass Through	38,982
5500	Other Expenses	-
5075	Supplies	41,181
5305	Equip Rental/Lease	155
5310	Dues/Subscriptions	5,153
5311	Software as a Service	38,728
5315	Bank Fees	665
5316	Merchant Fees	0
5340	Printing/Copying	1,967
5350	Postage/Delivery	506
5360	Publications	339
5370	Repairs/Maintenance	1,041
5380	Taxes/Licenses	385
	Total 5500 - Other Expenses	90,120
	Total Administrative Expenses	5,094,370
Other Expenses		
6400	Depreciation	7,114
	Total Other Expenses	7,114
Other Income		
6500	Unrealized Gain/Loss on Investments	(280,750)
7500	Gain and Loss on Sale of Equipment	(250)
	Total Other Income	(281,000)
	Total Expense	4,820,484
	Net Income (Loss)	570,471



Sub-Recipient Income Statement for the period of 01/01/2023 to 10/31/2023

Generated by kassy@northsoundach.org on 2023-11-28 15:20

Account Nu	Account Name	Amount
Income		
Revenue		
4421	Gov't Contract	811,767
	Total Revenue	811,767
	Total Income	811,767
Expense		
Administrative Expenses		
5000	Payroll Expenses	-
5010	Salaries	260,396
5015	Payroll Taxes	22,403
	Total 5000 - Payroll Expenses	282,799
5030	Employee Benefits	-
5025	401K Contributions	6,738
5027	Employee Healthcare	10,378
	Total 5030 - Employee Benefits	17,116
5050	Facility	-
5065	Utilities	2,051
	Total 5050 - Facility	2,051
5100	Travel	-
5105	Mileage	2,993
5110	Transportation	108
5120	Meals	203
	Total 5100 - Travel	3,304
5200	Professional Services	-
5230	Other Professional Services	281,253
	Total 5200 - Professional Services	281,253
5320	Professional Dev/Training	-
5321	Registration/Fees	3,650
	Total 5320 - Professional Dev/Training	3,650
5400	Pass Through Funding	56,635
5451	Inventory Purchases Pass Through	608
5500	Other Expenses	-
5075	Supplies	2,859
5340	Printing/Copying	78
	Total 5500 - Other Expenses	2,937
	Total Administrative Expenses	650,353
	Total Expense	650,353
	Net Income (Loss)	161,414



North Sound ACH

Balance Sheet as of 10/31/2023

Generated by kassy@northsoundach.org on 2023-11-28 15:15

Account Number	Account Name	Amount
<u>Assets</u>		
<u>Cash</u>		
1000	Peoples Checking	613,169
1005	US Bank	250,772
1010	Chase Savings	220,266
Total Cash		1,084,207
<u>Current Assets</u>		
1020	Cash Held in Escrow	3,233,116
1100	Accounts Receivable	243,403
1105	In-kind Inventory	87,213
1106	Purchased Inventory	3,465
1110	Prepaid Expense	63,324
1150	Investments Operations	15,922,543
1154	Investments Waycross Managed	25,588,602
Total Current Assets		45,141,664
<u>Fixed Assets</u>		
1510	Equipment	3,261
1520	Furniture & Fixtures	17,423
1530	Computer Hardware & Software	14,847
1535	Vehicles	22,001
1560	Accumulated Depreciation	(46,891)
Total Fixed Assets		10,641
Total Assets		46,236,512
<u>Liabilities</u>		
<u>Current Liabilities</u>		
2015	Citi - Credit Card	15,451
2100	Accounts Payable	536,954
2115	Pass-Thru Payable	189,332
2150	L&I Payable	1,161
2155	Accrued PTO	135,619
2200	Employee Benefits	(1,265)
2250	Employee FSA	286
Total Current Liabilities		877,536
Total Liabilities		877,536
<u>Equity</u>		
<u>Unrestricted Net Assets</u>		
Total Unrestricted Net Assets		45,358,976
Total Equity		45,358,976
Total Liabilities + Total Equity		46,236,512

NS ACH
INVESTMENT SUMMARY - OPERATIONS
October 2023



CASH ACCOUNTS

BANK SWEEP
SCHWAB MONEY MARKET
TOTAL CASH ACCOUNTS

Schwab Investments	
COST	CURRENT MARKET VALUES 10/31/2023
	1,442
	4,059,995
	4,061,437

FIXED INCOME

US T BILL DUE 12/23 5.423%

11,775,037

11,861,106

TOTAL FIXED INCOME

11,775,037

11,861,106

TOTAL CASH & INVESTMENTS

11,775,037

15,922,543

NS ACH
INVESTMENT SUMMARY - Waycross
October 2023



CASH ACCOUNTS

BANK SWEEP

SCHWAB MONEY MARKET

TOTAL CASH ACCOUNTS

Waycross Investments	
COST	CURRENT MARKET VALUES 10/31/2023
	9
	9,915,515
	9,915,524

FIXED INCOME

US T BILL DUE 11/23 5.308%	6,217,833	6,364,966
US T BILL DUE 11/23 5.5%	2,919,920	2,987,180
US T BILL DUE 01/24 0.875%	4,856,836	4,944,531
US T BILL DUE 02/24 0.125%	450,564	459,995
US T BILL DUE 08/24 2.375%	913,497	916,405
TOTAL FIXED INCOME	15,358,650	15,673,077

TOTAL CASH & INVESTMENT	15,358,650	25,588,602
------------------------------------	-------------------	-------------------

2024 Finance Committee Roster

- Petra Karpsteinova*, Chair – Mt Baker Planned Parenthood, CFO
- Scott Combs – Providence Regional Medical Group, CFO
- Marissa Ingalls – Coordinated Care, Sr. Manager Government Relations
- Melissa Pickel – Brigid Collins, Director of Operations
- Jacque Julien* – Communities of Color Coalition, Executive Director

Staff: Liz Baxter (CEO), Meghan Vaughan (CFO), Kassy Hayes (Finance Manager)

2024 Finance Committee Goals

1. Continue transparency of organization financials by making them public at each Board meeting.
2. Annual audit of financial statements with unmodified opinion (aka clean opinion).
3. Operate in alignment with finance policies; periodic review of policies to ensure compliance with accounting standards.
4. Continue to maximize earnings on investments within Board approved investment strategy.
5. Monitor proper accounting of contributed nonfinancial assets (in-kind contributions) and other new sources of assets and liabilities.

*Asterisks indicate Board members

2024 Governance Committee Roster:

- Shanon Hardie*- Unity Care NW
- Allan Fisher - United Health Care
- Glenn Puckett - Delta Dental of Washington
- Mark Tompkins* - San Juan County Health & Community Services
- Candice Wilson - Department of Health

Staff: Liz Baxter (CEO), Tiffany Edlin (Director of Governance)

2024 Governance Committee Goals:

1. Board Officer recruitment - that aligns with Board needs.
2. Develop annual board education plan that engages the Board in learning and advancement of education priorities through alignment with the Board Goals.
3. Reviews and recommends changes to Board Policies, Bylaws & Committee Charters.
4. Develop and administer an annual assessment of the board of directors.

*Asterisks indicate Board Members

2024 Outreach, Recruitment & Engagement Committee Roster

- Jacque Julien* – Communities of Color Coalition
- Glenn Puckett – Delta Dental of Washington
- Arra Rael – Center for Human Services
- Daniel VanArsdale*, Chair - Bastyr University

Staff: Tiffany Edlin (Director of Governance), Mike Bonetto (Consultant),

2024 Outreach, Recruitment & Engagement Committee Goals

1. Develop and deploy regional recruitment strategy – that aligns with board needs.
2. Support onboarding new board member process & needs
3. Interview board candidates and recommend slate of nominees for 2025

*Asterisks indicate Board Members

Governance Policy 7: Governance Development and Investment

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

Accordingly:

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

Deleted: The Board will establish a budget to fund its committee goals annually.

Revision History

Date	Reviewed/Revised by	New Changes	No Changes
10/26/2018	Board of Directors	X	
12/17/2021	Board of Directors	X	
10/28/2022	Board of Directors	X	



North Sound Budget 2024
January 1, 2024 to December 31, 2024

2024 Budget Assumptions

1. We are not including anticipated revenue from MTP 2.0; the waiver was approved effective July 1, 2023 but fund release dates are uncertain.
2. We anticipate that some of our 2023 operational costs can be recouped retroactively from MTP 2.0 infrastructure \$\$ once they're released.
3. We are moving any remaining funds in the portal to our Operational funds in January 2024.
4. We have one remaining P4P payment from MTP 1.0, anticipated in June 2024.
5. DOH contract goes through July 2024; needs legislative appropriation to continue Care Connect WA
6. Carryover includes balance of MTP funds not yet authorized by the Board for use.
7. Investment Manager is overseeing investments of ~\$25M. Assumed interest and dividends of about 5% based on current investment holdings with projected investment balances. This amount is offset by Waycross management fee of .003 of account value held.
8. Currently anticipating 42 Staff for 2024, incl. 4 C-Suite (Executive, Operations, Equity, Transformation) 5 Directors, 9 Program Managers, 16 Specialists, 6 Coordinators, 2 Associates
9. Anticipating range of 4-8% increases in salary ranges after Compensation Review is completed.
10. Primary consultants will continue into 2024 (Community Initiatives, Seed Collaborative, IP3).
11. We will continue a hybrid work environment, with team members working from home-based settings
12. We will lease smaller work spaces in Snohomish, Skagit and Whatcom counties.
13. In-person board meetings will be held in Jan, Apr, Aug and December; others conducted using Zoom
14. Partner in-person meetings twice each year, Indigenous Youth, CHW and North Sound Race and Health Equity convening, with monthly learning sessions via Zoom.
15. Support for board members included in travel, mileage, lodging, meeting expense and prof dev.
16. Staff and board attending conferences and trainings in person, shown in travel and professional development line items.
17. Budget will include line item for up-to amount for Review Committee Awards; \$3.5M for 2024.

Account Number	Account Name	Approved 2023 Budget	2024 Draft Budget	Narrative
Income				
Revenue				
4105	Individual Donations			
4420	Corporate Contributions			Corporate contributions, for example sponsorships.
4320	Foundation Awards	95,000	175,000	Arcora \$75K (Oral health); seeking additional grant funds to support other projects, est \$100K in 2024.
4421	Gov't Contracts Other	689,513	11,545,158	HCA earnings from Waiver 1, DOH contributions, Commerce.
	Gov't Contract Program	4,089,348	-	All 2024 HCA & other programmatic gov contract earnings rolled into line above.
Total Revenue		4,873,861	11,720,158	
Other Income				
4110	Interest & Dividend Income		1,695,500	Based on fixed Income report for the North Sound accounts held at Schwab; PCG projected earnings to be minimal. Assumed interest and dividends is 5% of projected account values less management fees from Waycross.
4460	Other Income			anything not included above
Total Other Income			1,695,500	
Total Income		4,873,861	13,415,658	
	Carryforward from Prior Year	11,207,498	44,000,000	Carry forward for 2024 included
	Carryforward to Next Year	10,320,005	45,920,873	
Total Revenue & Adj		5,761,354	11,494,785	

Expenses				
5010	Salaries	2,530,501	3,752,780	Budget for 42 positions, up from 28 in prior year.
5015	Payroll Taxes	215,093	318,986	An 8.5% burden rate was used for employer paid taxes based on wages/taxes to date through October 2023 and consideration of 2024 tax rates.
Total 5000 - Payroll Expenses		2,745,594	4,071,766	
5012	Accrued PTO	45,549	67,550	Accrued PTO was calculated based on ACH PTO policy as well as expected 2024 staffing.
5025	401K Contributions	88,114	137,157	401k expenses were calculated based on the plan document and eligibility of 2024 staff members.
5027	Employee Healthcare	266,031	329,632	Employee Healthcare was based on current healthcare rates, anticipate increased upon renewal and staffing.
5026	Employee FSA		20,194	FSA Contribution of \$500 per employee per year.
Total 5030 - Employee Benefits		399,694	554,532	
5055	Insurance	30,000	47,120	Represents annual coverage obligation to NPIP (D&O, fire, damage to property, electronics and liability, Errors and Omissions). Also includes RAV insurance.
5060	Lease/Rent	50,031	72,000	Includes storage spaces, and small work spaces in B'ham, Skagit and Snohomish in 2024.
5061	Furnishings	5,900	24,760	Includes small office furnishings under our capitalization threshold (chairs, desks ect.).
5064	Utilities Staff		49,520	Expenses such as gas, water, and electric included as a stipend of \$100/mo./FTE for home utilities.
5065	Utilities Other	49,530	22,328	Expenses such as gas, water, and electric as applicable in small spaces leased. Lookback of prior leases triple net charges as a percentages of lease. Assumed 38% burden rate
5067	Facility Maintenance	6,000	6,000	All items that need maintenance and not covered under any space lease (HVAC maint, office cleaning, repairs and maint).
5070	Telecommunications	11,025	24,760	Includes Zoom phone, toll free #, payment for all employees for mobile phone use at \$50 for each month.
Total 5050 - Facility		152,486	246,488	
5073	Equipment		7,500	Includes replacing or adding laptops & computer equipment whose expense falls beneath CapX threshold.

5075	Supplies	94,600	6,190	Office supplies for day to day use.
				Budget is based on a look back of 2022-2023 and internal discussion regarding anticipated staff travel during 2024. Considered the IRS per diem rates and anticipated mileage to calculate expected expense. Anticipated increase with more staff attending in-person meetings.
5105	Mileage	35,040	55,520	Examples include ferry, rail, bus, cab expenses etc. Amount based on conversations with departments on expected travel as well as PY lookback and consideration of 2024 headcount.
5110	Transportation	21,900	35,950	Based on planned and estimated hotel expenses by North Sound employees. Anticipated increase from prior year.
5115	Lodging	29,200	70,267	Anticipate increase from prior year.
5117	Airfare	21,900	45,950	Meals based on the number of above anticipated travel days in 2024 using Washington state per diem rates.
5120	Meals	26,280	33,183	Rare and unusual expenses that do not fit in any of above expense categories.
5130	Other	43,800	61,267	
Total 5100 - Travel		178,120	302,137	
5210	Finance/Audit Services	110,000	135,000	Annual audit, outsourced CFO, Paychex.
				Includes all other subcontractor costs not detailed elsewhere, includes DOH care coordination payout to partners (\$1M), payments to Arcora partners (\$180K), payments for Dept of Corrections award. Approximately \$40K is for Board learning and the governance consultant, \$445K is budgeted for program related expenditures such as consultants for TA and health system capacity building, and the balance is for internal strategic initiatives, HIPAA readiness and legal review.
5230	Other Professional Services	1,653,000	1,693,000	
Total 5200 - Professional Services		1,763,000	1,828,000	
5305	Equip Rental/Lease	4,300	4,300	Equipment rentals such as copier lease, and audio video equipment for external events.
5310	Dues/Subscriptions	2,704	2,044	Includes dues for state or national associations, journal subscriptions.
5311	Software as a Service	46,331	44,689	Licensing fees for cloud-based software access to services including Aplos, Zoom, Harvest, Board Effect, as examples.
5315	Bank Fees	1,000	1,000	Fees for banking as well as ACH and wire transfer fees.
5320	Professional Dev/ Training	85638	164,433	Account includes group and individual trainings/classes and other professional development costs for staff and board. Travel related costs are in the travel lines above.
5330	Meeting/Event Exp	65,000	183,000	Includes expenses for Board retreat, in-person board meetings, two in-person partner convenings, including meeting space rental costs, and any supplies or items needed for meetings.
5340	Printing/Copying	3,600	16,000	Including printed collateral such as pamphlets, flyers, posters, tee-shirts and other ACH branded items.
5350	Postage/Delivery	1,150	2,350	All physical mailings.
5370	Repairs/Maintenance	4,200	4,200	Repair and maint. for non-facility items (i.e. computers, peripherals, furniture).
5380	Taxes/Licenses	1,455	1,455	Based on taxable income, state tax rates and consideration of licenses.
5455	Grants to Partners	202,500	4,050,000	Includes Review Committee and team directed awards.
5400	Opportunity Fund	202,500	4,050,000	
5400	Pass Through Funding	-	-	MTP payments for implementation, health system capacity building.
Total Expenses		5,463,234	11,490,085	
Other Expenses				
6400	Depreciation	10,000	4,700	Based anticipated fixed asset balances and IRS guidance for expected useful life.
6500	Unrealized Gain/Loss on Inv	-	-	
Total Other Expenses		10,000	4,700	
Total Expense		5,761,354	11,494,785	
Net Income (Loss)		-	0	
Cap Ex Budget				
1510	Equipment	5,000	5,000	Potential office equipment cushion for anticipated return to office
1520	Furniture & Fixtures	5,000	5,000	Fund to replace furniture, fixtures if needed.
1530	Computer Hardware	5,000	5,000	Replacement of hardware above Cap Ex threshold if needed.
1540	Vehicles	-	-	
1560	Leasehold Improvements	15,000	15,000	General space improvements.
Total Cap Ex		30,000	30,000	

For December 2023 Board Packet, along with budget presentation

2024 Salary Ranges	Minimum	Midpoint	Maximum
Chief Executive Officer	161890	190459	219028
Chief Operations Officer	122771	144436	166102
Director	95125	111912	128699
Prog. Manager	75483	88802	102122
Lead/Specialist	66104	77769	89435
Coordinator	55814	65663	75512
Associate	51500	60366	69231

