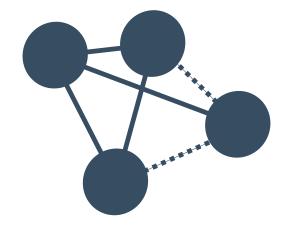


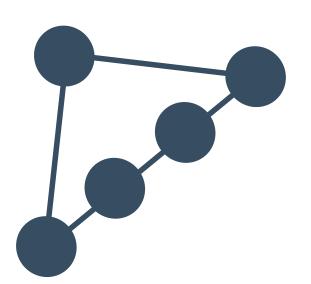
Collaborative Action Network: October 2024 Partner Reporting & Social Network Analysis

What is Network Analysis?

Network analysis is a method of understanding how actors in a network interact with each other. It can determine the strength of a network, how actors in the network are connected and where there are gaps, and identify where collaboration can be improved¹.

When conducting network analysis, working with a defined network can increase the accuracy of results. At the time this survey was sent out to the Collaborative Action Network, there were 188 organizations listed on the Collaborative Action Network Directory. In addition to the Collaborative Action Network members in the Directory, the survey also asked respondents to define the nature of their collaboration with the region's tribes and tribal health centers, bringing the total number of organizations and tribes to 204. For the purposes of this report, whenever the Collaborative Action Network is mentioned it will be assumed to mean these 204 organizations and tribes.





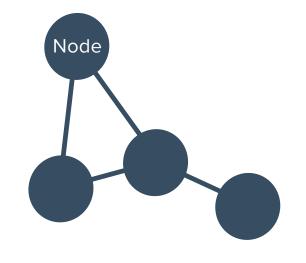
Interpreting a Network Graph

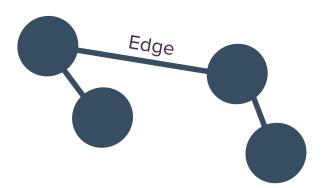
A network graph can be broken down into two basic components: nodes and edges.

<u>Node</u>: a point in a network graph representing a person, organization, or other actor in a network.

<u>Edge</u>: a connection between nodes. This connection could represent a social tie, collaboration between organizations, or any other connection.

By visualizing the nodes and edges that make up a network we can begin to see patterns of connection, identifying where networks are strong and weak, and gaining insights into how the network is functioning.







Collaborative Action Network: Partner Reporting

60% Response Rate

My organization <u>never</u> collaborates with this organization	My organization <u>occasionally</u> collaborates with this organization	My organization <u>often</u> collaborates with this organization	North Sound ACH helped facilitate this connection

Survey Overview

One-hundred and eighty-eight Collaborative Action Network organizations were invited to respond to the survey through the month of October, with a final response deadline of October 31 at 5pm. Organizations that completed the survey prior to the closing deadline were eligible to receive a \$500 incentive payment. After three late submissions in early November were included in the results, the total response rate was 60%, with 112 out of 188 organizations completing the survey.

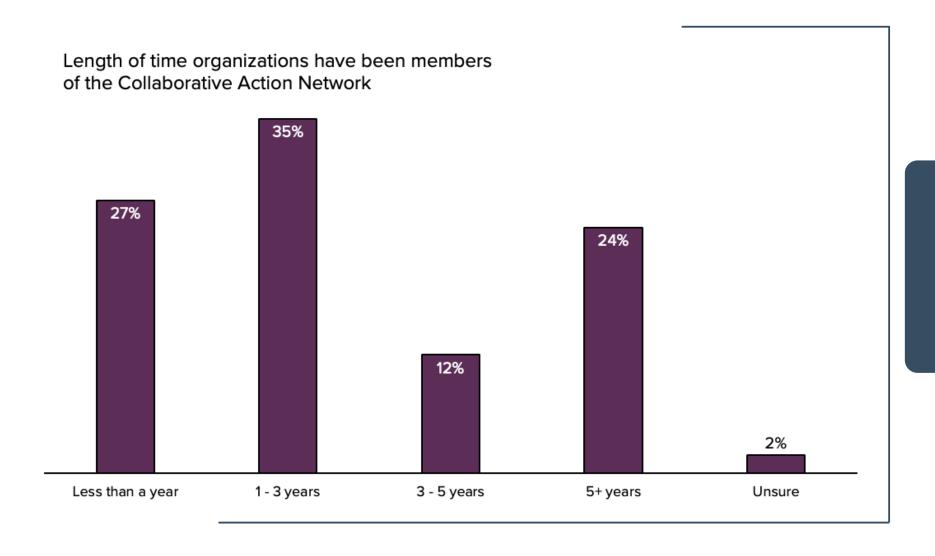
Respondents were asked general questions about their organization's interactions with the Collaborative Action Network, including the time that their organization had been members, and whether their organization had a Tribal Liaison or equivalent position on staff. Respondents were also asked about their familiarity with the North Sound Community Hub.

