

Board of Directors

Members:

Kevin Riley (Chair)
Laurel Lee (Vice Chair)
Jacque Julien (Secretary)

Lily Baldwin-Garduno
Jessie Gunn
Lona Johnson
Ryan Kippes
Dr. Rick Levine
Councilman Nickolaus Lewis

Jason McGill
Shawn Morris
Nicole Patina
Chuck Prosper
Bonnie Ross
Councilmember Marilyn Scott
Mark Tompkins

Staff Members:

Liz Baxter, CEO
Nicole Willis, COO
Tiffany Edlin, Director

Draft Agenda

Time	Topic	Purpose	Lead
9:00 a.m.	Welcome and Meeting Agenda - Welcome & Land Acknowledgement - Group Agreements	Welcome	Kevin
9:05 a.m.	Morning Connection	Relationship Building	Kevin
9:25 a.m.	Consent Agenda - Motion: to approve August 2025 Board Meeting minutes - Motion: to accept August Financials as approved from Finance Committee Attachment A) August Meeting Minutes Attachment B) August Financials	Vote	Kevin
9:30 a.m.	CEO Report Board Goals Attachment C) Board Goals	Vote	Liz



North Sound ACH

Board of Directors
October 31 2025
9:00 a.m. – 1:00 p.m.
Zoom Link

Time	Topic	Purpose	Lead
10:00 a.m.	Committee Updates • Executive Committee Report - CEO Search Update > Next Steps continuing the search • Nominating Task Force - December Slate of Board Nominees • Finance Committee Report - Finances • Governance Committee Report - Policy Review (vote) • Tribal Alignment Committee - Board Appointments Attachment D) CEO Search Update Attachment E) Policies	Vote / Updates	Kevin / Committee Chairs
11:10 a.m.	Break		Kevin
11:25 a.m.	Public Comment		
11:35 p.m.	Operations Update • Draft strategic plan Attachment F) Draft strategic plan Attachment G) Operations & Communications Update (Video)	Update	Kevin (Liz)
12:55 p.m.	Upcoming Meetings: • Executive Committee Nov 13th Dec 4th • Finance Committee Nov 14th Dec 5th • Governance Committee Nov 11th • drop-in hour with Tiffany Nov 20 Nov 24 • Board meeting December 12 *In-Person*	Updates	Kevin
1:00 p.m.	Adjourn		Kevin



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/>

[Board Policy Manual](#) in Boardable >Groups >Board >Documents >Governance Policies

Group Agreements

- Spread kindness
- Learn to disagree without breaking
- Allow for being uncomfortable as a part of growth
- Be curious and ask questions
- Create opportunities for follow up
- Share from our own experiences
- Use language that is respectful, accessible, and inclusive
- Respect the privacy and confidentiality of what is shared

Board of Directors

Members:

- Kevin Riley (Chair)
- Laurel Lee (Vice Chair)
- Jacque Julien (Secretary)
- Lily Baldwin-Garduno
- Jessie Gunn
- Lona Johnson
- Dr. Rick Levine
- Councilman Nickolaus Lewis
- Jason McGill
- Nicole Patina
- Chuck Prosper
- Bonnie Ross
- Councilmember Marilyn Scott
- Mark Tompkins

Staff Members:

- Liz Baxter, CEO
- Nicole Willis, COO
- Tiffany Edlin, Director

Draft MINUTES

Topic
Welcome and Meeting Agenda • Welcomed our new members & Land Acknowledgement provided by Laurel. • Group Agreements reviewed by Laurel.
Morning Connection shared on what brings you to this work.
Consent Agenda • Motion: to approve June 2025 Board Meeting minutes • Motion: to accept June Financials as approved from Finance Committee • Consent agenda reviewed. • Motion: to approve the presented Consent Agenda, made by Lily; second by Jason. All in favor, no objections or abstentions. Motion carries.
CEO Report Exec. Lim.: Communication and Support to the Board • Liz walked through her report • Motion: Board agrees with CEO Interpretation of Executive Limitation Policy #8, made by Laurel; second by Lily. All in favor. No objections or abstentions. Motion carries. • Brief discussion regarding efforts of communication with the board; confirmation that efforts meet need. • Motion: Board agrees that CEO is in compliance with Executive Limitation Policy #8 Communication and Support to the Board, made by Laurel; second by Jacque. All in favor,