North Sound ACH Total Compensation

Payroll

Monthly payroll, paid on last working day of the month

Non-exempt employees paid based on actual hours worked

Exempt employees paid based on agreed upon FTE percentage

Remote work support:

Employees who are approved to work remotely receive reimbursement monthly for two stipends (prorated for FTE %) \$100 for utility support and \$50 for cell-phone support

Reimbursement for Approved Expenses:

Employees receive monthly reimbursement for work-related expenses after approval by supervising manager

Pooled Paid Time Off Accrual (Vacation and Sick Leave):

Months 0-24: 20 days per year

Months 25-60: 25 days per year

Months 61-108: 30 days per year

Months 109-240: 35 days per year

After 240 months: 40 days per year

Paid Holidays:

10 paid holidays that are pre-determined by the organization

- New Year's Day
- Martin Luther King Jr. Day
- President's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Indigenous Peoples Day
- Veteran's Day
- Native American Heritage Day
- + 2 Floating Holidays to be used in 8-hour increments

Professional Development:

After agreement with manager on a professional development plan, organization will provide financial support for trainings, conferences, classes or other options,

Other PTO:

Bereavement, Jury Duty, WA Paid Family and Medical Leave, Domestic Violence, Military Leave and Military Spousal Leave,
Breast Feeding/Chest Feeding/ Lactation

North Sound ACH Benefit Plan	
Medical Insurance: Kaiser Permanente: Access PPO Visits Plus Gold LX Average Calendar Year Deductible: Preferred Provider Employee Family Coverage	 \$600.00 \$1,200.00
Average Calendar Year Deductible: Out-of-network Employee Family Coverage	 \$1,200.00 \$2,400.00
Out of Pocket Limit: Employee Family Coverage	 \$6,500.00 \$13,000.00
Office Visits and Urgent Care: Preventive Care Office Visit Co-Pay Regular Office Visit Coinsurance Specialist Visit Co-Pay Urgent Care	 \$0.00 \$30.00 \$50.00 \$50.00
Dental Insurance: Kaiser Permanente: Delta Dental PPO Annual Maximum: Adult (including dependents 19 years and older) Pediatric (dependents 18 and younger) Diagnostic & Preventative Care: Adult (including dependents 19 years and older) Pediatric (dependents 18 and younger) Restorative: Adult (including dependents 19 years and older) Pediatric (dependents 18 and younger) Major: Adult (including dependents 19 years and older) Pediatric (dependents 18 and younger) Orthodontia (coinsurance): Adult (including dependents 19 years and older) Pediatric (dependents 18 and younger)	 \$1,500.00 unlimited 100% 100% 80% 80% 50% 50% 50% 50%
Vision Insurance: Kaiser Permanente: Access PPO Visits Plus Gold LX Optical Hardware: Adult (including dependents 19 years and older) Pediatric (dependents 18 and younger)	 \$100/calendar year 100%
Life Insurance/ AD&D: Basic Life Insurance: Basic AD&D:	 \$50,000.00 \$50,000.00
Other Coverage: Employee Assistance Program (EAP) Flexible Spending Account (FSA) - \$500 annually 401K Retirement Plan, Employer Match set by Board annually Mass Transit Tickets, up to \$50/month	



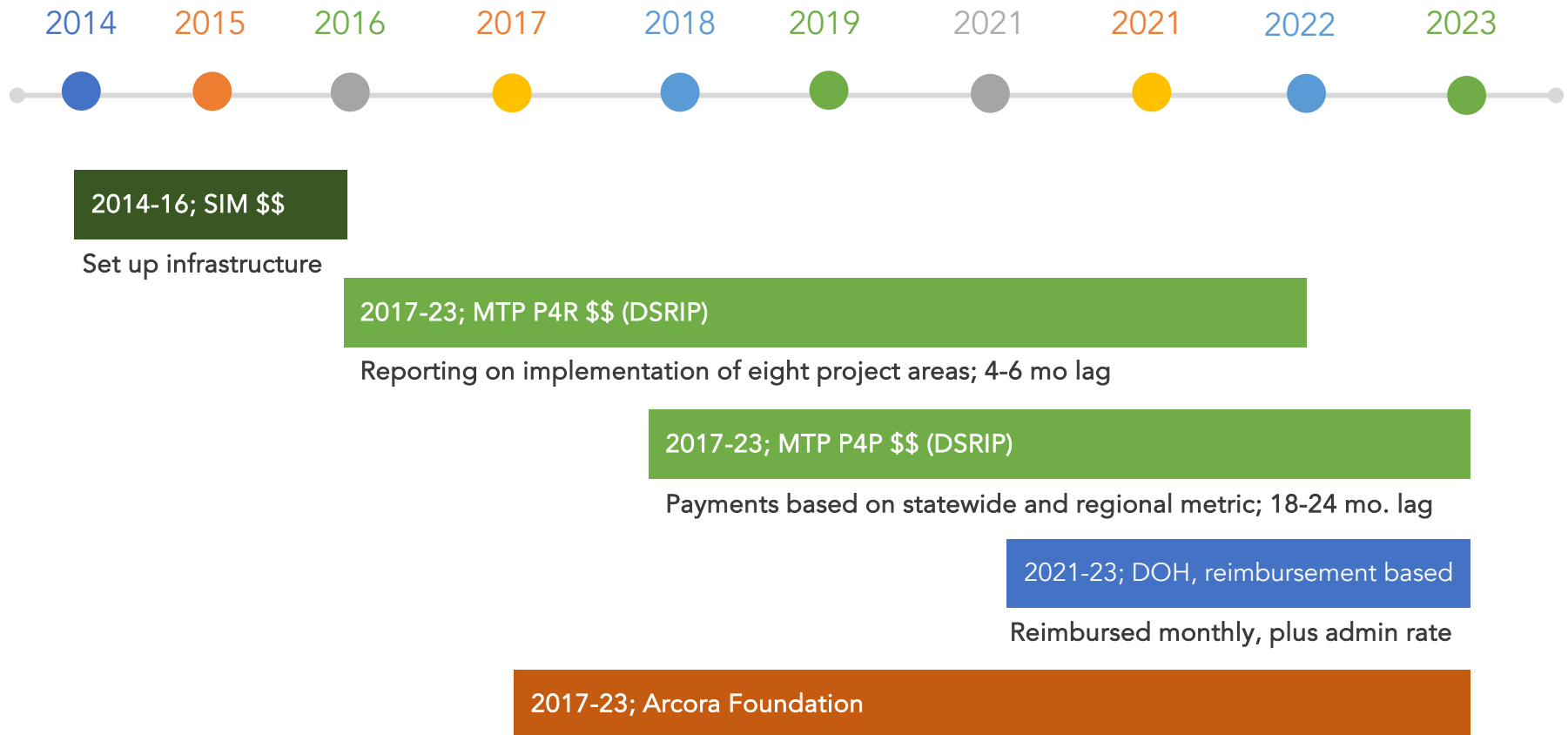
North Sound ACH

Visual: Revenue Sources

Dec 15, 2023 Board of Directors Meeting
Liz Baxter, CEO

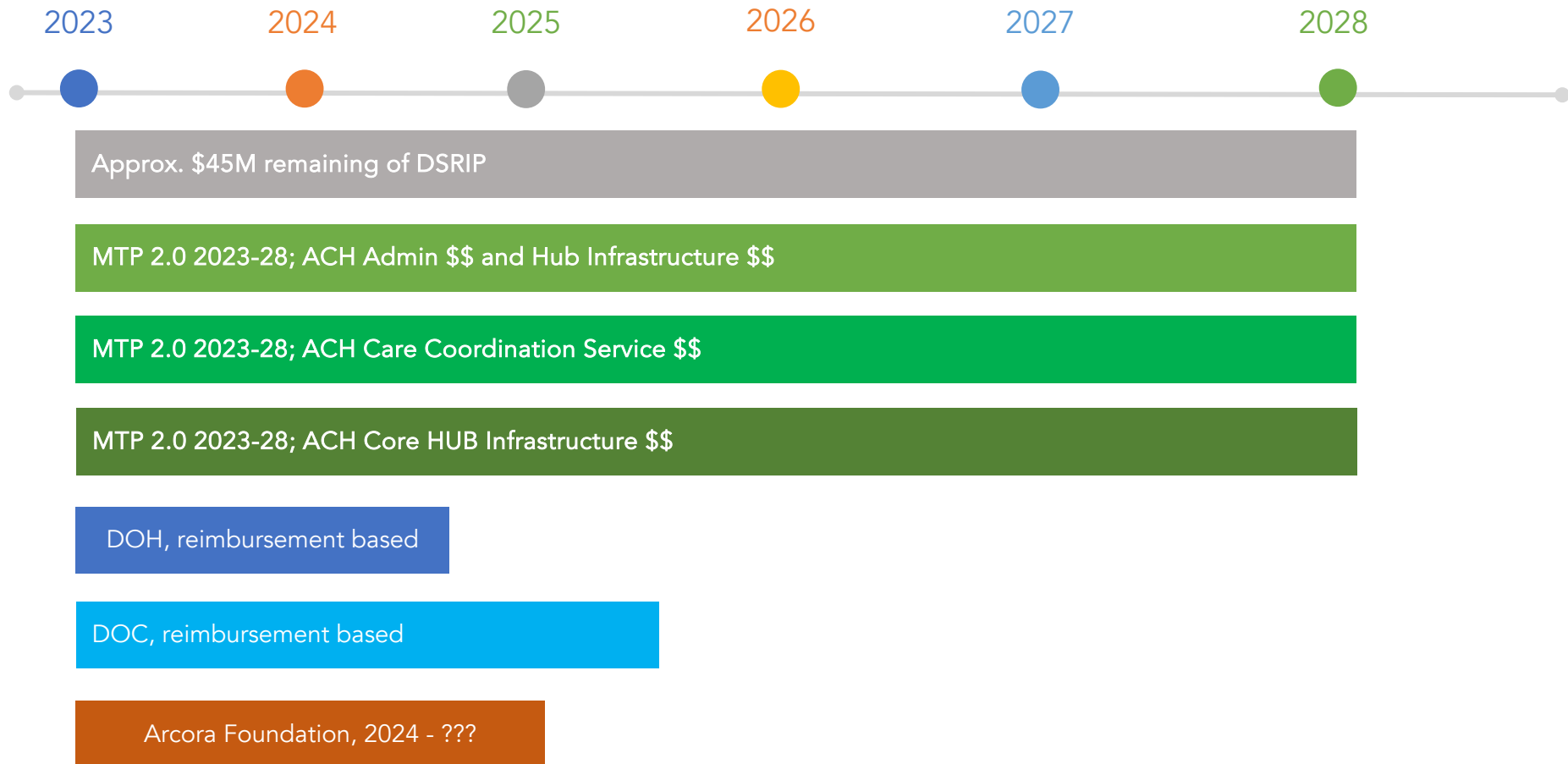


2014 - 2023



DSRIP: Delivery System Reform Incentive Payment

2023 - 2028





North
Sound
A C H

2024 Slate of Officers

2 - Year Term Effective January 1, 2024

Board Chair – Cheryl Rasar

Vice Chair – Mark Tompkins

Treasurer – Petra Karpsteinova (second term)

Secretary – Jacque Julien (second term)

**Proposed Restated BYLAWS OF
The North Sound Accountable Community of Health (North Sound ACH)
A WASHINGTON CORPORATION**

**Adopted February 13, 2015
Amended November 6, 2015, May 20, 2016, March 24, 2017, December 15, 2017,
December 14, 2018, October 25, 2019, December 11, 2020**

Restated December 17, 2021, Amended December 9, 2022

**SECTION I
NAME AND PURPOSE**

1.1 – Name: The name of the corporation shall be North Sound Accountable Community of Health (North Sound ACH). It shall be a nonprofit corporation incorporated under the laws of the state of Washington, Washington Nonprofit Law RCW 24.03.

1.2 – Registered Office and Registered Agent. The registered office of the North Sound Accountable Community of Health (North Sound ACH) shall be located in the State of Washington at such place as may be fixed from time to time by the Board of Directors upon filing of such notices as may be required by law. The North Sound ACH (also called Corporation) is incorporated in the State of Washington as a nonprofit corporation. The Chief Executive Officer of the North Sound ACH shall serve as Registered Agent and shall have a business office identical with such registered office.

**SECTION II
ORGANIZATION PURPOSE**

2.1 – The North Sound ACH is organized exclusively for charitable, scientific, and education purposes.

2.1.1 – Specifically, the North Sound ACH is organized to improve the health of the people who live in our communities through innovation, maintenance, and measurement of the most effective forms of healthcare delivery and supportive services.

**SECTION III
MEMBERSHIP**

3.1 – Membership: Membership shall consist of the Board of Directors.

**SECTION IV
BOARD OF DIRECTORS**

4.1 – Board role, size and compensation. Management of all the affairs, property and interest of The North Sound ACH shall be vested in a Board of Directors. The Board of Directors is responsible for overall policy and direction of the Organization and can delegate responsibility for day-to-day operations to the staff and committees. The Board of Directors shall have no more than

(23) twenty-three, and no fewer than (9) nine members. Board members receive no compensation other than reasonable expenses.

4.2 Board Representation by Sector and Tribe. Board members shall either represent a Tribe, a designated Sector established by the Board, or an at-large position(s). Board membership may include representation up to the maximum number of directors pursuant to Section 4.1. No Sector shall have more than one designated member on the Board of Directors. Tribes may designate an alternate member if desired. Sectors shall recommend potential board members when there are vacancies and the Board will make a final determination based on the Board's needs. The Board may add or modify Sectors that should be represented by a vote of the Board. Each Sector and each Tribe have one vote on the Board of Directors.

4.3 – Terms: All board members serve for a term of five (5) years and are eligible for election for up to two consecutive terms. If a board member has been elected to an officer position for a term that extends beyond the board member's five-year term, the board member is eligible to extend his or her board term to serve through the end of the officer position term.

4.4 – Tribal Collaboration and Communication: The Board will adopt a clear and concise collaboration policy and communication procedure between the North Sound ACH, tribal governments, Indian Health Services (IHS) and Urban Indian Health Programs, including the appointment of tribal members to the Board and its Committees.

4.5 – Meetings and Notice: The board shall meet at least quarterly, at an agreed upon time and place. An official board meeting requires that each board member have written notice at least three days in advance. Members may attend meetings electronically, providing that all board members can hear each other simultaneously.

4.5.1 Electronic Notice. Notice to directors in an electronic transmission that otherwise complies with the requirements of these Bylaws is effective only with respect to directors who have consented, in the form of a record, to receive electronically transmitted notices under this chapter. A director who provides consent, in the form of a record, to receipt of electronically transmitted notices shall designate in the consent the message format accessible to the recipient, and the address, location, or system to which these notices may be electronically transmitted. A director who has consented to receipt of electronically transmitted notices may revoke the consent by delivering a revocation to the corporation in the form of a record.

4.5.2 Revoking Consent. The consent of any director is revoked if the corporation is unable to electronically transmit two consecutive notices given by the corporation in accordance with the consent, and this inability becomes known to the secretary of the corporation or other person responsible for giving the notice. The inadvertent failure by the corporation to treat this inability as a revocation does not invalidate any meeting or other action.

4.6 – Annual Meeting: An annual meeting of the Board of Directors shall be scheduled once each year to hold elections, review any needed bylaws or policy changes.

4.7 – *Board elections*: During the last quarter of each fiscal year of the organization, the Board of Directors shall elect Directors to replace those whose terms will expire at the end of the fiscal year. This election shall take place during a regular meeting of the directors, called in accordance with the provisions of these bylaws.

4.8 – *Nomination and Election of Directors*. Nominations will be solicited broadly in the fall of each calendar year, seeking interest in board seats where the current board member's term is expiring.

4.9 – *Tribal Representative*. Tribes may appoint a tribal representative to the Board of Directors at any time throughout the year.

4.10 – *Election Procedures*: New directors shall be elected by a majority of directors present at such a meeting, provided there is a quorum present. Directors so elected shall serve a term beginning on the first day of the next fiscal year, or another date if specified by the vote of the Board of Directors.

4.11 – *Quorum*: A simple majority of the voting members of the Board constitutes a quorum. A quorum is required to conduct board business that requires a vote.

4.12 – *Vacancies*: When a vacancy on the board exists mid-term, nominations will be directed to the Board Chair.

4.13 – *Resignation, termination, and absences*: Resignation from the board must be in writing and received by the secretary. A board member shall be terminated from the board for more than three absences from board meetings in a year. A board member may be removed at the discretion of the board by a three-fourths vote of the remaining directors.

4.14 – *Special meetings*: Special meetings of the board can be called upon the request of the chair, or one-third of the board. Notices of special meetings shall be sent to each board member at least three days in advance of the meeting.

4.15 – *Electronic Voting*. Voting that occurs when the Board is not in session for an in-person or virtual meeting is a binding source of voting as long as the requirements of electronic notice have been met. This voting may occur by voice, survey or email. See Section 4.5.1 for more on Electronic Notice.