Network analysis questions provided a list of the entire Collaborative Action Network, as well as the region's tribes and tribal health centers. Respondents were asked to define their collaboration with each organization listed as *never*, occasionally, or often collaborates, and were also asked if North Sound ACH had helped to facilitate that connection.

Finally, respondents were asked two open-ended questions regarding what has become possible for their organization after joining the Collaborative Action Network, and what their organizations would be doing if funding was not a barrier to their work.

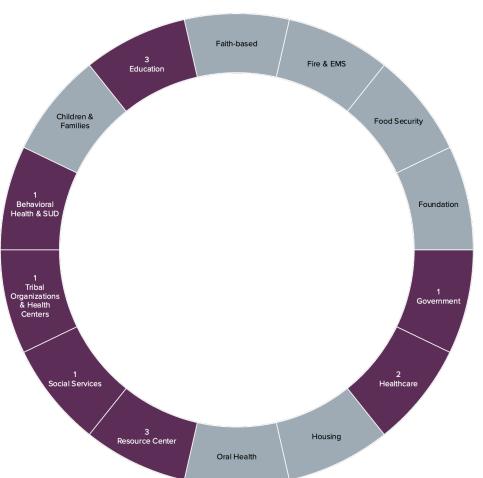
Length of Involvement with the Collaborative Action Network

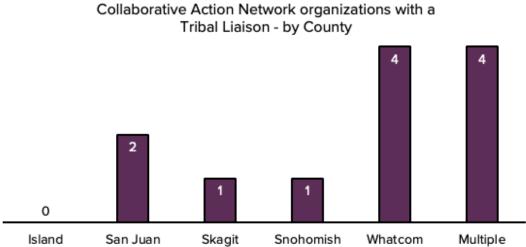
Respondents to the survey have been involved with the Collaborative Action Network for a range of time. The largest portion of responders had been engaged for between 1 and 3 years, though new and old voices were also well represented. Only 2% of respondents were unsure how long their organization had been involved with the Network.



Tribal Liaisons in the Collaborative Action Network

Twelve responding organizations, 11% of total responses, reported that they had a Tribal Liaison or equivalent position at their organization. Half of the sectors in the Network contain organizations with a Tribal Liaison.



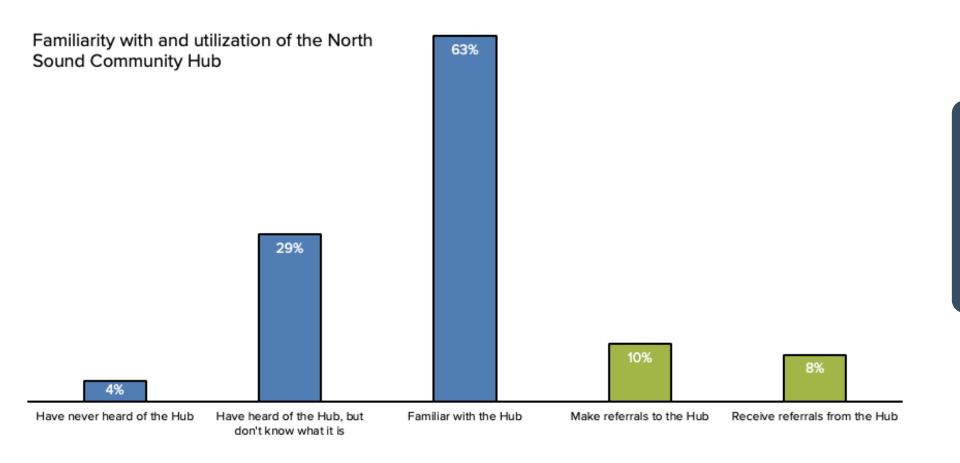


Organization	County	Sector
Bellingham Public Schools	Whatcom	Education
Cares of Washington	Multiple	Resource Center
Children of the Setting Sun Productions	Whatcom	Tribal Organizations & Health Centers
Empowered Force Counseling	Whatcom	Behavioral Health & Substance Use Disorders
FuturesNW	Multiple	Education
Lopez Island Family Resource Center	San Juan	Social Services
Marysville School District 25	Snohomish	Education
Molina Healthcare	Multiple	Healthcare
PeaceHealth	Multiple	Healthcare
San Juan County Health & Community Services	San Juan	Government
Skagit Legal Aid	Skagit	Resource Center
Sxwilisen House of Healing	Whatcom	Resource Center

North Sound Community Hub

More than half of respondents (63%) reported that they were familiar with the North Sound Community Hub. Room for education about the Hub exists, however, with 29% of respondents unfamiliar with the Hub and 4% reporting never hearing about the Hub.