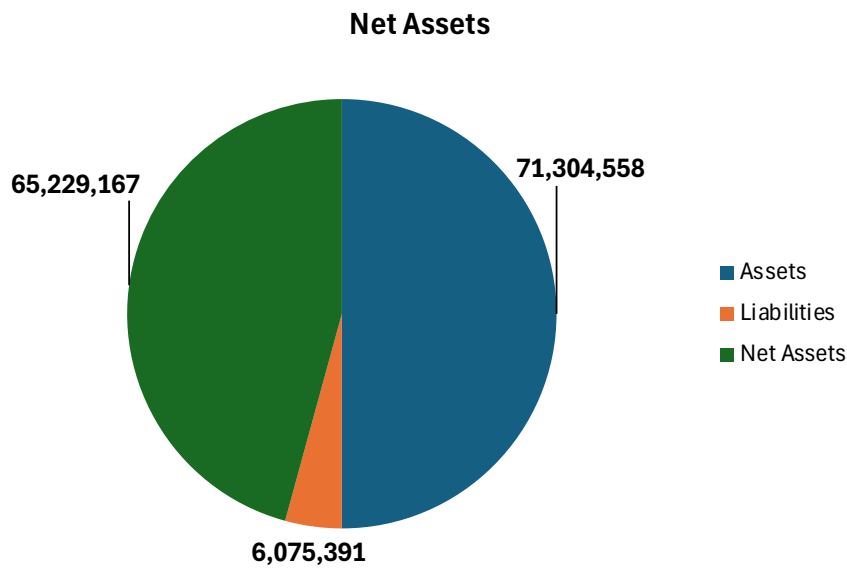
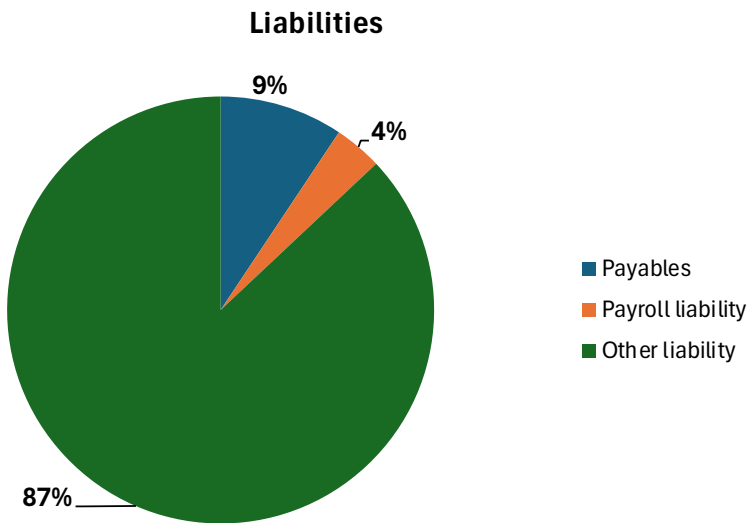
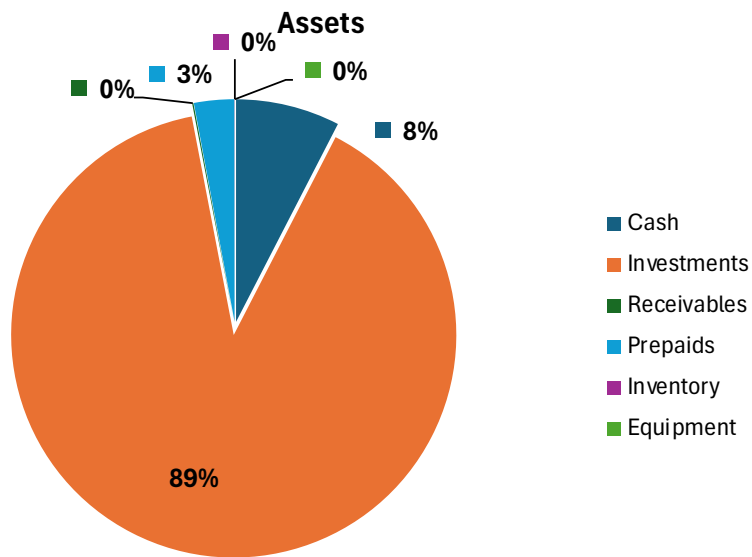
Topic
no objections or abstentions. Motion carries.
Committee Updates • Executive Committee Report ○ CEO Search Update - Based on the feedback from the June Board meeting, two panels have been populated and started the interview process this week and will continue into next. One panel is more internally focused on operations, and one is more externally focused on vision. - After the panel interviews, they will make a recommendation to the Executive Committee for in person interviews, then a final step with the whole board. - Brief discussion on make-up of panels and next steps - Consensus to have a special meeting scheduled after the in-person interview, so candidates do not have to wait for October Board meeting. • Nominating Task Force ○ This group will convene again in Autumn to start populating the December slate of nominees. Please connect any potential new board members with staff. • Finance Committee Report ○ First month not doing video in hopes for more discussion and engagement. ○ Petra walked through financial deck in detail - Now offering two health plans to employees for first time. - Under budget - 4 new HUB partners - Many expenses will be coming from August partner convening will be reflected in future finances. - Short term investments making about 4% interest rate - Closed Chase bank account based on motion from June board meeting ○ Audit Report presented by Kellyn for single federal audit - Receiving an “unmodified” opinion on compliance. - At least one third of our income from general public, so there is no concerns around “public support” test. - It doesn’t appear we will meet threshold in 2025 to need another single federal audit - Walked through Form 990 - Brief discussion regarding reviewed documents ○ Motion: to accept the presented 2024 audit report with change to Hub launch date, made by Laurel; second by Jason. No objections or abstentions. Motion carries. ○ Motion: to accept the presented Form 990 made by Lily; second by Jason. All in favor, no objections or abstentions. Motion carries. • Governance Committee Report ○ Report provided by Glenn Puckett, Co-Chair of Committee

Topic
○ Annual Board Survey coming out. This is an expectation of every board member and helps shape learnings for following year and identify gaps for recruitment. ○ Walked through policies in packet and presented track changes. ○ Motion: to approve the Board-Management Delegation Policy 1: Global Governance-Management Connection without changes, made by Dr. Levine, second by Lily. All in favor, no objections or abstentions. Motion carries. ○ Motion: to approve Board Management Delegation Policy 4: Monitoring CEO Performance with suggested changes, made by Laurel; second by Jacque. All in favor, no objections or abstentions. Motion carries. ○ Motion: to approve Executive Limitations 2: Treatment of Staff without changes, made by Lily; second by Jason. All in favor, no objections or abstentions. Motion carries. ○ Motion: to approve Executive Limitation 8: Communication and Support to the Board with suggested changes, made by Lily; second by Mark. All in favor, no objections or abstentions. Motion carries. ○ Motion: to approve Governance Policy 7: Governance Development and Investment without changes, made by Jason; second by Mark. All in favor no objections or abstentions. Motion carries. ○ A new policy will be coming your way regarding board reimbursements. Reimbursements are not counted as income; however they count against unemployment and getting legal advice on how to move forward.
Public Comment – none at this time
Break
Operations Update ● Liz walked through the Operations update ● 15th Partner Convening was a success, and we had several board members join as well. Worked on dreaming what a new space could look like ● Starting on 2026 budget ● Working on hitting the staffing goal in 2025, and not anticipating anymore growth for 2026
Adjourned at 12:12 p.m.

Balance Sheet	8/31/25	1/1/25	Change	% Change
Assets				
Current Assets				
Cash and cash equivalents	5,396,462	4,848,432	548,029	11%
Accounts receivable (net)	66,224	5,311,080	-5,244,855	-99%
Prepaid expenses and deposits	2,079,719	257,046	1,822,673	709%
Inventory	10,600	0	10,600	100%
Total Current Assets	7,553,004	10,416,558	-2,874,153	-28%
Non-current Assets				
Investments	63,750,087	54,333,080	9,417,007	17%
Total Non-current Assets	63,750,087	54,333,080	9,417,007	17%
Fixed Assets				
Equipment (net)	1,467	4,401	-2,934	-67%
Total Fixed Assets	1,467	4,401	-2,934	-67%
Total Assets	71,304,558	64,754,038	6,539,920	10%
Liabilities & Net Assets				
Liabilities				
Accounts payable	568,208	917,810	-349,602	-38%
Accrued payroll expenses	221,032	142,113	78,919	56%
Taxes payable	2,553	3,431	-878	-26%
Funds held for Others	93,193	61,848	31,345	51%
Deferred Revenue	5,190,405	4,056,716	1,133,689	28%
Total Liabilities	6,075,391	5,181,918	893,473	17%
Net Assets				
Without Donor restriction	65,228,698	59,571,651	5,657,047	9%
With Donor restriction	469	469	0	0%
Total Net Assets	65,229,167	59,572,120	5,657,047	9%
Total Liabilities & Net assets	71,304,558	64,754,038	6,550,520	10%

Balance as of August 31, 2025

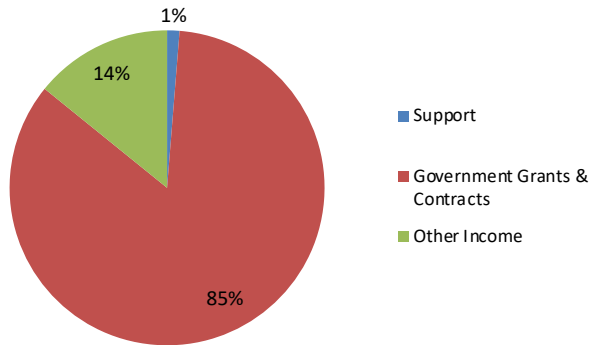
Cash	5,396,462
Investments	63,750,087
Receivables	66,224
Prepays	2,079,719
Inventory	10,600
Equipment	1,467
Assets	71,304,558
Payables	568,208
Payroll liability	221,032
Other liability	5,286,152
Liabilities	6,075,391
Net Assets	65,229,167