4.15.1 – The approval of the corporate action must be evidenced by one or more consents describing the corporate action being approved that takes place outside of in-person or virtual board meetings. Voting must be completed by at least 75% of current board members before votes will be counted. If the 75% voting threshold is reached, a majority (over 50%) must approve the vote for it to become effective. Once approved, either before or after the corporate action becomes effective, the results will be delivered to the corporation for inclusion in the minutes of a subsequent board meeting or filing with the corporate records, each of which consents shall be set forth either (a) in an executed record or (b) if the corporation has designated an address, location, or system to which the consents may be electronically transmitted and the consent is electronically transmitted to the designated address, location, or system, in an executed electronically transmitted record.

4.15.2 – Corporate action is approved under this section when the last director executes the consent.

Deleted: Nominations will be directed to the Chair of the Governance Committee. The Governance Committee will deliberate and recommend a slate of directors for election at the Board's Annual Meeting in December each year.

Deleted: will be solicited broadly, seeking interest in the vacant board seat. Nominations will be directed to the Chair of the Governance Committee. The Governance Committee

Deleted: deliberate and recommend a slate of directors for election at the Board's Annual Meeting in December each year or earlier if directed by the board.

4.15.3 – A consent under this section has the effect of a meeting vote and may be described as such in any record.

4.16 – *Number of Voting Members*: The number of voting members of the Board shall be determined by a vote of the Board at the Annual Meeting. The maximum or minimum number of Board members may, at any time, be increased or decreased by amendment of these Bylaws, but no decrease shall have the effect of shortening the term of any incumbent Board member.

4.17 – *Board Member Roles and Responsibilities*. Board members are expected to represent the interests, needs, and concerns of the entire North Sound ACH region, not only the organization, agency or community for which they represent. Members also have the following duties:

4.17.1 – *Duty of Care*. A Member shall perform the duties of a Member, including duties as a member of any Committee upon which the Member may serve, in good faith, in a manner such Member believes to be in the best interests of the Corporation, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. In performing his or her duties, a Member shall be entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, in each case prepared or presented by (a) one or more officers or employees of the Corporation whom the Member reasonably believes to be reliable and competent in the matter presented; (b) legal counsel, public accountants, or other persons as to matters which the Member reasonably believes to be within such person's professional or expert competence; or (c) a Committee of the Board upon which the Member does not serve, duly designated in accordance with a provision in the Bylaws, as to matters within its designated authority, which Committee the Member believes to merit confidence; so long as, in any such case, the Member acts in good faith, after reasonable inquiry when the need therefor is indicated by the circumstances, and without knowledge that would cause such reliance to be unwarranted.

4.17.2 – *Duty of Loyalty*. The Members shall exercise their powers and duties in good faith and with a view to the interests of the Corporation and consistent with the purposes set forth in these Bylaws. No contract or other transaction between the Corporation and one or more of its Members, or between the Corporation and any corporation, firm entity or Corporation in which one or more of the Members are Members or Officers or are pecuniarily or otherwise interested, shall be either void or voidable because such Member or Members are present at the meeting of the Board or any Committee which authorizes or approves the contract or transaction, if the fact of the common directorate or interest is disclosed or known to the Board or a majority thereof and noted in the minutes, and the Board authorizes, approves or ratifies such contract or transaction in good faith by a vote sufficient for the purpose. Common or interested Members may be counted in determining the presence of a quorum at any meeting of the Board or committee thereof which authorizes, approves or ratifies any contract or transaction. Such Members shall follow Conflict of Interest provisions adopted by the Corporation.

4.18 – *Action by Board Members Without a Meeting*. The Board may take any action without a meeting, subject to the following requirements:

4.18.1. such action would have been required or permitted at a meeting of the Board; and

4.18.2. such action is set forth in a written consent form and signed by all of the Board members entitled to vote. Such written consent shall have the same force and effect of any decision made at a regular meeting of the Board. Any such written consent shall be inserted in the minutes as if it were a decision made at a meeting of the Board.

4.19 – *Budget*. The annual budget shall be prepared and approved by the Board at the annual meeting of the Board. The North Sound ACH shall operate on a fiscal year, which runs from January 1 to December 31.

4.20 – *Contracts*. The Board may authorize the Chief Executive Officer, any Board officer or Officers, to enter into any contract or execute and deliver any instrument on behalf of the North Sound ACH, and that authority may be general or confined to specific instances by resolution of the Board of Directors.

4.21 – *Remuneration*. No salary shall be paid to members of the Board or any Board Committee. Members may be reimbursed for reasonable and necessary expenses incurred for the purposes of doing business, and attending meetings on behalf of the North Sound ACH, provided appropriate documentation and timely submission of expense receipts are provided within sixty (60) days of such expense.

SECTION V OFFICERS

5.1 – *Officers and Duties*: There shall be four officers of the board, consisting of a chair, vice-chair, secretary and treasurer. Any position may be combined with another except that the chair and secretary may not be the same person. Their duties are as follows:

5.2. *The chair* shall convene regularly scheduled board meetings, shall preside or arrange for other board officers to preside at each meeting in the following order: vice-chair, secretary, treasurer. The chair serves on and chairs the Executive Committee, and serves as an ex-officio member of all other Board committees. The chair shall have any other powers and duties as may be prescribed by the board.

5.3. *The vice-chair* shall chair committees on special subjects as designated by the board, and act as chair in the absence of the Chair.

5.4. *The secretary* shall be responsible for keeping records of board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each board member, and assuring that corporate records are maintained.

5.5. *The treasurer* shall ensure a financial report is made to the board at a minimum on a quarterly basis. The treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to board members and the public.

5.6 All officers shall be elected for a term of two (2) years by the majority vote of the Board of Directors at the annual meeting. Elected officers shall hold office until their successors are elected and qualified. All officers shall also serve on the Executive Committee.

5.7 – *Removal*. The officers of the North Sound ACH shall hold office until their successors are chosen and qualified. An Officer may be removed by the Board with or without cause by the

affirmative vote of a majority of the entire Board. A successor may be elected at any regular meeting of the Board or at any special meeting called for that purpose.

5.8 – *Vacancy*: A vacancy of the office of chair, vice-chair, secretary or treasurer shall be filled no later than the first regular meeting of the Board of Directors following the vacancy when 15 business days' notice are given. In the instance that notice is not given, the position will be filled at the second scheduled Board meeting after the announcement.

SECTION VI COMMITTEE FORMATION/DISSOLUTION

6.1 – *Committee formation or dissolution*: The board may create or dissolve by resolution ad-hoc committees as it deems necessary and desirable. The Board Chair appoints all Board Committee chairs. Committees, to the extent provided in such resolution, in the Articles of Incorporation, or in the Bylaws of the Corporation, shall have and exercise the authority of the Board in the management of the Corporation: Provided, that no such committee shall have the authority of the Board in reference to:

- (a) Amending, altering or repealing the Bylaws;
- (b) Electing, appointing, or removing any member of any such committee or any Director or Officer of the Corporation;
- (c) Amending the Articles of Incorporation;
- (d) Authorizing the sale, lease, exchange or mortgage, of all or substantially all of the property and assets of the Corporation
- (e) Authorizing the voluntary dissolution of the Corporation or revoking proceedings therefor; or
- (f) Amending, altering or repealing any resolution of the Board which by its terms provides that it shall not be amended, altered or repealed by such committee.

The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board or any individual Member of any responsibility imposed upon it or him or her by law. Any decision of any committee may be appealed to the Board by any Member affected by a decision of such committee.

6.2 – *Quorum and Action*: A quorum at a Committee meeting exercising Board functions shall be a majority of all Committee members. If a quorum is present, action is taken by a majority vote of members present.

6.3 – *Executive Committee*: The four officers serve as the members of the Executive Committee. In addition, the immediate Past Board Chair may be invited to serve on the Executive Committee as an ex-officio member if they remain on the board as a member in good standing.

The Executive Committee may include additional Board members. Except for the power to amend the articles of incorporation and bylaws, the Executive Committee shall have all the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors for time sensitive matters, and is subject to the direction and control of the full board. Decisions made by the Executive Committee will be presented and voted on at the next full Board meeting.

6.4 – Finance Committee: The treasurer is the chair of the Finance Committee, which may include other board members, and can include non-board members at the discretion of the Committee Chair. The Finance Committee Chair is charged with affirming committee membership annually. The Finance Committee is responsible for developing and reviewing fiscal procedures, fundraising plan, and annual budget with staff and other board members. The board must approve the budget and all expenditures must be within budget. Any major change in the budget must be approved by the board or the Executive Committee. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the board showing income, expenditures, and pending income. The financial records of the organization are public information and shall be made available to board members and the public.

6.5 – Governance Committee: The Board Chair will appoint a Board member to serve as the Chair of the Governance Committee, which can include Board and non-Board members at the discretion of the Committee Chair. The Chair is charged with affirming committee membership annually. The Governance Committee is responsible for the Board’s effectiveness and continuing development, including recommending nominees for board membership, setting an annual board calendar, board self-evaluation, and annual review of the bylaws.

SECTION VII CONFLICT OF INTEREST POLICY

Board members are required to sign a conflict of interest declaration, aligned with Conflict of Interest Policy adopted by the Board. Each Board Member will review and sign the Conflict of Interest Policy Statement on an annual basis.

SECTION VIII INDEMNIFICATION

The Corporation shall indemnify and hold harmless each of the Board Members and Officers from and against all contractual liability to others arising out of contracts made by the Board or Officers on behalf of the Corporation or the Members unless such contract was made in bad faith. The Board Members and Officers shall not be personally liable for contracts made by them on behalf of the Corporation. The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding by reason of the fact that (s)he is or was a Director or Officer of the Corporation against amounts paid in settlement incurred by him or her in connection with such action, suit or proceeding if (s)he acted in good faith and in a manner (s)he reasonably believed to be in, or not opposed to, the best interests of the Corporation, to the fullest extent authorized by RCW 23B.08.320, and 23B.08.500 through 23B.08.600, and any amendments thereto, irrespective of the fact that the Corporation is not incorporated under RCW 23B. See RCW 23B.17.030.

**SECTION IX
AMENDMENTS**

These bylaws may be amended when necessary by two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the secretary to be sent out with regular board announcements.

CERTIFICATION

These bylaws were approved at a meeting of the Board of Directors by a two-thirds majority vote on ____ **December 09, 2022** _____

Board Secretary

Date

North Sound ACH **2024** Governance Committee & Board Calendar

MONTH	Governance Committee	Board
January	<ul style="list-style-type: none"> • Board Learning & Engagement • Annual Board Meeting Follow – Up • Governance Com. Chair Decision • Review Governing Process Policy #5: Board Members' Code of Conduct • Review Governing Process Policy #1: Governing Approach • Review Governing Process Policy #6: Board Committee Structure and Principles • Review Executive Lim. #3: Design and Implementation 	<ul style="list-style-type: none"> • Board Learning Retreat
February		<ul style="list-style-type: none"> • New Board members – orientation process and Board mentor assignments • Board Learning & Engagement • CEO Report – Board Goals
March	<ul style="list-style-type: none"> • Board Learning & Engagement • Board education planning • Review Ex. Lim. #4 Financial Planning and Budgeting • Review Board-Management Delegation Policy #3: Accountability of the CEO • Review Board-Management Delegation Policy #5: Monitoring CEO Performance • Review Governing Process Policy #8: Board Composition • Review Exec. Lim. #5: Emergency CEO Succession • Review Board Goals 	
April		<ul style="list-style-type: none"> • Board Learning & Engagement • CEO report on Executive Limitation Policy #2: Treatment of Staff • CEO report on Executive Limitation Policy #7: Compensation and Benefits

May	<ul style="list-style-type: none"> • Board Learning & Engagement • Review Governing Process Policy #2: Board Job Products • Review Board-Management Delegation Policy #2: Unity of Control • Review Exec. Lim. #6: Asset Protection • Review Exec. Lim. #7: Compensation & Benefits 	
June		<ul style="list-style-type: none"> • Board assessment on skills, competencies, and background • Board Learning & Engagement • CEO report on Executive Limitation Policy #5: Emergency CEO Succession Planning • CEO report on Executive Limitation Policy #4: Financial Planning and Budgeting • CEO report on Executive Limitation Policy #6: Treatment of Asset Protection
July	<ul style="list-style-type: none"> • Board Learning & Engagement • Review Board-Management Delegation Policy 1: Global Governance-Management Connection • Review Executive Limitation Policy #2: Treatment of Staff • Review Board-Management Delegation Policy #4: Delegation to the CEO • Review Executive Limitation #8: Communication and Support to the Board 	
August	<ul style="list-style-type: none"> • Develop board performance evaluation survey • Release board performance evaluation survey • Review Governing Process Policy #7: Governance Development & Investment 	<ul style="list-style-type: none"> • Board Learning & Engagement • CEO report on Board Goals
September	<ul style="list-style-type: none"> • Review results from board performance evaluation survey • Interviews with board applicants • Board Officer nominations • Bylaw review • Review Governing Process Policy #4: Board Chair's Role • Review Governing Process Policy #3: Annual Calendar Planning 	

October		<ul style="list-style-type: none"> • Board Learning & Engagement • CEO report on Executive Limitation Policy #8: Communication and Support to the Board • CEO report on Executive Limitation Policy #3: Design and Implementation
November	<ul style="list-style-type: none"> • Finalize recommendations of board officers • Board Learning & Engagement • Review Governance Committee Charter and 2023 Performance • Draft 2024 board calendar • Draft board education plan 	
December		<ul style="list-style-type: none"> • Vote on board candidates and new officers • Provide annual charge/guidance to each committee • Review results from board performance evaluation survey • Review 2024 board calendar

2024 Slate of Board Nominees

5 Year Term Effective January 1, 2024

New Member(s) – 1st Term:

1. Laurel Lee (she/her) – MCO Sector Seat
2. Jason McGill (he/him) – At Large Seat
3. Kevin Riley (he/him) – At Large Seat
4. Fern Sisana (they/them) – At Large Seat



Laurel Lee – Molina Healthcare

Laurel Lee serves as the Senior Community Partner Strategy Officer for Molina Healthcare of Washington – the state's largest Medicaid Managed Care Organization (MCO). She has been with Molina for over twenty-five years holding a variety of senior leadership roles including Vice President of Member & Community Engagement, Provider Network Management and Operations.

In her current role, Laurel serves as Molina's lead for all statewide Medicaid Transformation Project and ACH related activities. She has served as a Director on numerous ACH Boards and continues to engage in the Health Care Authority's MTP 2.0 Taking Action for Healthier Communities (TAHC) workgroup.

Laurel holds a Master's degree in Public Health (Health Policy & Planning) from UCLA, and has over 30 years of health management experience.



Jason McGill – Northwest Youth Services

Jason is a career social services professional who brings deep knowledge of working with young people experiencing homelessness. He is a community advocate who is rooted in Justice, Equity, Diversity, and Inclusion work.

He first became involved in efforts to address youth and young adult homelessness after working many years in a behavioral health hospital setting and witnessing the revolving door to treatment with many patients who identified as experiencing homelessness.

When asked if systems can be reformed his response has been and continues to be, "I believe that we could cultivate a community that is transformative, if we worked as a collective."



Kevin Riley – Mt. Baker Presbyterian Church, Lead pastor

Kevin has an inspiring life story of suffering and resurrection that makes him uniquely qualified for ministry and most specifically to those coming from a marginalized context. He focuses on taking his congregation further on their spiritual journey and his ministry to the ones that need it most. He lives in the Skagit Valley with his wife and three youngest children.



Fern Sisana – Lifeline Connections

Fern Sisana has been working in education and social services for a decade. They've graduated from Western Washington University with a dual undergrad in Anthropology and Social Studies, and University of San Francisco with a master's in Human Rights Education. They've centered diversity, equity, inclusion, and belonging in their work with both youth and adults, and have helped develop several programs and conducted training sessions to help expand awareness and understanding of these concepts.