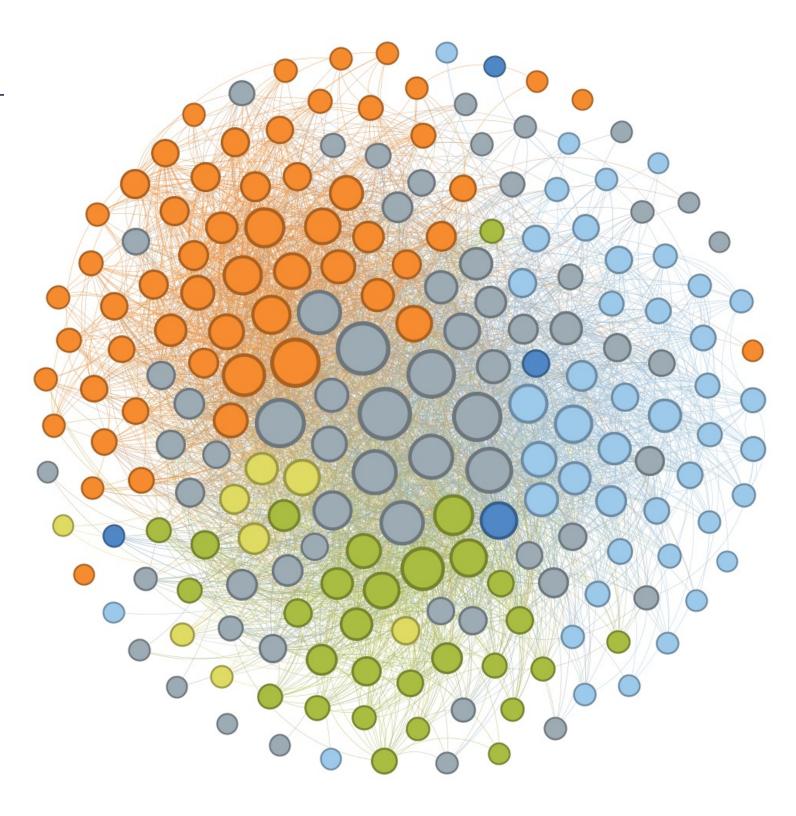
Utilization of the Hub was reported to be much lower than general knowledge of the Hub. Only 10% of partners responding to the survey make referrals to the Hub, and fewer work within the Hub system to receive referrals.





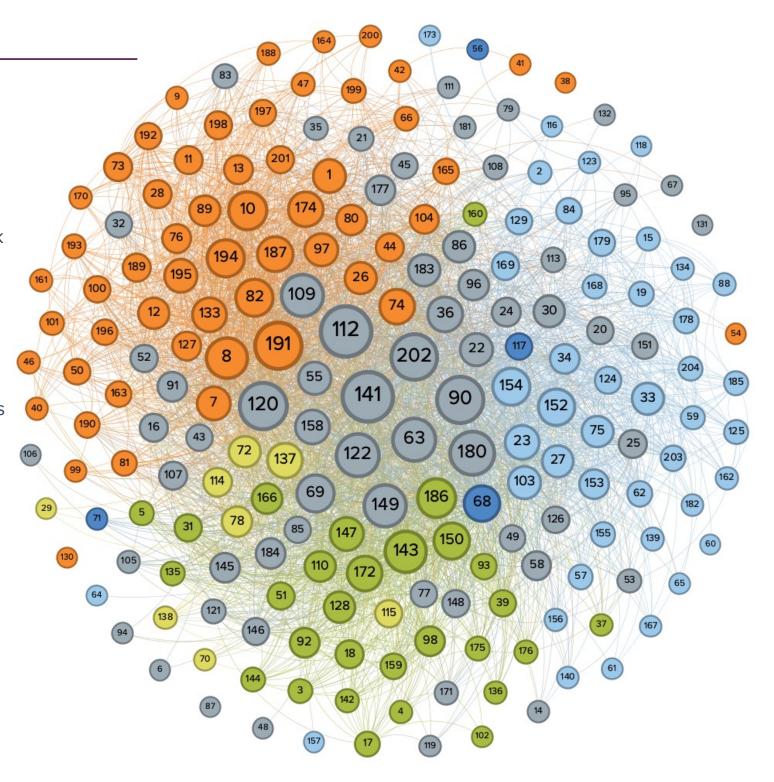
Collaborative Action Network: Counties

- Island County
- San Juan County
- Skagit County
- Snohomish County
- Whatcom County
- Multiple Counties



Organizations tend to group together by county.