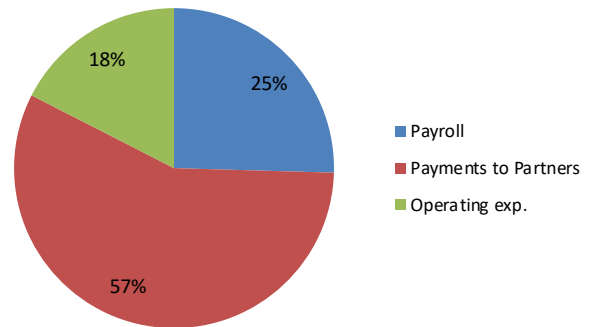
31-Aug-25		Year to Date Results: Comparison to Budget				Results for the year through 08/31			
Statement of Revenues and Expenses	2025 Budget	Current Year Actual	YTD Budget	Variance	% Variance	Current Year Actual	Prior Year Actual	Variance	% Variance
Support and Revenue									
Corporate Donations	175,000	6,750	116,667	(109,917)	-94%	6,750	75,000	(68,250)	-91%
Private Contributions	75,000	926	50,000	(49,074)	-98%	926	-	926	100%
In-Kind Contributions	-	10,600	-	10,600	100%	10,600	-	10,600	100%
Gov't Contract	16,650,000	13,807,993	11,100,000	2,707,993	24%	13,807,993	19,096,973	(5,288,981)	-28%
Total Support and Revenue	16,900,000	13,826,269	11,266,667	2,559,602	23%	13,826,269	19,171,973	(5,345,705)	-28%
Other Income								-	
Interest and Dividend Income	2,216,013	1,567,098	1,477,342	89,756	6%	1,567,098	933,633	633,464	68%
Total Other Income	2,216,013	1,567,098	1,477,342	89,756	6%	1,567,098	933,633	633,464	68%
Total Income	19,116,013	15,393,366	12,744,009	2,649,358	21%	15,393,366	20,105,606	(4,712,240)	-23%
Expenses									
Salaries and wages	4,261,840	2,571,421	2,841,227	(269,806)	-9%	2,571,421	2,260,504	310,917	14%
Benefits and Payroll Taxes	890,955	556,796	593,970	(37,174)	-6%	556,796	454,872	101,925	22%
Total Payroll Expenses	5,152,795	3,128,217	3,435,197	(306,980)	-9%	3,128,217	2,715,375	412,842	15%
Operating Expenses									
Administrative Expenses									
Business Expenses	223,410	171,812	148,940	22,872	15%	171,812	65,945	105,867	161%
Travel & Meetings	546,053	256,880	364,035	(107,155)	-29%	256,880	258,951	(2,071)	-1%
Professional Services	2,105,000	1,535,273	1,403,333	131,940	9%	1,535,273	1,070,041	465,233	43%
Professional Development	149,800	86,350	99,867	(13,517)	-14%	86,350	49,738	36,612	74%
IT Expenses	435,138	393,986	290,092	103,894	36%	393,986	207,367	186,619	90%
Office Expenses	74,600	37,479	49,733	(12,254)	-25%	37,479	18,953	18,526	98%
Other Expenses	5,300	3,505	3,533	(28)	-1%	3,505	71,547	(68,042)	-95%
Total Administrative Expenses	3,539,301	2,485,286	2,359,534	125,752	5%	2,485,286	1,742,542	742,744	43%
Payments to Partners									
HUB Services	7,300,000	1,574,952	4,866,667	(3,291,715)	-68%	1,574,952	1,133,593	441,359	100%
Capacity Building	4,250,000	3,152,441	2,833,333	319,108	11%	3,152,441	2,516,507	635,934	25%
Total Payments to Partners	11,550,000	4,727,393	7,700,000	(2,972,607)	-39%	4,727,393	3,650,100	1,077,293	30%
Total Operating Expenses	15,089,301	7,212,679	10,059,534	(2,846,855)	-28%	7,212,679	5,392,642	1,820,037	34%
Total Expenses	20,242,096	10,340,896	13,494,731	(3,153,835)	-23%	10,340,896	8,108,017	2,232,878	28%
Net Income before Investment Gain/Loss	(1,126,083)	5,052,471	(750,722)	5,803,193	-773%	5,052,471	11,997,589	(6,945,118)	-58%
Realized/Unrealized Investment Income									
Gain/Loss on Investments	575,696	604,576	383,797	220,779	58%	604,576	684,860	(80,283)	-12%
Total Investment Income	575,696	604,576	383,797	220,779	58%	604,576	684,860	(80,283)	-12%
Total Net Income	(550,387)	5,657,047	(366,925)	6,023,972	-1642%	5,657,047	12,682,449	(7,025,402)	-55%

Actual: January through August 2025

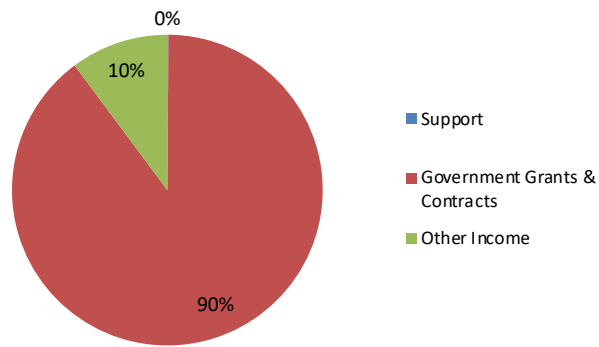
2025 Budget by Revenue Source



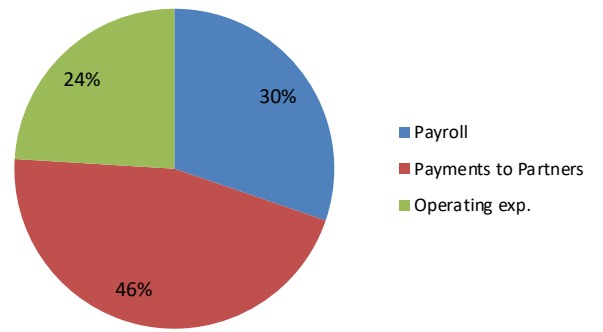
2025 Budget by Expense category



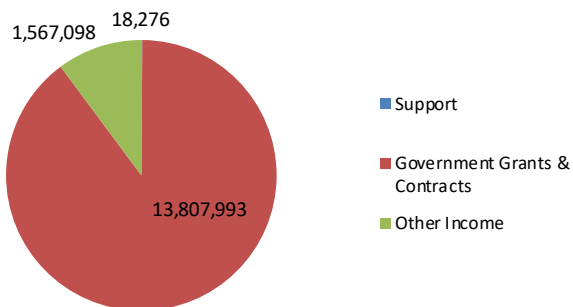
Actual by Revenue Source



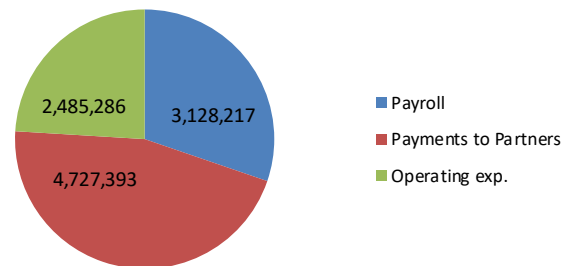
Actual by Expense category



Actual - Total Income \$15,393,366



Actual - Total Expenses \$10,340,896



STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

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

Current Assets (\$7.5 million):

- Cash and cash equivalents increased slightly since the beginning of this year, reaching \$5.3 million.
- Accounts receivable balance reflects amounts due from the Department of Commerce related to the teen homeless prevention and diversion grant in Skagit County.
- Prepaid expenses and deposits include advance payments for HUB software (Julota), the Catchafire learning platform, professional liability insurance, rent, employee health insurance and other administrative expenses. \$1.5 million represents money held in the HCA escrow account at the end of August.
- Inventory consists of 200 units of Naloxone donated by the Washington State Department of Health (WA DOH).