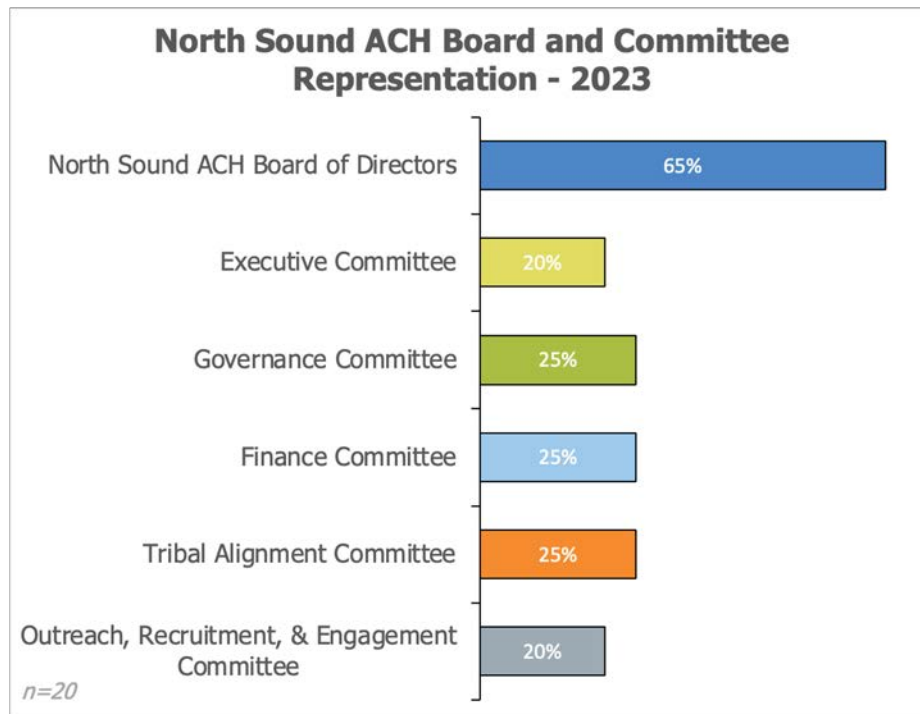


2023 Board Survey

2023 Board and Committee Representation

	n	%
North Sound ACH Board of Directors	13	65%
Executive Committee	4	20%
Governance Committee	5	25%
Finance Committee	5	25%
Tribal Alignment Committee	5	25%
Outreach, Recruitment, & Engagement Committee	4	20%

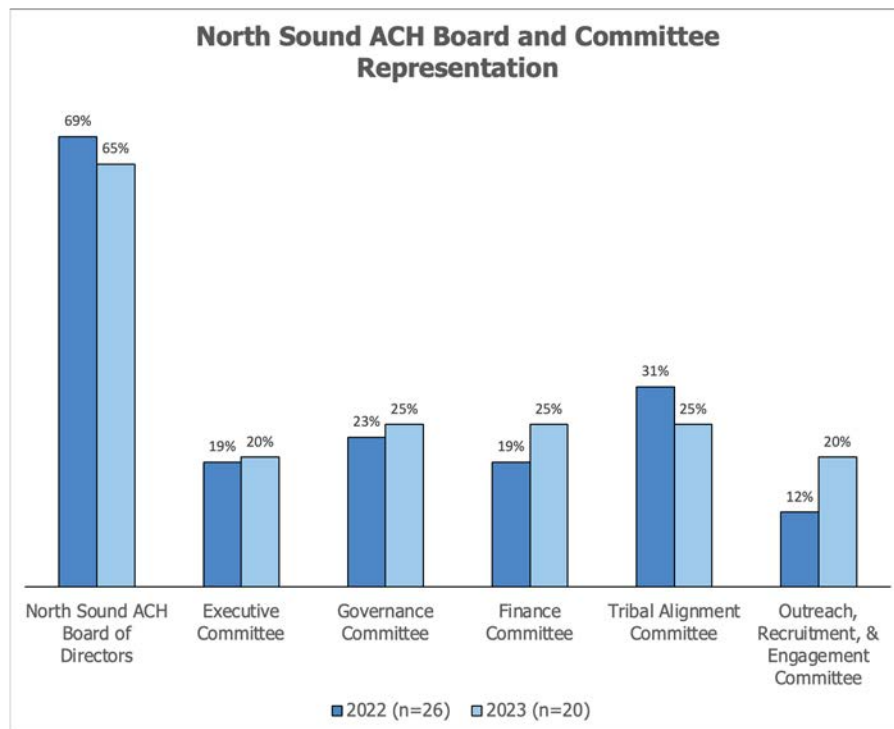
2023 Board and Committee Representation



Board and Committee Representation: 2022 - 2023

	2022 (n=26)	2023 (n=20)
North Sound ACH Board of Directors	69%	65%
Executive Committee	19%	20%
Governance Committee	23%	25%
Finance Committee	19%	25%
Tribal Alignment Committee	31%	25%
Outreach, Recruitment, & Engagement Committee	12%	20%

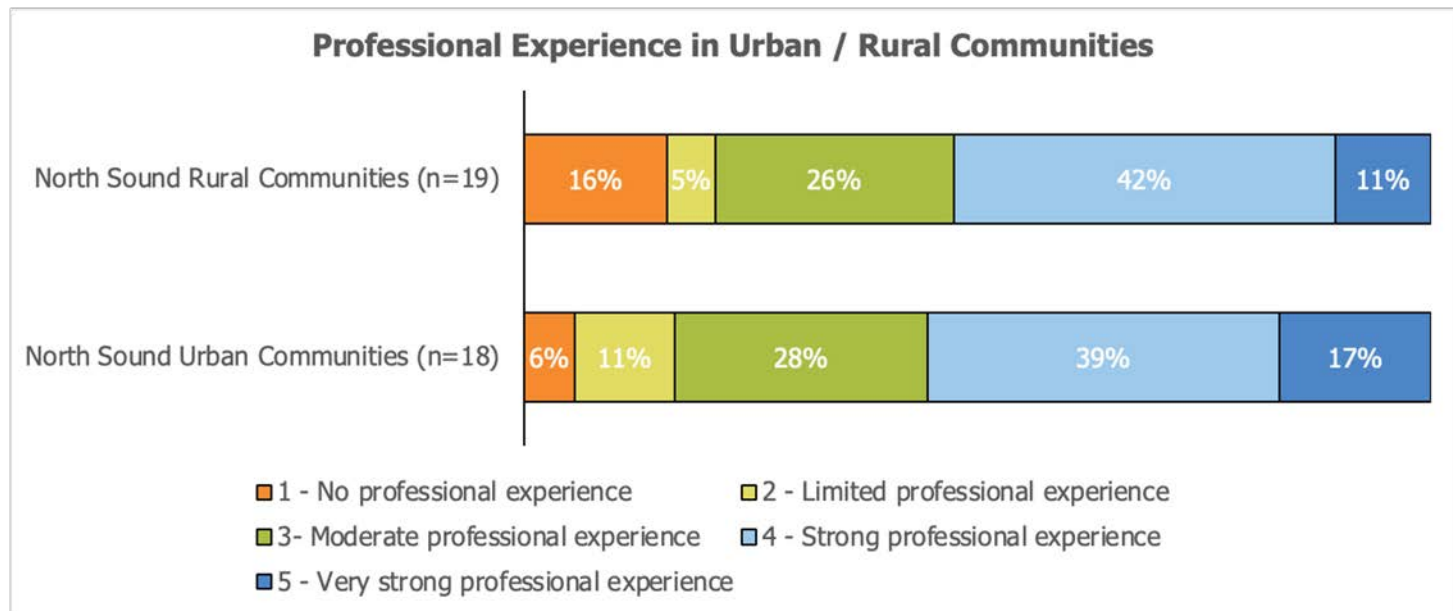
Board and Committee Representation: 2022 and 2023



2023 Board: Urban and Rural Experience

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
North Sound Urban Communities (n=18)	6%	11%	28%	39%	17%
North Sound Rural Communities (n=19)	16%	5%	26%	42%	11%

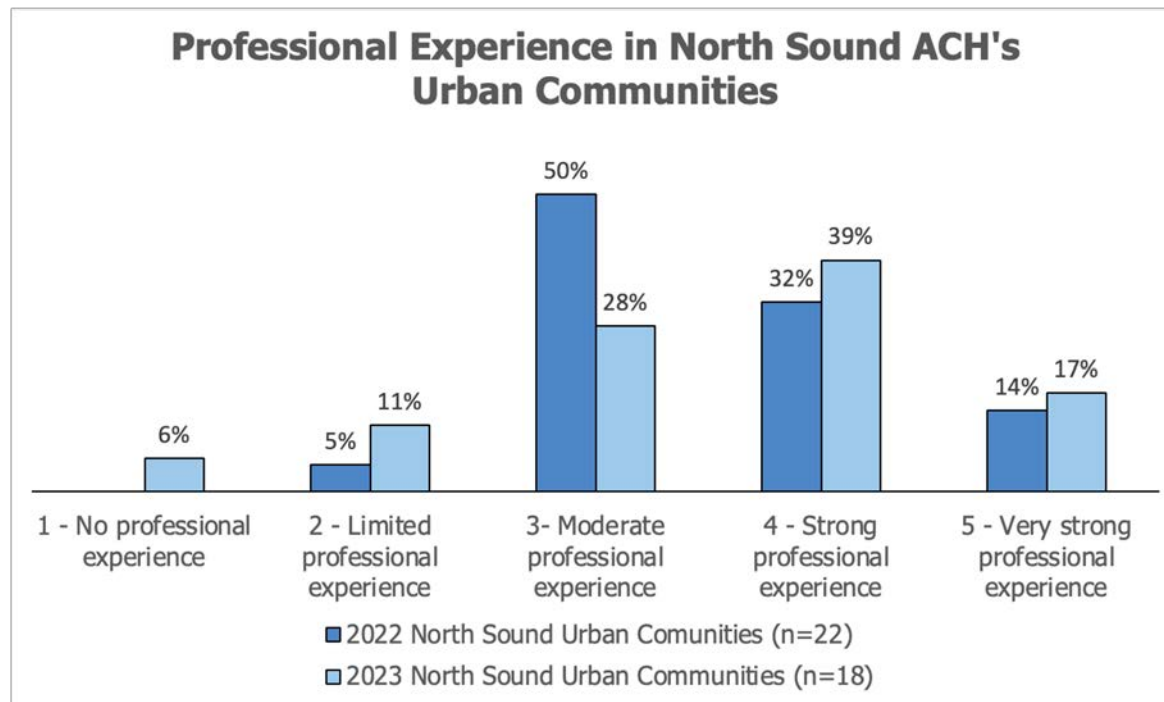
2023 Board: Urban and Rural Experience



Board Urban Experience: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
2022 North Sound Urban Communities (n=22)	0%	5%	50%	32%	14%
2023 North Sound Urban Communities (n=18)	6%	11%	28%	39%	17%

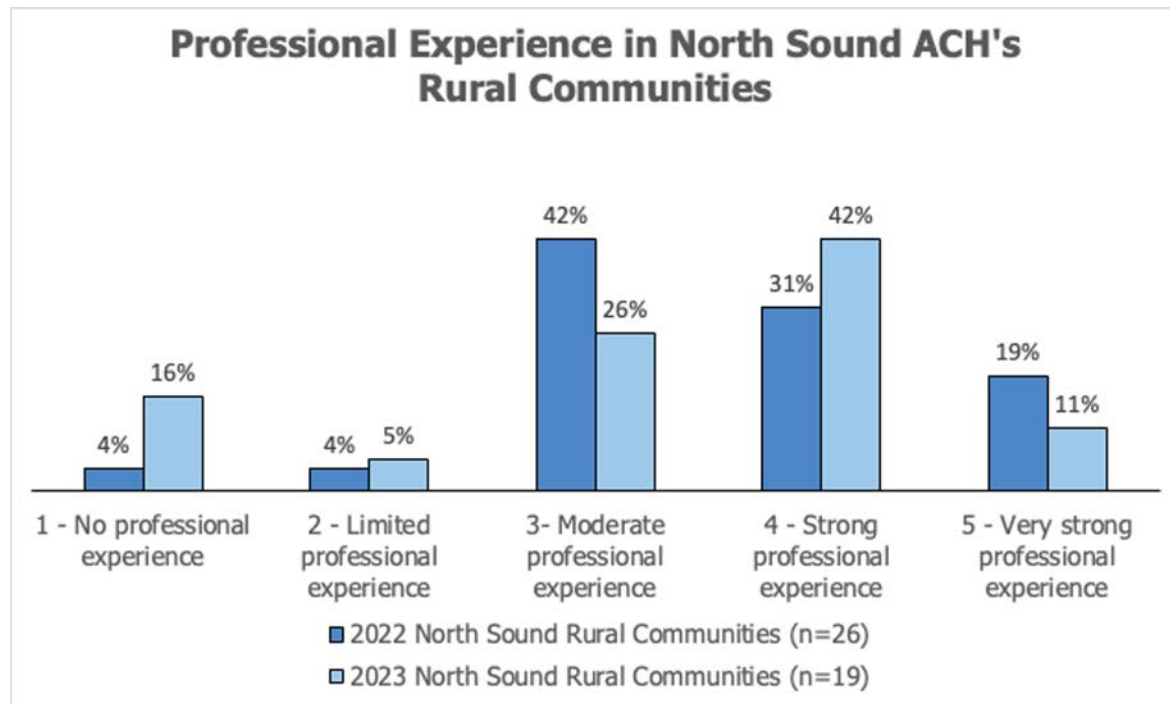
Board Urban Experience: 2022 and 2023



Board Rural Experience: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3- Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
2022 North Sound Rural Communities (n=26)	4%	4%	42%	31%	19%
2023 North Sound Rural Communities (n=19)	16%	5%	26%	42%	11%

Board Rural Experience: 2022 and 2023



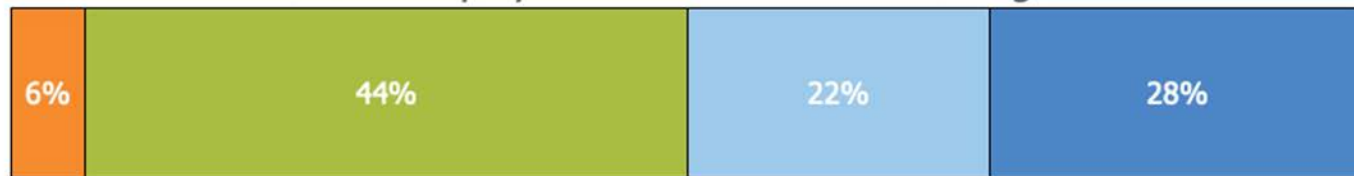
2023 Equity Experience

On a scale of 1-5 (with 5 being the highest), please rate your professional experience working to improve cultural competency and advance equity within the North Sound ACH region.

1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
6%	0%	44%	22%	28%

2023 Equity Experience

Professional Experience Working to Improve Cultural Competency and Advance Equity Within the North Sound Region



1 - No professional experience

2 - Limited professional experience

3 - Moderate professional experience

4 - Strong professional experience

5 - Very strong professional experience

Board Equity Experience: 2022 and 2023

On a scale of 1-5 (with 5 being the highest), please rate your professional experience working to improve cultural competency and advance equity within the North Sound ACH region.

	1 - No professional experience	2 - Limited professional experience	3- Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
2022 (n=26)	0%	4%	35%	46%	15%
2023 (n=18)	6%	0%	44%	22%	28%

Board Equity Experience: 2022 and 2023



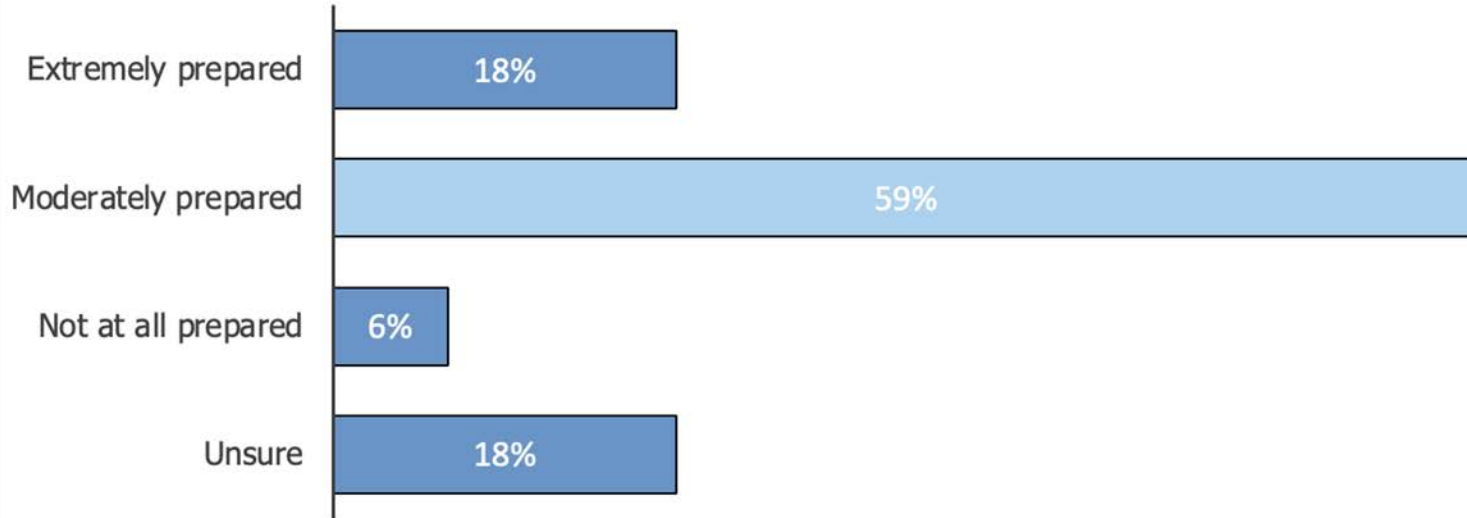
2023 Leadership

How prepared are you to serve in an officer leadership role within the next 2-3 years?