● Non-current Assets (\$63.7 million):

- Investments include approximately \$43 million in portfolio managed by an external investment management firm, and \$20 million in internally managed funds.
- Fixed assets consist of office equipment, laptops, a company vehicle, and other capital assets with acquisition cost exceeding the organization's capitalization threshold of \$2,500. Fixed assets have been almost fully expensed over time and have a small remaining value of \$1,467.

● Current Liabilities (\$6 million):

- Accounts payable include amounts due to vendors and contractors for professional services, rent, office supplies, and other administrative expenses. It also includes employee expense reimbursements, such as mileage, professional development, meals, and other travel-related costs. Payables also include grant awards to partners, honorariums and speaker fees.
- Accrued liabilities include employee accrued vacation time balances and portion of health insurance premiums deducted from employee paychecks but not yet remitted.

- Deferred revenue of \$5.2 million represents a portion of MTP 2.0 infrastructure and services funding designed for use in the future periods.
- Net Assets (\$65 million):
 - Net assets without donor restrictions represent almost all net assets.

STATEMENT OF ACTIVITIES (REVENUE & EXPENSES)

As of year-to-date, the organization has a cumulative excess of revenue over expenses totaling \$5.6 million.

● Revenue and Support

Total support and revenue amounted to \$13.8 million, with an additional \$1.5 million in net interest and dividend income (after investment management fees). Total income is 21% above budget. Revenue from a contract with Washington State Health Care Authority is recognized based on the purpose of funds: infrastructure dollars are recognized on a semi-annual basis, while service dollars are recognized monthly.

● Expenses

Total expenses for the period were \$10.3 million. Payroll and employee benefits totaled \$3.1 million, which is 9% under budget as 6 positions remain unfilled (48 positions budgeted, 42 currently filled), and two staff members are currently on extended medical leave. Administrative expenses totaled \$2.4 million, coming in 5% over budget.

Professional services (vendors providing Board support and consulting, Children of the Setting Sun Productions, social impact investing consulting, community campus, HR services, meeting facilitations and partner convening support), and IT expenses (care coordination hub platform, and core office applications like Google, Zoom, DocuSign, etc.) accounted for the majority of the increase in administrative expenses.

ACH distributed over \$4.7 million to partners, including both care coordination hub organizations and partners through the Collaborative Action Network award process.

● Year over year comparison

Compared to the same period last year, total income decreased by 23%, while total expenses increased 28%. As a result net income is down by 58% year over year, and remains favorable to budget.



North Sound ACH

North Sound ACH CEO Report: Board Goals

Liz Baxter, CEO
North Sound ACH
Liz@NorthSoundACH.org
(360) 386-5745
Oct 31, 2025



Our reason for being ...



North Sound exists to create a just and inclusive culture and the necessary conditions for all community members to thrive.

Current Board Policy Manual Language

Goals/Ends (Adopted Dec 2020)

- 1) North Sound ACH meets urgent needs and reduces barriers to well-being for individuals and groups who face systemic inequities by investing in policies and programs that address and dismantle the historic and systemic barriers to equitable well-being
- 2) North Sound ACH advances a just, inclusive and collaborative culture by prioritizing the well-being of the current and future generations
 - a) North Sound ACH partners with a network of regional and local organizations, networks and leaders who share a common narrative, vision and framework for working together on the vital conditions necessary for individual and collective well-being
 - b) Regional investments are well coordinated to ensure measurable improvement in well-being—at a population-wide level, and for historically marginalized groups.
 - c) Civic capacity or muscle (ability to solve collective problems, share power and adapt to unforeseen challenges) is intentionally built, supported and maintained



Goals/Ends: Board Policy Manual Language

- 3) All people and places in the North Sound region experience mental, social, physical, financial and spiritual well-being
 - a) People across the region and lifespan have access to the vital conditions that are relied upon on every day for well-being
 - b) People across the region and lifespan experience a sense of belonging

Goals/Ends: CEO Interpretation

The organization exists to spur systemic and transformational change and will do so by:

- Using intertwined frameworks that emphasize equity, belonging, and well-being;
- Supporting a network of partners who align with and commit to advancing these shared and intertwined values.
- Looking for ways to change the circumstances for communities where historic and structural barriers have existed and persist, such as in grants, contracts and capacity building.
- Investing in strategies that grow opportunities for historically excluded communities to expand their civic muscle.
- Testing ways to measure well-being and belonging.
- Opening doors for partners to influence and make decisions about how any discretionary funds are distributed.
- Thought partnership to leaders across the region, state and nation.

Discussion

Board discussion on its own interpretation of the Board goals before considering a vote.

Vote on Interpretation

After board discussion, possible draft motion:

Board is in agreement with CEO's interpretation of the Board Goals.

Documentation of Compliance



Goals/Ends: Documentation

- Using and sharing intertwined frameworks that emphasize equity, belonging, and well-being

Program/Project Name	Description	Status
		   
Partner Convenings	Held twice annually, events are for ~200 attendees who learn, share their work and find opportunities to work together.	 16th Convening held in Aug 2025; strong focus on relationship building; Actively looking for ways to contain costs
Learning and Advocacy Sessions	Held virtually 4-5 times each year; open to all Network partners; focus on areas related to the Vital Conditions for Well-being; includes a speaker, moderator with partners playing either or both roles. Goal is to have a tribal perspective on the panel or as moderator for each session.	 Overall attendance has been different year over year, while certain topics draw different attendees. We are strategizing how to select topics and panelists that are more compelling to partners.

Goals/Ends: Documentation

- Supporting a network of partners who align with and commit to advancing these shared and intertwined values.

Program/Project Name	Description	Status
		   
Collaborative Action Network	Fostering opportunities for community organizations (clinical and social) to meet, learn and take action together.	 The Network has grown by almost 100 organizations in the past year. Recognizing that some think we are a funder, approx. 20% of organizations receive any funds from North Sound ACH.
Finding funds to support organizations	We have devoted staff resources to finding project/program funds that partners can apply for and will help partners with grant or contract applications.	 This is a developing area; have seen some successes with small foundation awards; we have received awards from Dept of Commerce and an EPA-pass thru award because of network partnerships.
Offering Catchafire and access to consultants to partner organizations	Catchafire has a North Sound specific portal that allows partner organizations to submit projects where Catchafire will connect them with a slate of expert volunteers to interview and select from. There is not cost for this partners.	 Per Catchafire, through September 2025, partners have received 4,046 volunteer hours, with an estimated value of \$879,217.
Social Network Analysis	Measuring the Impact of the Collaborative Action Network.	 Report of initial social network analysis

Goals/Ends: Documentation

- Looking for ways to change the circumstances for communities where historic and structural barriers have existed and persist, such as grants and capacity building.