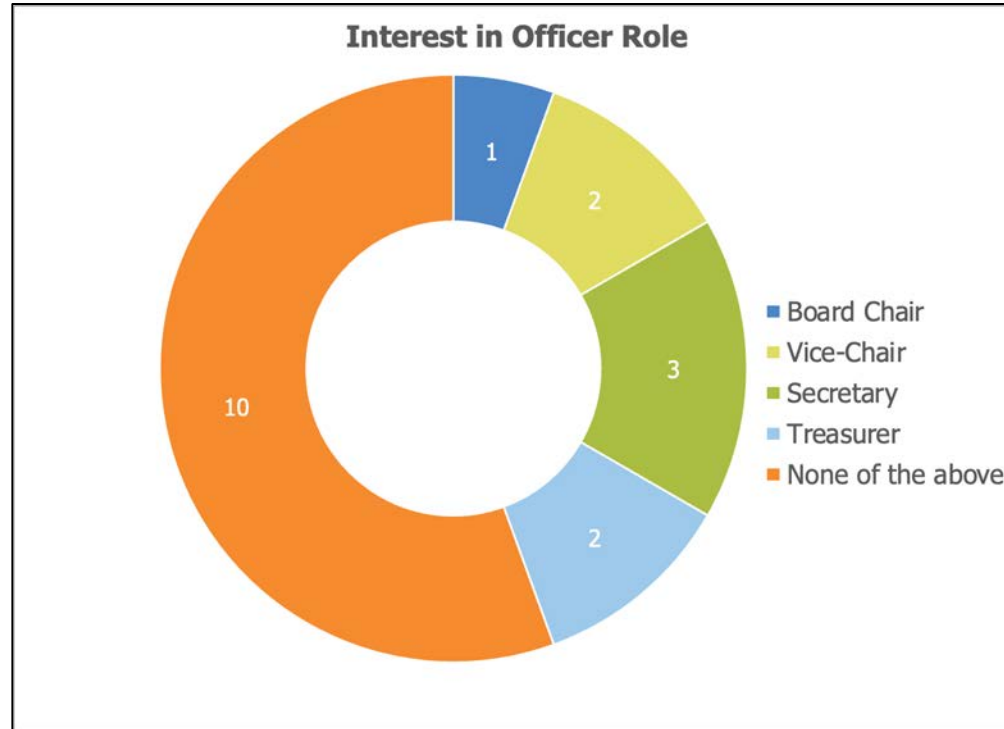
Extremely prepared	Moderately prepared	Not at all prepared	Unsure
18%	59%	6%	18%

2023 Leadership

How Prepared Are You To Serve In An Officer Leadership Role Within The Next 2-3 Years?



2023 Leadership



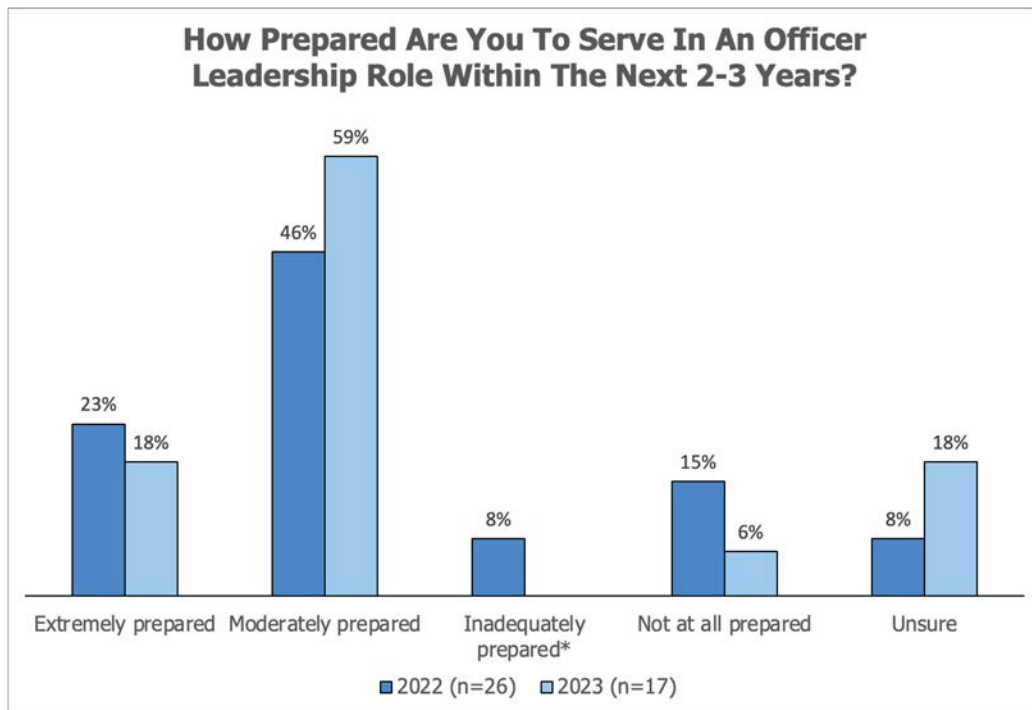
Board Leadership: 2022 and 2023

How prepared are you to serve in an officer leadership role within the next 2-3 years?

	Extremely prepared	Moderately prepared	Inadequately prepared*	Not at all prepared	Unsure
2022 (n=26)	23%	46%	8%	15%	8%
2023 (n=17)	18%	59%	0%	6%	18%

**This category was not an option in the 2023 survey*

Board Leadership: 2022 and 2023



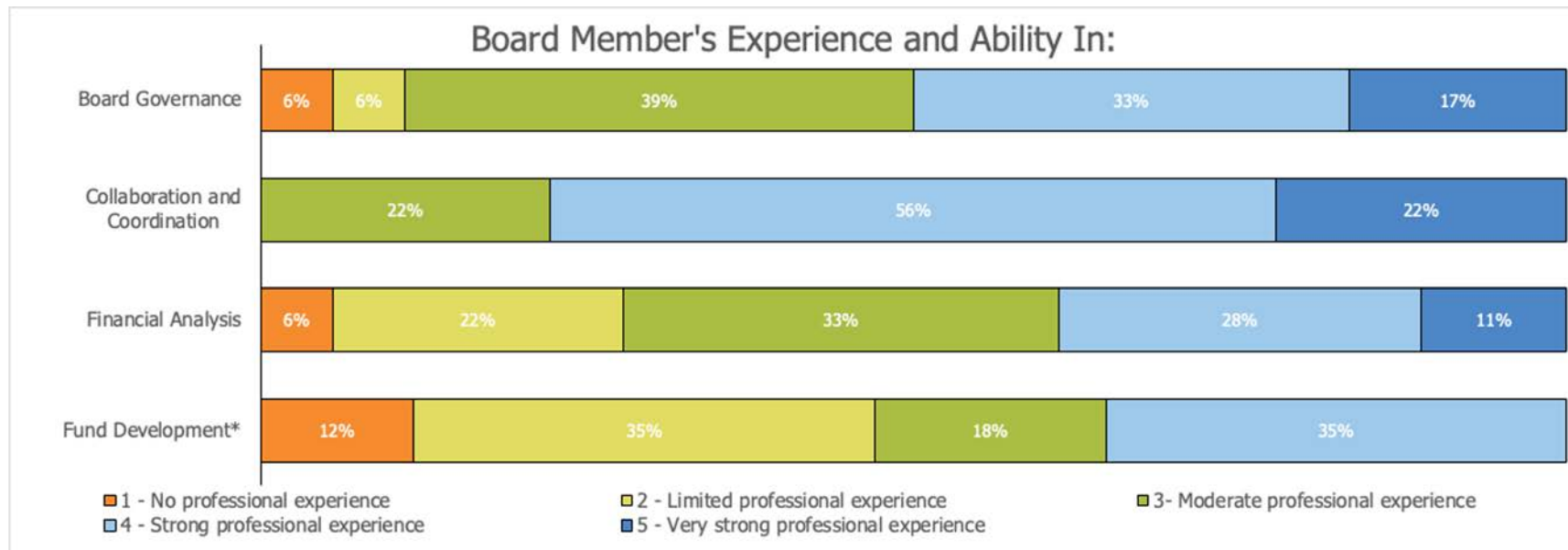
2023 Professional Experience

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Board Governance	6%	6%	39%	33%	17%
Collaboration and Coordination	0%	0%	22%	56%	22%
Financial Analysis	6%	22%	33%	28%	11%
Fund Development*	12%	35%	18%	35%	0%

n=18

**n=17*

2023 Professional Experience



n=18

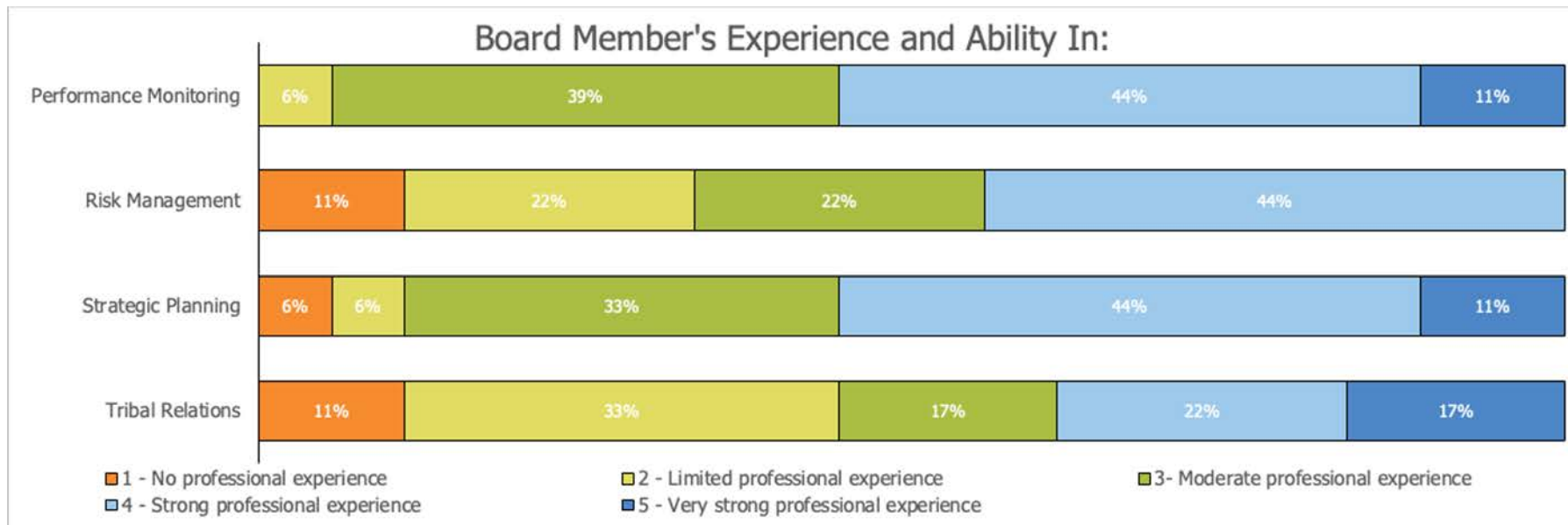
**n=17*

2023 Professional Experience

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Performance Monitoring	0%	6%	39%	44%	11%
Risk Management	11%	22%	22%	44%	0%
Strategic Planning	6%	6%	33%	44%	11%
Tribal Relations	11%	33%	17%	22%	17%

n=18

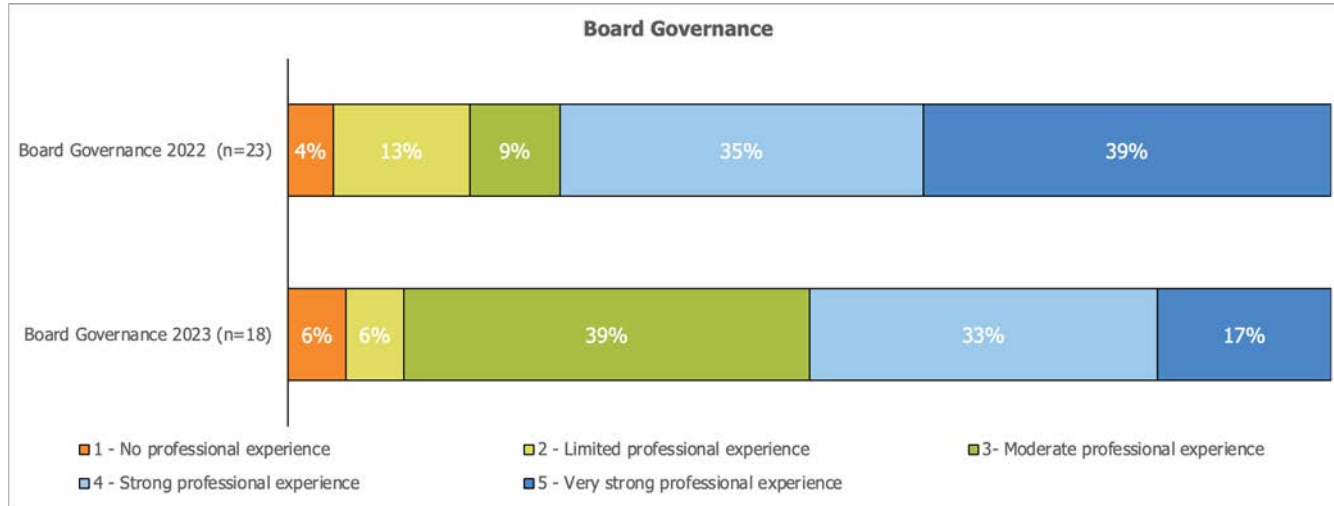
2023 Professional Experience



n=18

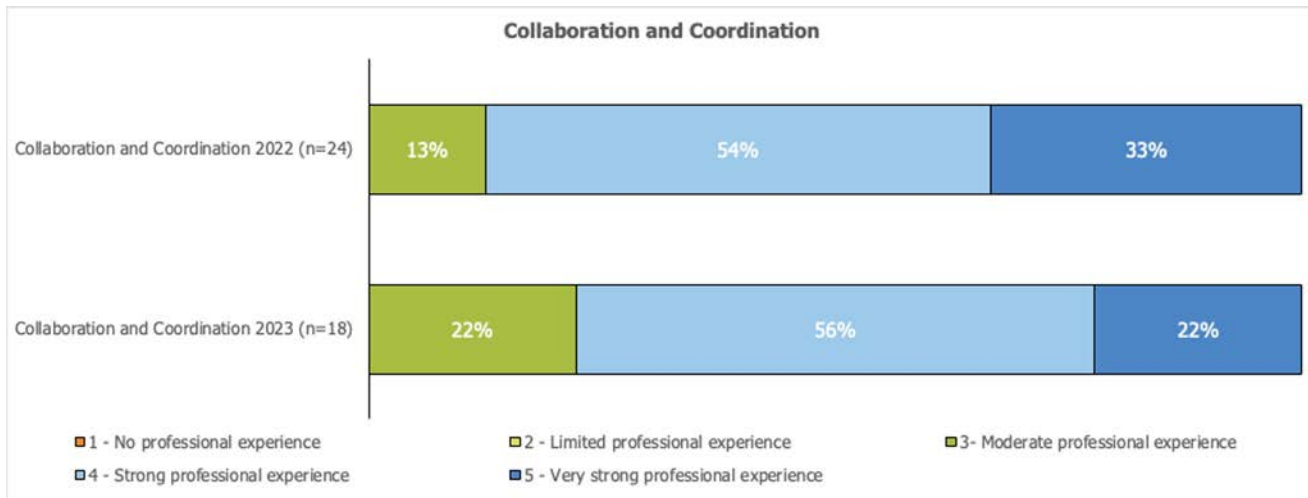
Board Governance: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Board Governance 2022 (n=23)	4%	13%	9%	35%	39%
Board Governance 2023 (n=18)	6%	6%	39%	33%	17%



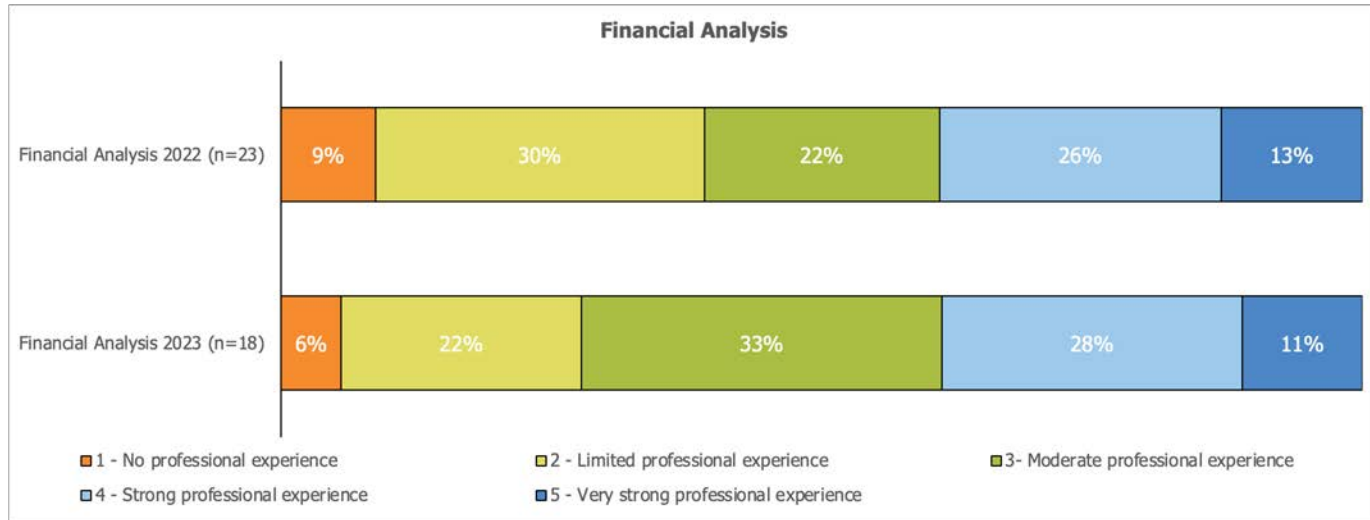
Collaboration and Coordination: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Collaboration and Coordination 2022 (n=24)	0%	0%	13%	54%	33%
Collaboration and Coordination 2023 (n=18)	0%	0%	22%	56%	22%



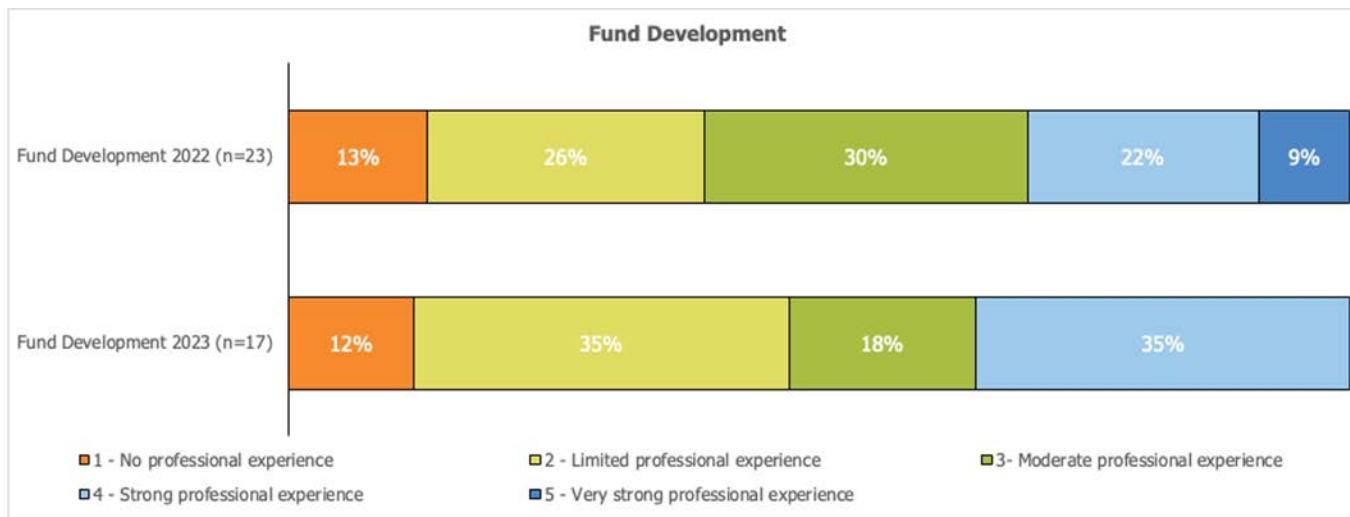
Financial Analysis: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Financial Analysis 2022 (n=23)	9%	30%	22%	26%	13%
Financial Analysis 2023 (n=18)	6%	22%	33%	28%	11%



Fund Development: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Fund Development 2022 (n=23)	13%	26%	30%	22%	9%
Fund Development 2023 (n=17)	12%	35%	18%	35%	0%



Performance Monitoring: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Performance Monitoring 2022 (n=24)	4%	21%	25%	38%	13%
Performance Monitoring 2023 (n=18)	0%	6%	39%	44%	11%



Risk Management: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Risk Management 2022 (n=24)	9%	27%	23%	32%	9%
Risk Management 2023 (n=18)	11%	22%	22%	44%	0%



Risk Management: 2022 and 2023

	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Strategic Planning 2022 (n=24)	0%	8%	17%	54%	21%
Strategic Planning 2023 (n=18)	6%	6%	33%	44%	11%



Tribal Relations: 2022 and 2023

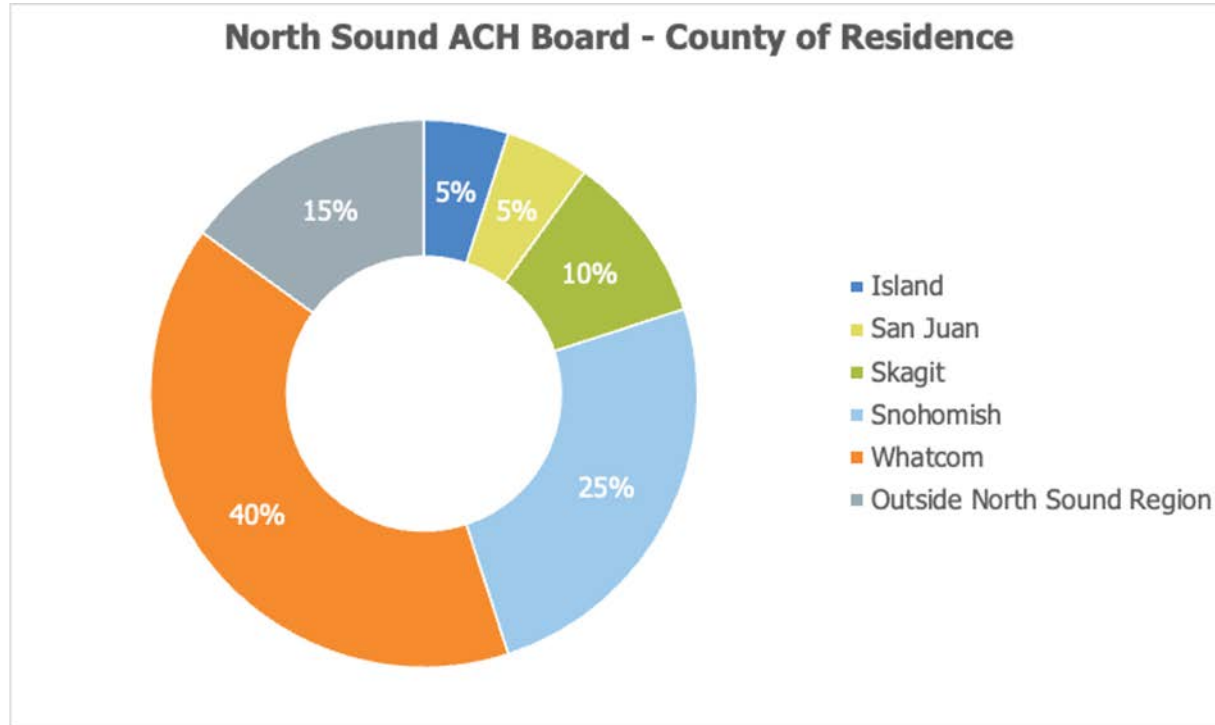
	1 - No professional experience	2 - Limited professional experience	3 - Moderate professional experience	4 - Strong professional experience	5 - Very strong professional experience
Tribal Relations 2022 (n=24)	8%	13%	33%	25%	21%
Tribal Relations 2023 (n=18)	11%	33%	17%	22%	17%



2023 Demographics: County of Residence

	n	%
Island	1	5%
San Juan	1	5%
Skagit	2	10%
Snohomish	5	25%
Whatcom	8	40%
Outside North Sound Region	3	15%

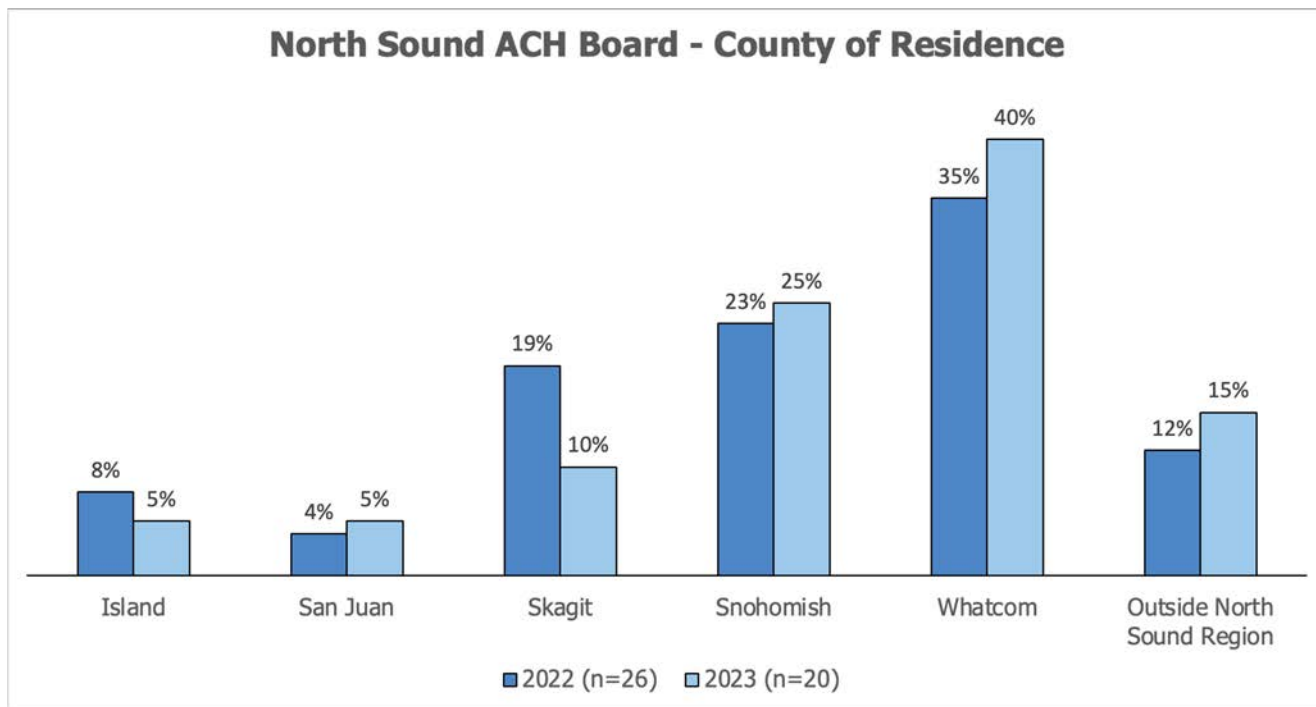
2023 Demographics: County of Residence



Demographics: County of Residence 2022 and 2023

	2022 (n=26)	2023 (n=20)
Island	8%	5%
San Juan	4%	5%
Skagit	19%	10%
Snohomish	23%	25%
Whatcom	35%	40%
Outside North Sound Region	12%	15%

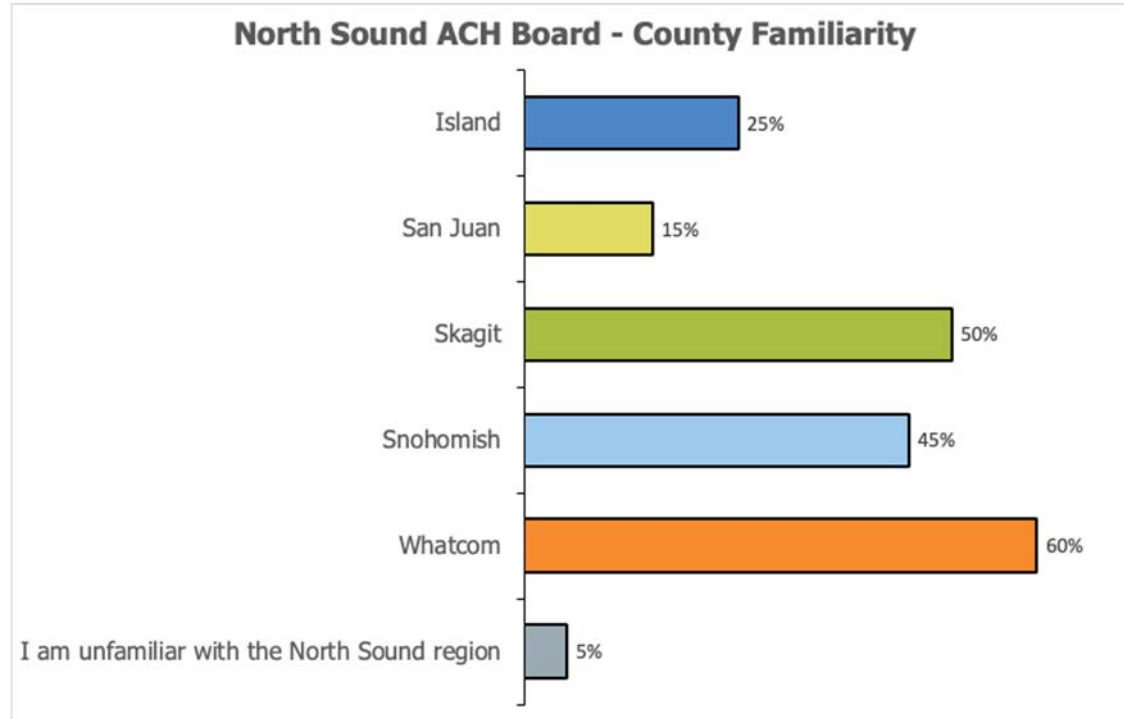
Demographics: County of Residence 2022 and 2023



Demographics: Familiarity with the North Sound region

	n	%
Island	5	25%
San Juan	3	15%
Skagit	10	50%
Snohomish	9	45%
Whatcom	12	60%
I am unfamiliar with the North Sound region	1	5%

Demographics: Familiarity with the North Sound region



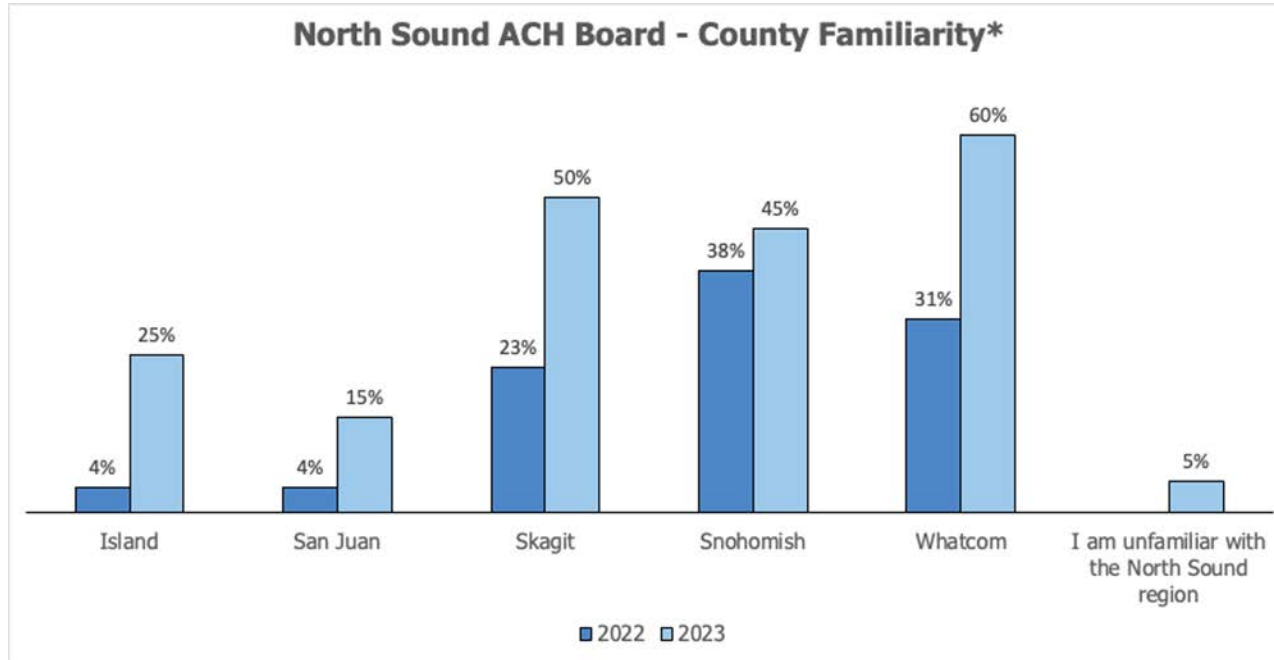
Demographics: Familiarity with the North Sound region 2022 and 2023

Which county, or counties, in the North Sound region are you most familiar with?*

	2022	2023
Island	4%	25%
San Juan	4%	15%
Skagit	23%	50%
Snohomish	38%	45%
Whatcom	31%	60%
I am unfamiliar with the North Sound region	0%	5%