Program/Project Name	Description	Status    
Solicitations for partner contracts and for open positions	Using weighted scoring to identify organizations for potential contracting who will have deeper reach in communities not often prioritized; how we utilize available capacity building dollars to help organizations get ready for broader contracting opportunities	 Added 4 partners to Community Hub contracting in 4 th quarter, with 4 additional in Q1 2026, adding capacity in jail re-entry, language access, pregnant people and young children.
Capacity Building opportunities	Preparing partners in the network for eventual revenue opportunities, support for finance and auditing, contracting, board development.	 We offer free TA to partners through Catchafire , and approximately 45% of partners have had contact with Catchafire in the past two years. We aim to increase that percentage year over year.
Lifting up voices of partners as subject matter experts	Having partners engage in work groups, strategy sessions, presentations and statewide 'engagement' sessions, recognizing their lived experience, i.e., such as with reentry conversations.	 Partners lead or co-lead training sessions, presented with North Sound team members at in-state and out-of-state conferences. Resource Library connection .
Emergency Response Funds	Each year distributing funds to trusted organizations who are on point through seasons of wildfires, smoke, heat, cold weather, as examples.	 Awarded more than \$100,000 in Fall 2025 to support food pantries, emergency supplies as we head into Q4.

Goals/Ends: Documentation

- Investing in strategies that grow opportunities for historically excluded communities to expand their civic muscle.

Program/Project Name	Description	Status    
Partners have an open door to brainstorm ideas	The team@ email address also receives messages and ideas from partners on an ad-hoc basis. The C Suite evaluates those questions/ideas to determine if we can connect partners to available resources or funders.	 For those partners who get connected to resources they probably feel success, while others where we cannot connect them to resources, maybe more discouragement. Overall the team has helped these ad-hoc situations, even if the resources do not come from us.
DEIB Community of Practice	A learning and affinity space for teams and individuals who are advancing equity strategies across the region.	 This area has been under siege, and facing both commitment to the work, and uncertainty around continued resources. We provide space for the Community of Practice, but do not always have resources unless they are funded as a project.
North Sound Race and Health Equity Conference	Annual conference where the ACH is a partner at a broader table of clinicians committed to working to improve care of their patients.	 Entering its 5th year , we provide the project management support to continue this resource for clinical providers.
North Sound Film Festival	Inaugural event to highlight films made from perspective of community members with lived experience	 North Sound Film Information and link to eight films, one from each tribe offering their perspectives on health and well-being.

Goals/Ends: Documentation

- Testing ways to measure well-being and belonging.

Program/Project Name	Description	Status    
Well-being and Data Measurement	Finding ways for North Sound ACH to measure and report on well-being and belonging across the region.	 Starting with a Community of Practice which led to a set of measures, 2025 marked the beta test of the well-being survey. The report is now published and available at this link.  Sharing this data has been its own measure of success, and other organizations are connecting to see if they can do something similar in their regions.

Goals/Ends: Documentation

- Opening doors for partners to influence and make decisions about how any discretionary funds are distributed.

Program/Project Name	Description	Status    
Capacity Building Funding	An amount designated in the Board Approved Operating Budget for investment in partners, their collaborative work, emergency response, and developing communication through art-inspired efforts.	 Applications were solicited in Q4 2024, reviewed in Q2 2025 and ~\$3.5M was awarded to a group of partner organizations focused on the Vital Conditions for Well-being, collaboration and partnership led by or including organizations traditionally left out of formalized funding opportunities. List of projects funded can be found here.  With the federal funding landscape changing, the approach we have used for the past three years may change as we present the 2026 budget to the board.
Partner Review Committee	Solicitation, selection and onboarding of a committee to review applications and make funding decisions.	 For three years a group of 10-12 partners have reviewed applications submitted. They have expressed how much they have learned, and what it felt like to be trusted with decision making. A report is being finalized with that information.

Goals/Ends: Documentation

- Thought partnership to leaders across the region, state and nation (governmental and non-governmental)

Program/Project Name	Description	Status    
Fostering and growing the Social Care Network model	Being a trusted and influential voice around the power of a Social Care Network	 North Sound ACH is at several tables: Coalition of ACHs Medicaid Waiver Task Force Skagit North Star Advisory Group Advisor/consultant to newly forming ACHs in other states ReThinkers Collaborative (Rippel) Washington Belonging Table GWU Funders Forum Social Impact Exchange WE in the World
Legislative and other electeds relationship building	Targeted meetings with federal, state, county and local elected officials to introduce the social care network, emerging issues, and offer to connect to community voices as issues come up.	 Team has been hosting a series of meetings across the region with elected officials, along with partners from specific house and senate districts, to introduce the ACH and partners to each other.

2020-2025 Strategic Goals



Tribal Sovereignty
Equity
Belonging
Targeted Universalism
Vital Conditions for
Well-being
Leading with Love



Invest

Backbone support for regional funding, shared infrastructure (grants management, cloud-based resources, HR and Finance, as examples), training and technical assistance.



Inform Actions

Improved ways of using data, identifying emerging issues, asset and resource sharing, getting regional information to decision makers.



Build Capacity

Active engagement of community leaders and stakeholders, in operationalizing the shared vision and goals of projects, allocation of resources, and building a way to exchange resources with each other.



Catalyst for Change

Trusted convener, space where ideas generate and evolve, system problem solvers and disruptors, fostering risk taking and collaborative partnerships.



Elevate Emerging Issues

Leverage knowledge to address the region's current and emerging complexities that cross clinical and social issues, including those that will advance equity, and address privilege and structural racism.

Discussion

Board discussion on CEO's compliance with the Board goals.

Vote on Compliance

Draft Motion:

Board agrees that CEO is in compliance with the Board Goals.



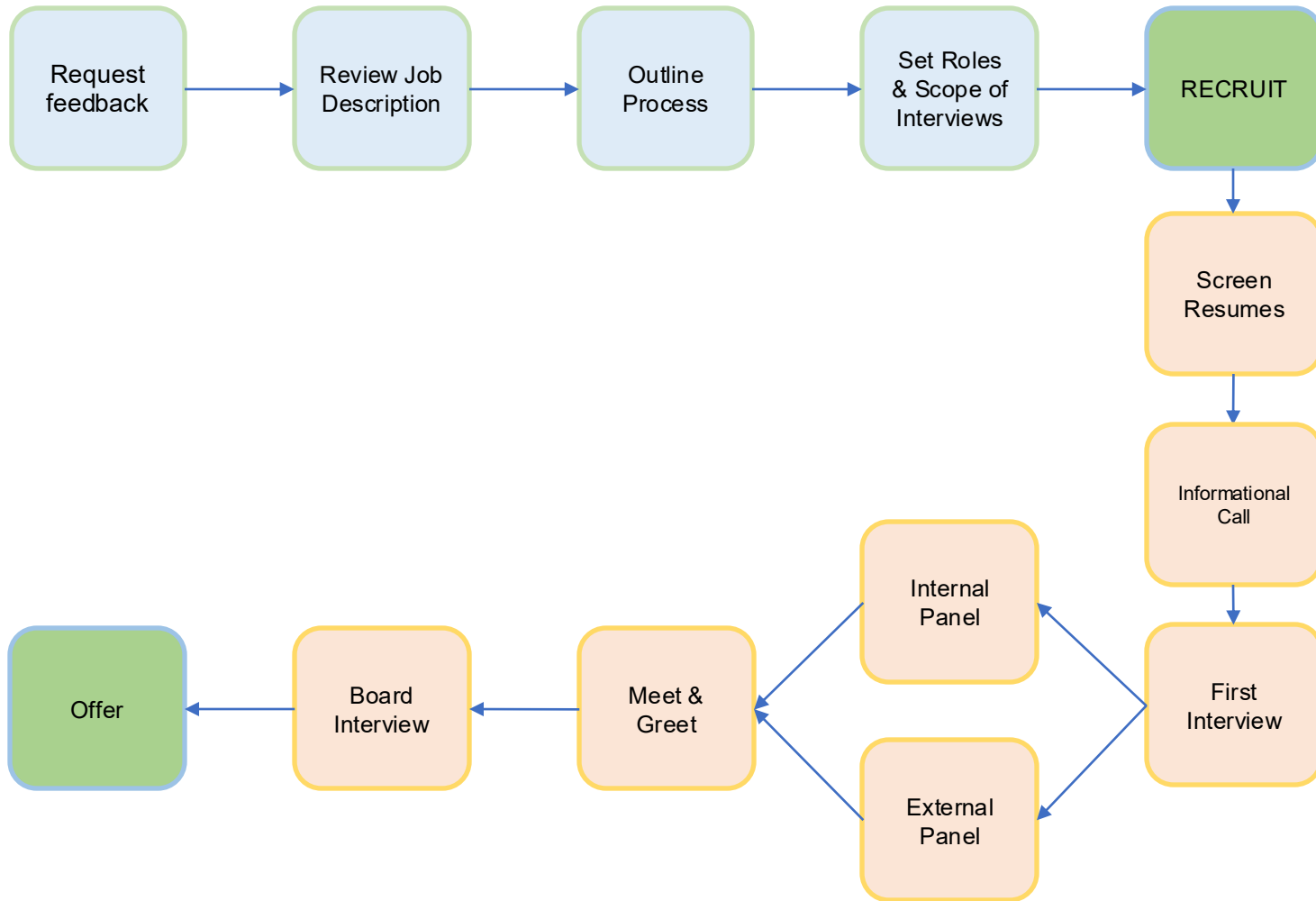
North
Sound
A C H

The background of the slide is a scenic photograph of a coastal area. On the left, there is a steep, rocky cliff covered in dense green forest. The water is a deep blue, and a small white boat is visible in the distance, leaving a white wake. The sky is blue with scattered white clouds.

CEO Search Process Proposal

Written by Frances Maybach

October 20, 2025



Feedback & Design

Inclusive Design

- Internal HR will collect feedback from previous hiring participants.
- An interview process will be developed to incorporate diverse perspectives from across the organization.

Layered Evaluation

- Interview stages will build in complexity and insight at each level.
- Questions will be designed to reveal strategic thinking, cultural alignment, and leadership style.

Cultural Connection & Informal Interaction

- Candidates will be invited to participate in a social setting with team members with the goal of gaining a real sense of the organizational culture.

Board Chair Collaboration

- Regular check-ins will be held with the Board Chair throughout the process.
- Updates will include progress, candidate insights, and key themes emerging from interviews.

Interviews at a Glance

Resume Screening

- Resumes will be reviewed collaboratively by internal teammates, organizational leaders, partner representatives, and a board member.
- Every applicant will be considered.
- Goal: Advance 8–10 candidates to the next stage.

Informational Calls

- Conducted by Internal HR or External Recruiting partners.
- Focus: Confirm key qualifications, clarify candidate interest, and outline the hiring process.
- Goal: Narrow to 4–6 candidates for formal interviews.

First Interview: Internal Team

- Led by a cross-section of internal teammates.
- Focus: Assess high-level experience, leadership approach, and cultural fit.
- Helps build early impressions of alignment and potential.

Interview Stages

Panel Interviews

- **Internal Panel:** Organizational leadership exploring strategic and operational capabilities.
- **External Panel:** Partner organizations or community members exploring community-building skills.
- Each panel will ask tailored, functional questions aligned to their perspective.

Meet & Greet

- **Not an evaluative stage**, but a relationship-building opportunity.
- Informal interactions (e.g., attending a team lunch or staff meeting) allow candidates to experience organizational culture and learn more about the organization.
- Timing of this stage is flexible, depending on candidate and team availability.

Final Interview: Board of Directors

- Strategy- and vision-oriented conversation with the Board.
- Focus: Leadership philosophy, long-term goals, and alignment with organizational mission and values.

Board Touchpoints

Ongoing Engagement: Board Chair Check-ins

- Monthly 1:1 meetings with Internal HR for process updates and alignment.
- Estimated commitment: ~2 hours/month

Resume Screening: Board Participation Requested

- One board member invited to join the resume review group.
- Estimated one-time commitment: 4–6 hours

External Panel Interviews: Board Participation Optional

- One board member may join the external stakeholder interview panel.
- Estimated one-time commitment: 4–6 hours

Final Interview: Full Board Participation Requested

- All board members will participate in the final candidate interviews.
- Estimated one-time commitment: 4 hours



North
Sound
A C H

NorthSoundACH.org

Governance Policy 3: Annual Calendar Planning

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

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

Deleted: plan
Deleted: activities

Revision History

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

Governance Policy 4: Board Chair's Role

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

Accordingly:

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

Revision History

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

North Sound ACH DRAFT Strategic Goals 2026-2028

01

Advance Community Well-Being

Reduce suffering and struggling; increase thriving; address health related social needs; enhance belonging; and expanding tribal partnerships and understanding of tribal sovereignty.

02

Strengthen Networks and Capacity

Strengthen and expand the Community Hub; measure the impact of the Collaborative Action Network; deepen relationships among partner organizations; building workforce and organizational capacity.

03

Invest Strategically for Sustainable Impact

Steward Medicaid waiver dollars and braided funding opportunities to drive long-term, sustainable and equitable outcomes within and across jurisdictional boundaries.

04

Demonstrate Impact and Accountability

Use quantitative and qualitative data, including storytelling practices to report progress, ensure compliance and build trust.

05

Build a strong and adaptive organization

Attract and retain top talent, operate efficiently, and remain nimble in response to current, emerging and urgent needs.

Presented in June

2020:



Equity
at the
Center



Invest

Backbone support for regional funding, shared services, training and technical assistance.



Inform Actions

Improved ways of using data, identifying emerging issues, asset and resource sharing, getting regional information to decision makers.



Build Capacity

Support community organizations to operationalize shared vision and goals of projects; allocate available resources and build ways for partners to exchange resources with each other.



Catalyst for Change

Be a trusted convener, creating space where ideas generate and evolve, act as system problem solvers and disruptors, fostering risk taking and collaborative partnerships.



Elevate Emerging Issues

Leverage our position to address the region's emerging complexities that cross jurisdictions and sectors, especially those that advance equity, and address privilege and structural racism.

Challenges & Possible Solutions

Significant challenges lie ahead in this three-year period.