**In 2022 respondents could only choose one option, in 2023 respondents could choose multiple options*

Demographics: Familiarity with the North Sound region 2022 and 2023

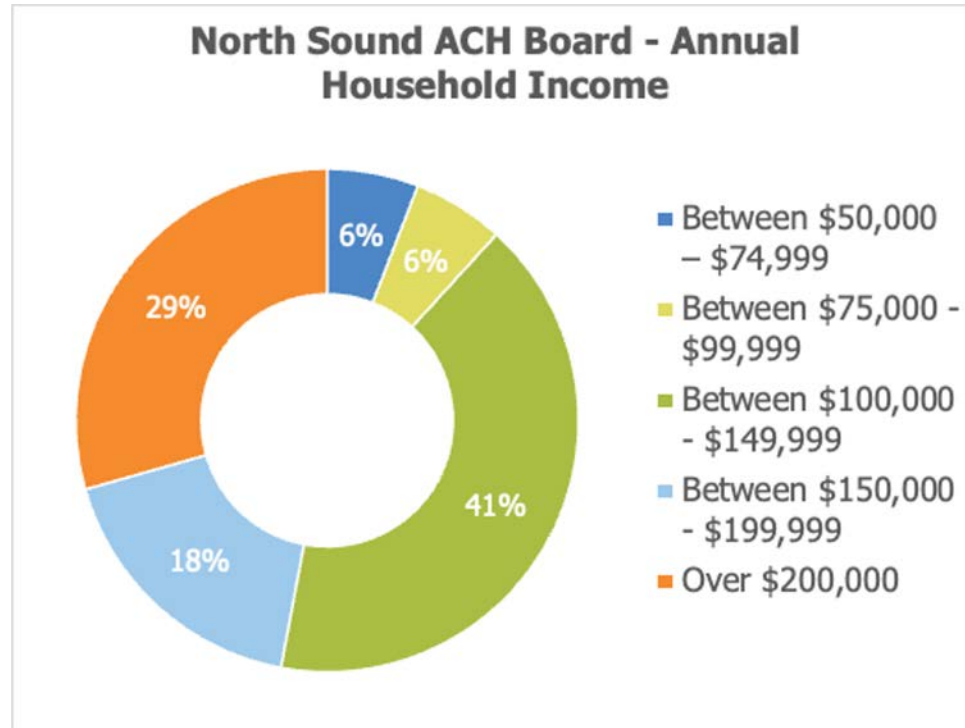


**In 2022 respondents could only choose one option, in 2023 respondents could choose multiple options*

2023 Demographics: Household Income

	n	%
Between \$50,000 – \$74,999	1	6%
Between \$75,000 - \$99,999	1	6%
Between \$100,000 - \$149,999	7	41%
Between \$150,000 - \$199,999	3	18%
Over \$200,000	5	29%

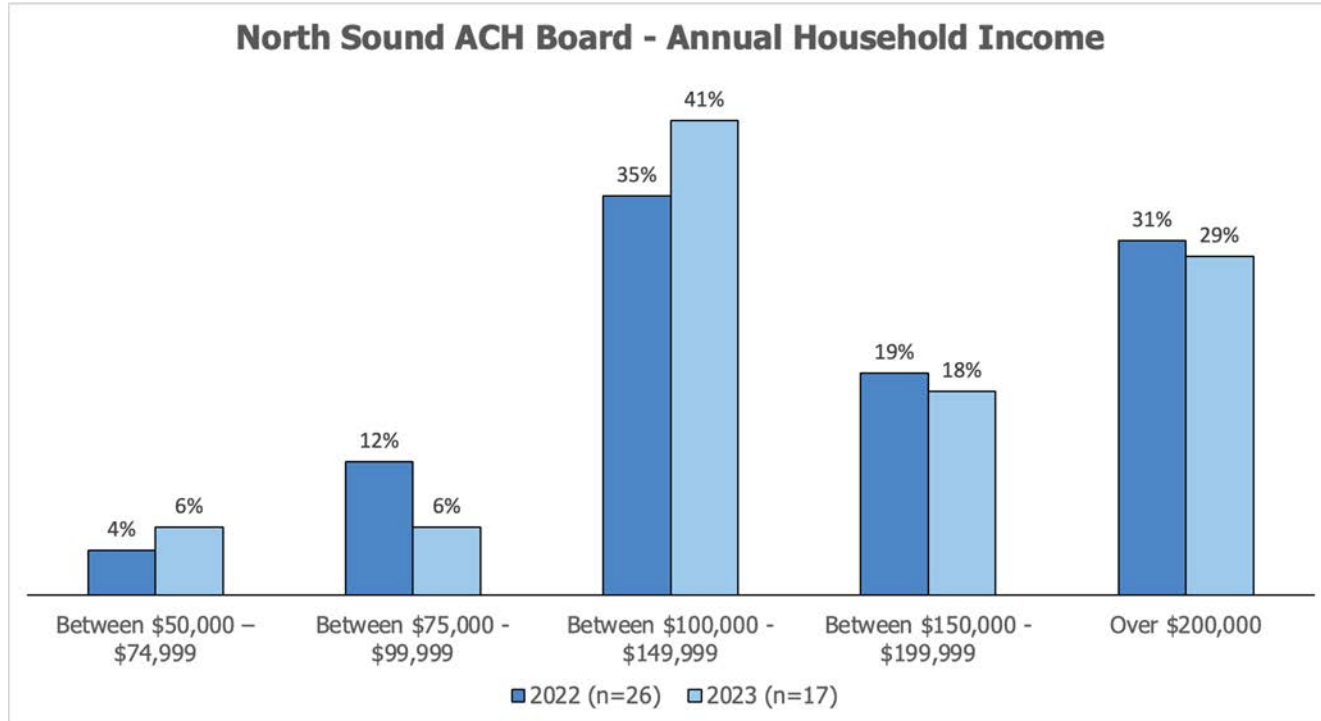
2023 Demographics: Household Income



Demographics: Household Income 2022 and 2023

	2022 (n=26)	2023 (n=17)
Between \$50,000 – \$74,999	4%	6%
Between \$75,000 - \$99,999	12%	6%
Between \$100,000 - \$149,999	35%	41%
Between \$150,000 - \$199,999	19%	18%
Over \$200,000	31%	29%

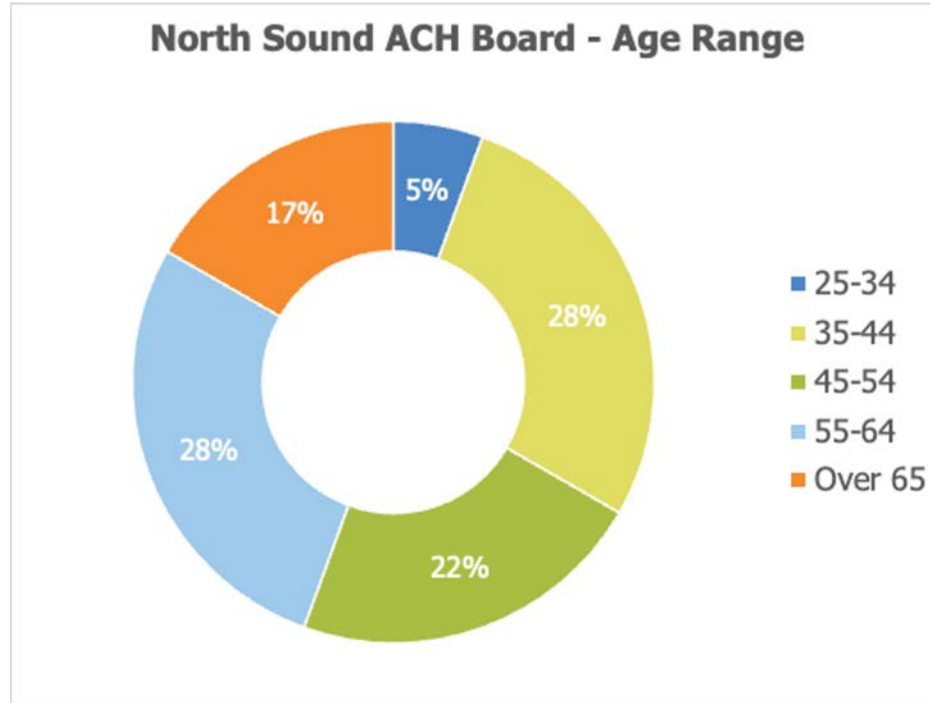
Demographics: Household Income 2022 and 2023



2023 Demographics: Age Range

	n	%
25-34	1	6%
35-44	5	28%
45-54	4	22%
55-64	5	28%
Over 65	3	17%

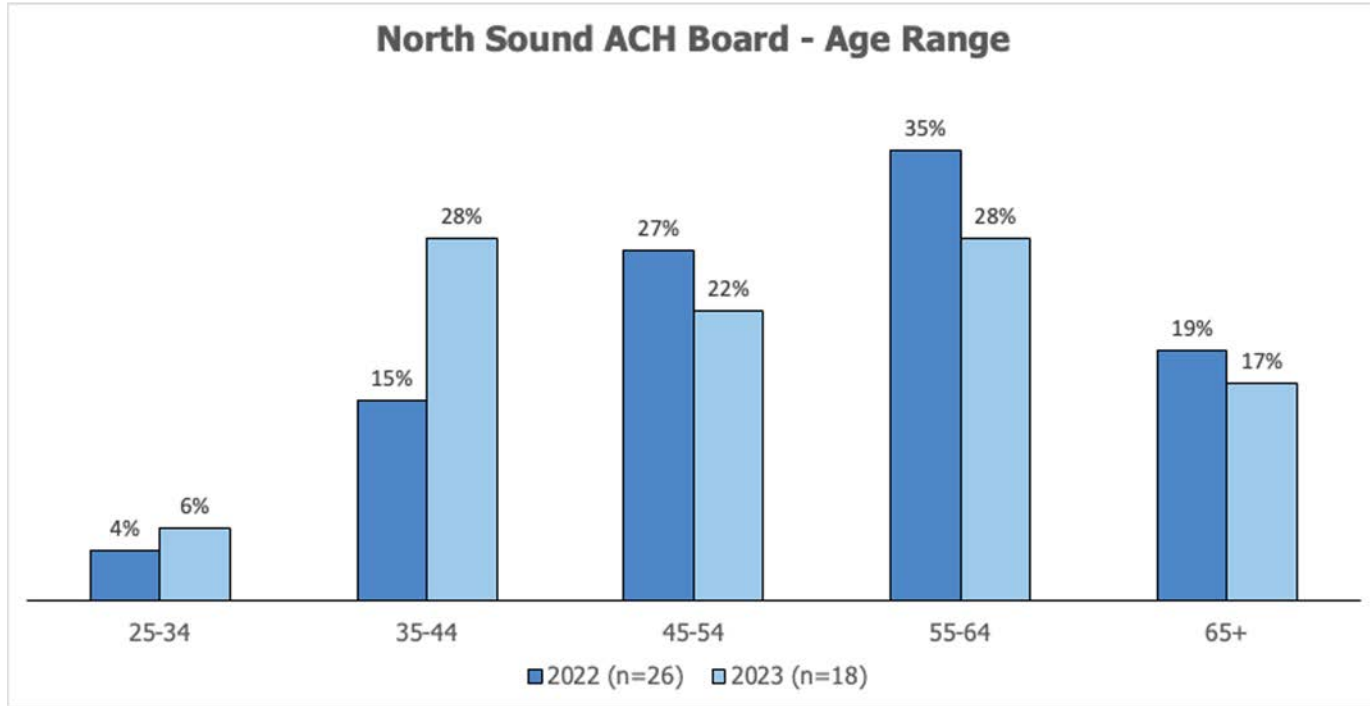
2023 Demographics: Age Range



Demographics: Age Range 2022 and 2023

	2022 (n=26)	2023 (n=18)
25-34	4%	6%
35-44	15%	28%
45-54	27%	22%
55-64	35%	28%
65+	19%	17%