Challenge: Being Seen as a Medicaid-only Entity

Even though North Sound ACH was created prior to the Medicaid Waiver, it is still perceived as an entity that 'belongs to' the WA Health Care Authority.

Challenge: Reduction in Resources

A reliance on federal and state funds through a single state agency is challenging during an economic downturn.

Challenge: Competition in Tight Spaces

Washington State agencies support more than 500 care coordination programs, and each are trying to create "hubs" to help manage the flow of clients to them.

Solution: Diversification of Brand and Revenue

Leveraging the infrastructure that federal and state dollars have put into ACHs is pivotal for state and county leaders. Identifying opportunities each year among state agencies is critical.

Rebrand name/identity

Solution: Grow funds from what we have

Leveraging the invested funds to identify ways to invest funds regionally that have social impact **and** a return to the fund.

Solution: Apply for funds in collaboration with partners

This will be realized if we can start small and grow trust. Seeking funds is the most competitive endeavor, and collaboration is hardest in this area, but we have small wins already to build upon.

Strategic Goal 1: Advance Community Well-Being



Objective 1

Reduce suffering and struggling; increase thriving by addressing health related social needs



Objective 2

Enhance belonging and expand tribal partnerships and understanding.



Result 1

Improved results in region wide measures of well-being and belonging; demonstrate % changes – reduced suffering and struggling, increased thriving



Result 2

Increase # of orgs implementing trauma-aware /trauma-informed science and tools, and those committed to shared frameworks around belonging and wellbeing..



Result 3

Increased understanding and acknowledgment of tribal sovereignty; all school districts in the region teach the Since Time Immemorial curriculum

DRAFT

Strategic Goal 2: Strengthen Networks and Capacity



Objective 1

Growth in use and impact of Community Care Hub and Social Care Network

Objective 2

Investment in organizational and workforce capacity



Result 1

Stronger connected nodes and partnerships in the Social Care Network

Result 2

Social Care Network expands resources for Community Care Hub

Result 3

Expand Hub partnerships with tribal health centers and tribal serving organizations

DRAFT

Strategic Goal 3: Invest Strategically for Sustainable Impact



Objective 1

Fidelity to stewardship of Medicaid waiver dollars and other funding received



Objective 2

Drive long-term, equitable outcomes across jurisdictional boundaries.



Result 1

Waiver dollars are distributed to achieve the state's stated outcomes



Result 2

New revenue opportunities are identified to braid with available waiver dollars



Result 3

Regional opportunities are identified that cross traditional jurisdictional lines

DRAFT

Strategic Goal 4: Demonstrate Impact and Accountability



Objective 1

Measure and report on impact of the social care network

Objective 2

Transparent in actions and compliance with laws, rules and contract requirements



Result 1

North Sound ACH can report on community partnership and investment.

Result 2

Use data (quantitative, qualitative and storytelling) in multiple mediums to demonstrate impact.

Result 3

Active engagement with partners, board and staff

DRAFT

Strategic Goal 1: Build a Strong and Adaptable Organization



Objective 1

Attract and retain creative current and emerging leaders

Objective 2

The organization is efficient, lean and remains nimble in response to emerging needs



Result 1

North Sound ACH positions are highly competitive, filled with high quality candidates

Result 2

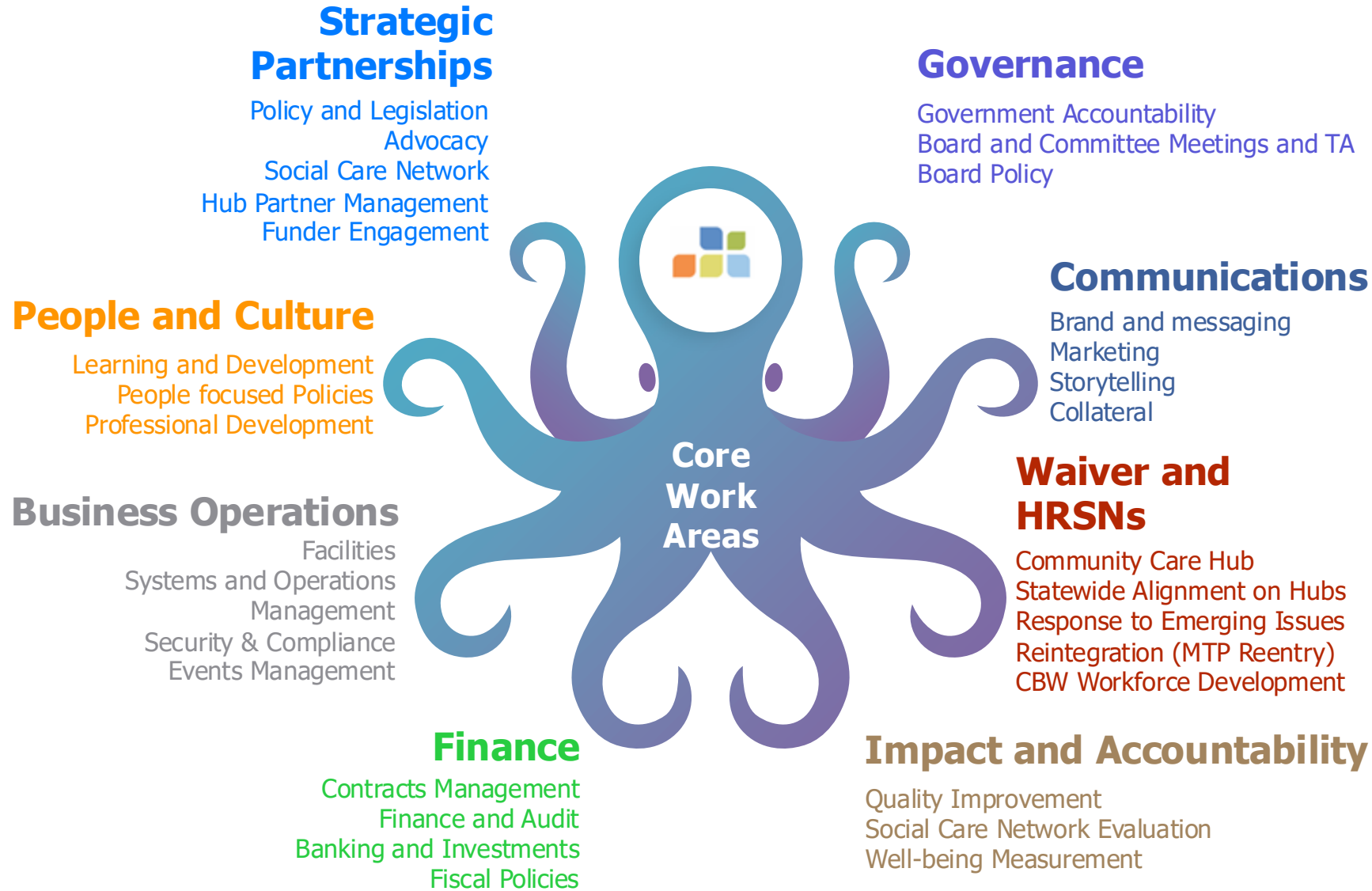
Critical content areas are identified annually to build capacity of team and board members

Result 3

Organization consistently operates within budget and expands revenue base to meet emerging and urgent needs.

DRAFT

North Sound ACH Program/Project Areas



North Sound ACH DRAFT Strategic Goals 2026-2028

01

Advance Community Well-Being

Reduce suffering and struggling; increase thriving; address health related social needs; enhance belonging; and expanding tribal partnerships and understanding of tribal sovereignty.

02

Strengthen Networks and Capacity

Strengthen and expand the Community Hub; measure the impact of the Collaborative Action Network; deepen relationships among partner organizations; building workforce and organizational capacity.

03

Invest Strategically for Sustainable Impact

Steward Medicaid waiver dollars and braided funding opportunities to drive long-term, sustainable and equitable outcomes within and across jurisdictional boundaries.

04

Demonstrate Impact and Accountability

Use quantitative and qualitative data, including storytelling practices to report progress, ensure compliance and build trust.

05

Build a strong and adaptive organization

Attract and retain top talent, operate efficiently, and remain nimble in response to current, emerging and urgent needs.

Project Summary – Status Tracker Template

Name of Project; Owner
Brief Description: Narrative

Overall Status: **GREEN/YELLOW/ORANGE/RED**

75%

Total Project Completion

Scope: brief description, and which Goal and Outcome the project is tied to

STATUS: GREEN



Schedule: Describe begin and end dates, major milestones

STATUS: YELLOW



Budget: Total expected Expenditures over what period of time

STATUS: GREEN



Cost: Expenditures – on/over/under expected costs; mitigating strategies as needed.

STATUS: ORANGE



Risks: Identify risks and mitigating strategies.

STATUS: RED



Quality

STATUS: GREEN



Operations Update: October 2025

Strategic Partnerships

Reentry Demonstration Initiative

North Sound ACH began hosting monthly meetings for jails across the North Sound region in July. There is now representation from jails in four of five counties (San Juan County does not have any detention facilities) that actively participate each month. In October, the Health Care Authority sent representatives to answer questions with North Sound jails. In November, all five Managed Care Organizations (MCOs) will be sending representatives, and in December two currently active jails (Kitsap and Kittitas) will be attending to share lessons learned. The first North Sound jails participating in the Jail Reentry Waiver will go live January 1, 2026.

Legislative Meetings

On September 12, North Sound ACH facilitated a dialogue with legislators from the 21st, 44th, 32nd, and 38th Districts alongside representation from the Snohomish County Council, the City of Everett, and several partner organizations – to learn more about the work that North Sound ACH does, as well as hear from partner organizations about their work and current needs. This provided an opportunity to collaborate and build relationships with decision makers and highlight the voices of partners serving those most in need. This was the second meeting held with North Sound representatives, this time focusing on Snohomish County representatives and partners.

Tribal Relations

North Sound ACH's Tribal Liaison has been working to connect with all the tribal health centers in the region with the goal of building relationships, discussing the Community Hub, increasing board membership, and sharing resources. Currently site visits have been completed with Samish, Stillaguamish, and Sauk-Suiattle health centers or health departments. All three tribal health center representatives expressed interest in filling the ACH board seat for their tribe.

Partner Convening Analysis

After a successful August convening, North Sound staff worked to analyze the information gained from partners during the engagement sessions. Throughout the three phases of partner engagement, 807 initial ideas were generated by over 220 participants. By the end of Phase 3, those 807 ideas had been streamlined into a set of 35 achievable goals and 19 values to be considered during the planning and construction of a possible community campus. After the convening, the top goals were sorted by the Vital Conditions for Well-being. Ideas related to

Basic Needs for Health & Safety and Belonging & Civic Muscle rose to the top. A full report of findings can be found [here](#).

Care Coordination & Transformation

The 2025 Community Based Worker (CBW) Conference, held on October 3 at the Mount Vernon Library Commons, was a successful gathering that brought together more than 100 frontline advocates and trusted messengers from across the North Sound region. Conference sessions covered a range of important topics including healthcare access updates, rights and protections, diabetes prevention, food as healing, and peer support certification. Our team introduced partners, shared how to access our online referral form for the Community Hub, and encouraged participation in a new workforce development work group.

Sponsorship efforts for the event generated \$11,000 in financial contributions, along with additional in-kind materials and prizes from businesses and network partners. A huge shout-out to our entire event team for the incredible work and collaboration!



New Partner Onboarding

The Community Hub is pleased to welcome four new care coordination partners: Project Access Northwest, Orcas Community Resource Center, O.U.R. Journey, and Underground Ministries.

Communications

In partnership with DH, and incorporating Community Hub staff feedback, we completed the redesign of the Community Hub webpage [here](#) and approved media buys to promote it on social media, and display ads on Washington State ferries and various buses. DH also hosted a staff training session to align the team on Community Hub messaging and ensure consistent communication across all outreach and engagement efforts.

Team Highlights

Welcoming New Team Member

- Care Coordination Specialist

Currently Hiring

- Chief Executive Officer
- Communications Director

Staff Development

Staff attended and presented at several upcoming conferences:

- [Washington State Public Health Association](#) was in Yakima on October 21-23 with the theme, “Together for Health: Action, Compassion, Collaboration”. ACH staff and North Sound partners represented our work in three presentations.
 - “The Power of Partnership: Community Organizations and ACHs Provide Re-entry Support Through Peer-led Networks”. The session showcased regional re-entry and reintegration efforts, featuring peer-led initiatives such as the Recovery Coach Program in North Central Washington and O.U.R. Journey’s community-based reintegration strategies in the North Sound region.
 - “Decisions, Decisions, Decisions: Transforming silos to systems through community-led investments in the Vital Conditions for Wellbeing” workshop featuring a panel discussion with ACH staff and Partner Review Committee co-chair with an interactive small group activity giving the audience first-hand experience in collaborative decision-making and prioritizing community needs with limited resources.



- “Leading with Love & Belonging: Reimagining workplace culture in public health.” Invited to design a poster that shares North Sound ACH’s process for operationalizing values of love and belonging in a professional context, with particular relevance for public health professionals, organizational leaders, and advocates committed to reimagining workplace dynamics.



- [Camden Coalition’s 2025 Conference](#) took place in Portland on Oct. 15–17 with the theme, “Bridging community care: Strategies to build and strengthen cross-sector networks.” A tabletop station within the conference’s “Beehive,” which has been described as an adult science fair featuring many different exciting ideas and approaches.
 - ACH staff shared about 2024 research on the Collaborative Action Network’s connectivity and density of connections by geography and sector using a social network analysis methodology, including successful bridging strategies, lessons learned, and recommendations.



Staff continue practice of Crucial Conversations frameworks to continue to build interpersonal communication skills internally through ongoing practice sessions.

What We're Reading:

- [**What It Takes to Heal: How Transforming Ourselves Can Change the World** - Prentis Hemphill](#)
- [**The Art of Holding Space: A Practice of Love, Liberation, and Leadership** - Heather Plett](#)
- [**Calling in: How to Start Making Change with Those You'd Rather Cancel** - Loretta J. Ross](#)
- [**Crucial Conversations: Tools for Talking When Stakes Are High** - Joseph Grenny, Kerry Patterson, Ron McMillan, et al.](#)
- [**The Serviceberry: Abundance and Reciprocity in the Natural World** - Robin Wall Kimmerer](#)