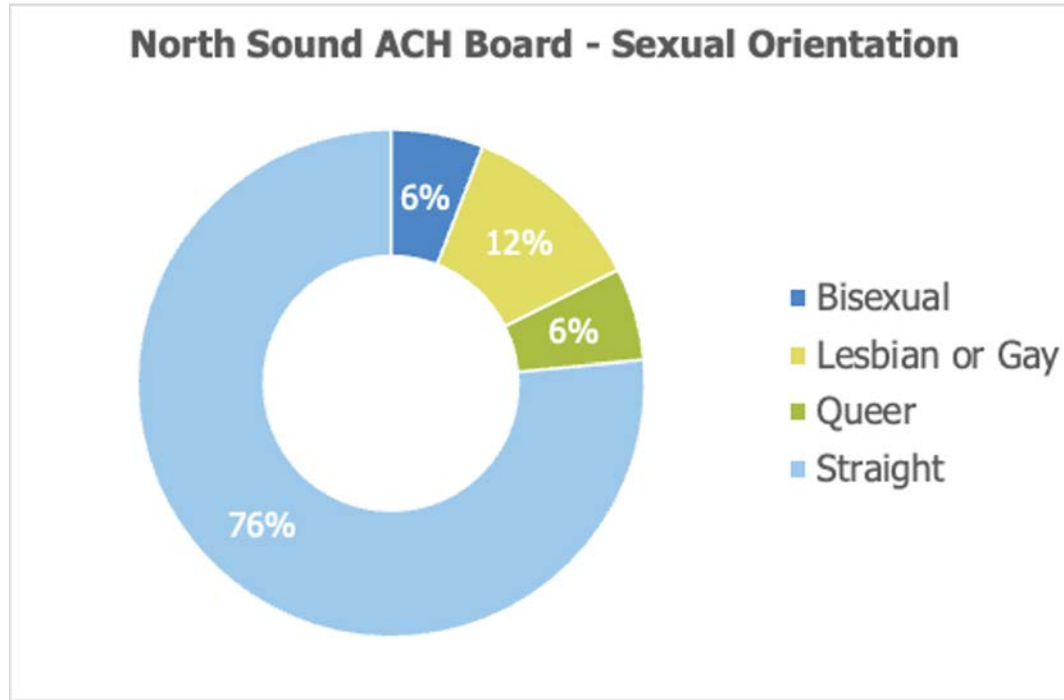
Demographics: Age Range 2022 and 2023



2023 Demographics: Sexual Orientation

	n	%
Bisexual	1	6
Lesbian or Gay	2	12
Queer	1	6
Straight	13	76

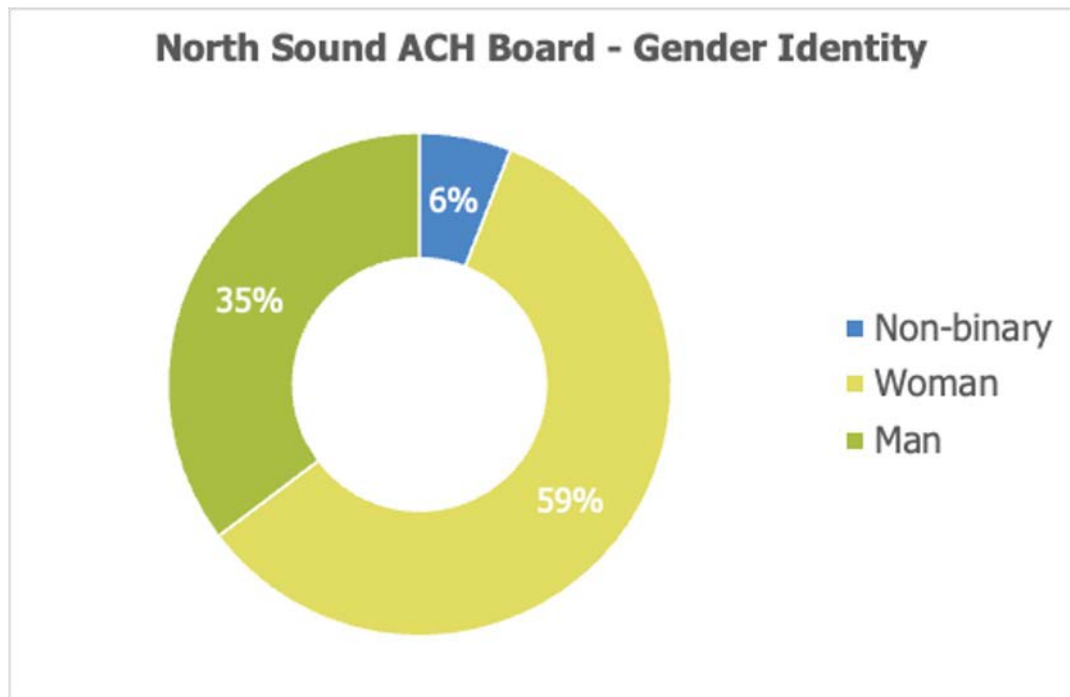
2023 Demographics: Sexual Orientation



2023 Demographics: Gender Identity

	n	%
Non-binary	1	6%
Woman	10	59%
Man	6	35%

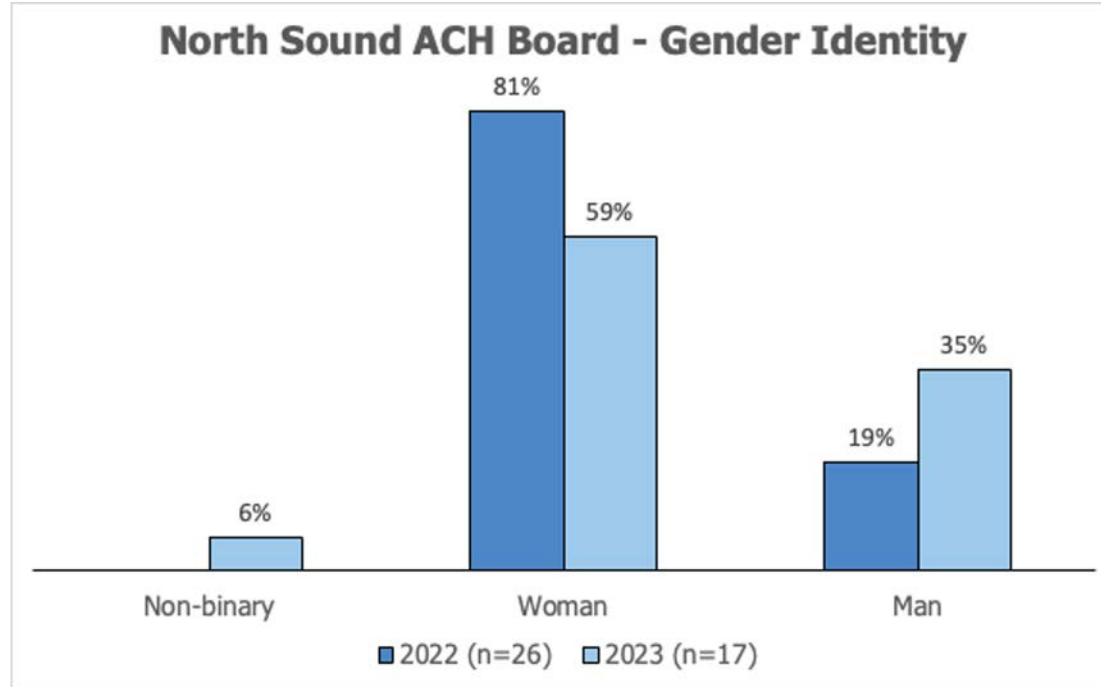
2023 Demographics: Gender Identity



Demographics: Gender Identity 2022 and 2023

	2022 (n=26)	2023 (n=17)
Non-binary	0%	6%
Woman	81%	59%
Man	19%	35%

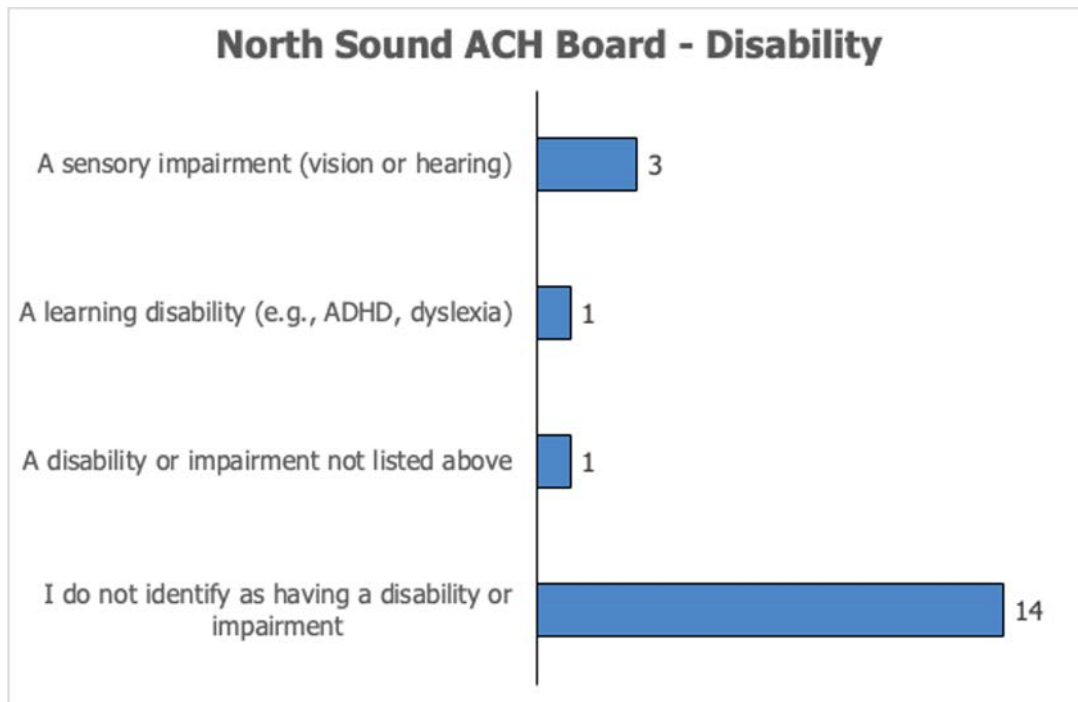
Demographics: Gender Identity 2022 and 2023



2023 Demographics: Disability

	n	%
A sensory impairment (vision or hearing)	3	18
A learning disability (e.g., ADHD, dyslexia)	1	6
A long-term medical condition (e.g., epilepsy, cystic fibrosis)	0	0
A mobility impairment	0	0
A mental health disorder	0	0
A disability or impairment not listed above	1	6
I do not identify as having a disability or impairment	14	82

2023 Demographics: Disability



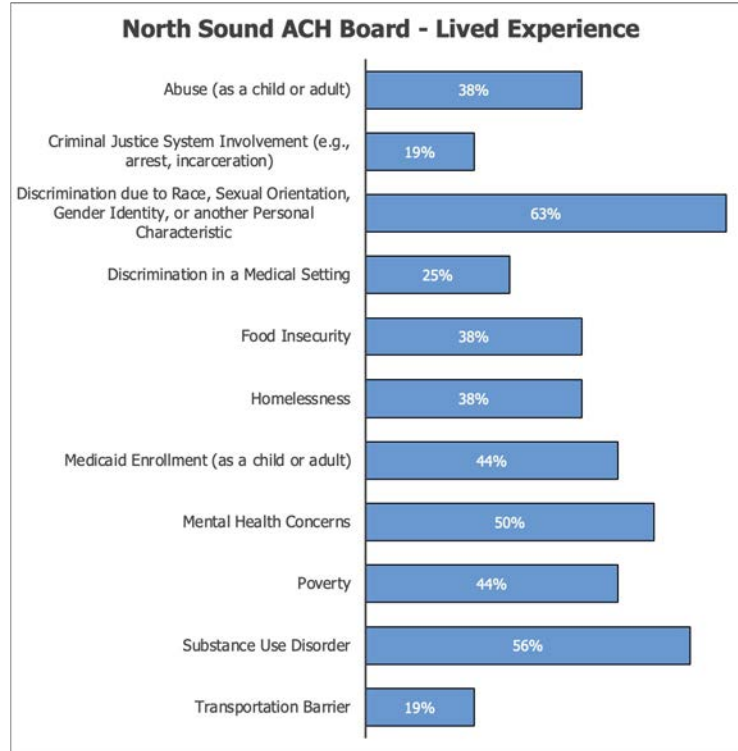
**No data in 2022 to compare*

2023 Demographics: Lived Experience

	n	%
Abuse (as a child or adult)	6	38
Criminal Justice System Involvement (e.g., arrest, incarceration)	3	19
Discrimination due to Race, Sexual Orientation, Gender Identity, or another Personal Characteristic	10	63
Discrimination in a Medical Setting	4	25
Food Insecurity	6	38
Homelessness	6	38
Medicaid Enrollment (as a child or adult)	7	44
Mental Health Concerns	8	50
Poverty	7	44
Substance Use Disorder	9	56
Transportation Barrier	3	19

**No data in 2022 to compare*

2023 Demographics: Lived Experience

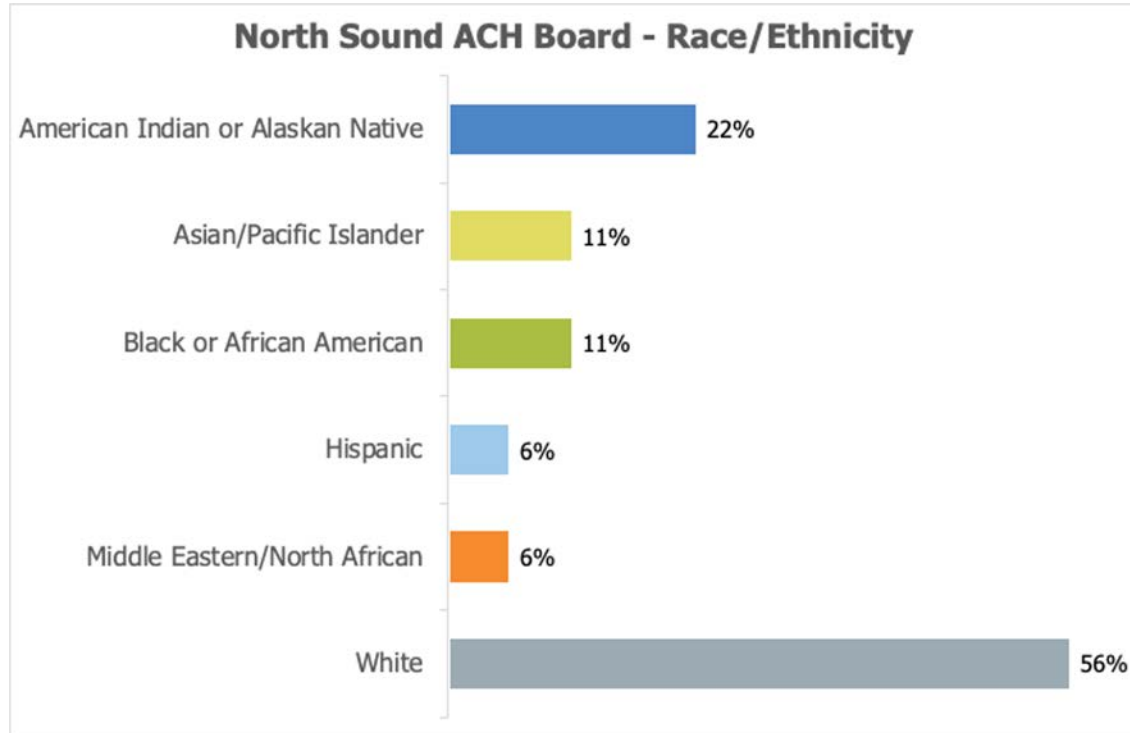


**No data in 2022 to compare*

2023 Demographics: Race/Ethnicity

	n	%
American Indian or Alaskan Native	4	22%
Asian/Pacific Islander	2	11%
Black or African American	2	11%
Hispanic	1	6%
Middle Eastern/North African	1	6%
White	10	56%

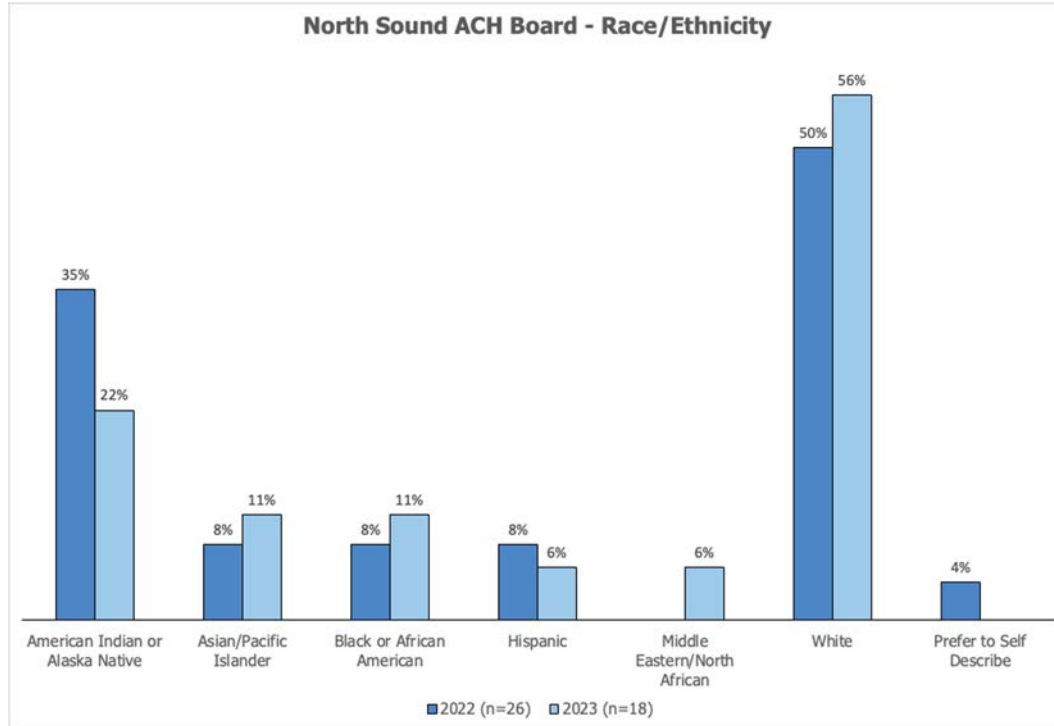
2023 Demographics: Race/Ethnicity



Demographics: Race/Ethnicity 2022 and 2023

	2022 (n=26)	2023 (n=18)
American Indian or Alaska Native	35%	22%
Asian/Pacific Islander	8%	11%
Black or African American	8%	11%
Hispanic	8%	6%
Middle Eastern/North African	0%	6%
White	50%	56%
Prefer to Self Describe	4%	0%

Demographics: Race/Ethnicity 2022 and 2023





North
Sound
A C H



Operations & Communication Update: December 2023

Collaborative Action Network

Thanks mainly to word of mouth referrals and warm hand-offs, we now have 121 organizations with over 330 contact names in our Network!

Our **Network Learning Session** for November was the last mini-training with facilitation consultant Milenko Matanovic in 2023; he had previously hosted two two-day trainings and a half day training for Network partners and ACH staff. Matanovic provided an interactive mini version of his training, Key Principles of Community Engagement. See the recording and resources on this learning session [here](#).

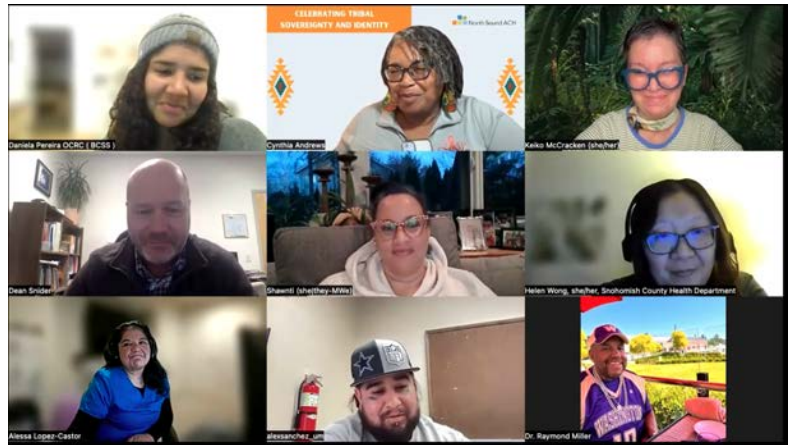


We're preparing for the launch of several communities of practice, including two DEI-B (diversity, equity, inclusion, belonging) for practitioners and organization leadership, organizations ready to pilot the Well-being Survey, Community Health Workers (CHWs) and Promotoras, and Targeted Universalism. Read more about communities of practice from the August Partner Convening session's [slide deck](#).



Innovation

The second round of the Review Committee has been convened, and includes three returning members and eight new members, who will be working together over the next four months to review project proposals from Collaborative Action Network partners and determine how to spend nearly \$3.5 million on collaborative, innovative projects. That being said, the project submission form (in English and Spanish) reopened on November 1!



In October, 57 Network partners completed their annual Partner Reporting Survey. While we are currently still reviewing the data provided here, this will help us shape the future direction of the Collaborative Action Network and will further our understanding of work happening in the region.

Oral Health Local Impact Network (LIN)

The Oral Health LIN is currently reviewing project proposals from partners who are focused on strategies to address oral health disparities in the North Sound region. After convening for several years, the Oral Health LIN Steering Committee made the decision to sunset, to allow the LIN to spend more time focusing on transformative projects that will lead to sustainable long-term access and growing the network of individuals and organizations engaging with and advocating for greater oral health access.

Transformation

Jail Reintegration

In September, we held a Network Learning Session on “Incarcerated & Justice Involved Equitable Solutions” led by individuals with lived experience with incarceration, and facilitated by Clinical Innovations Program Manager Collette Harris. While we wait for further direction on MTP 2.0 from the Health Care Authority, we are working on building on the energy behind Jail Reintegration work. We continue to expand the Network and bring on more organizations who are currently doing this work and plan to launch a community of practice focused on Jail Reintegration in the new year.

Communications

Our Communications unit continues to build out the [North Sound Resource Library](#), and curate resources, collections, and learning journeys for users. The Library is open to all, but our goal in the future is to have a Network-only section for Network members to continue to build relationships with each other, and have a place to hold Network-only messages or document links.

The Library is also where we hold our Network Learning Sessions page, which is updated with each learning session we host to include the zoom recording, slide deck, resources provided by the panelists, and additional related resources. Our newest feature is building your own learning journey, by saving your favorite resources! Anyone can now register with your email address on the website, so you can save your favorite resources. Click on 'Log In to View Favorites' at the top of the page to register.

Team Highlights

Work-aversaries

Congrats to Kassy Hayes and Vanessa Diaz, celebrating four years at North Sound ACH, and Ashley Farnsworth and Gabriela Cardona, two years!

Closing out 2023

The team is closing the year with annual reviews and 2024 project planning, this includes planning out our internal people and culture work. The feedback from the team is this work is important and is core to our abilities to do our work. We look forward to leaning deeper into our leading with belonging and love principles, strategy activation and project management next year. .

People & Culture

The team continues to focus on leading with love and belonging, utilizing the Turning Towards Each Other workbook. We were recently introduced to the Greater Good Magazine's [Happiness Break](#) podcast, which has guided meditations, gratitude breaks and relaxation coaching. We found [A Meditation For Connecting In Polarized Times, With Scott Shigeoka](#) to be particularly helpful.