Hubs making up organizations that only work in Whatcom, Snohomish, and Skagit counties are easily identifiable. A central hub of organizations that work in multiple counties can also be clearly seen. **Island County** organizations are spread throughout the Network map, while San **Juan County organizations** tend to align more closely with Skagit and Whatcom County organizations when the full Network is taken into account.



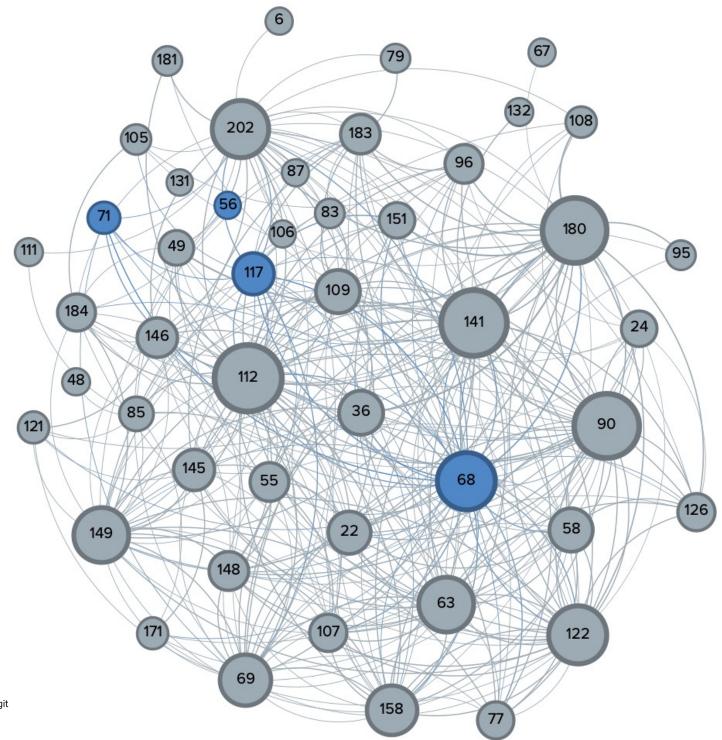
		\	1	L
-	ed Arts of Whatcom County	52 FuturesNW	103 North County Fire	154 South Snohomish Fire and Rescue
2 Alzh	heimer's Association - WA State Chapter	Glacier Peak Institute	104 North Sound Race and Health Equity Alliance	155 Stillaguamish Tribe of Indians
	acortes Family Center	54 Healing Through Hope	105 Northwest Agriculture Business Center	156 Stillaguamish Tribe Wellness Clinic
	acortes Fire Department	55 Health Ministries Network	106 Northwest Credible Messengers	157 Suburbia Rising
5 Anad	acortes School District	56 Heels and Confidence	107 Northwest Regional Council	158 Sunrise Services
6 Baro	ron Visuals	For Helping Hands Project Organization	108 Northwest Washington Indian Health Board	159 Swinomish Indian Tribal Community
7 Bellin	lingham Fire Department	58 Holman Recovery Center	109 Northwest Youth Services	160 Swinomish Medical Clinic
8 Belli	lingham Food Bank	59 Homage Senior Services	110 O.U.R. Journey	161 Sxwilisen House of Healing
9 Belli	lingham Girls Rock Camp	60 Hooks Global	111 Operation Tiny Home	162 The ACCESS Project
10 Belli	lingham Public Schools	61 House of Wisdom	112 Opportunity Council	163 The Arc of Whatcom County
11 Belli	lingham Queer Collective	62 Housing Hope	113 Optum Care Network	164 The Black Experience
12 Belli	lingham Technical College	63 Ideal Option	114 Orcas Community Resource Center	165 Trans-Wa
13 Belli	lingham-Whatcom County Commission on Sexual & Domestic Violence	64 Imagine YOUniversity	115 Orcas Island Health Care District	166 Triumph Teen Center
14 Best	st Dental Help	65 InterCultural Children & Family Services	116 Participatory Justice	167 Tulalip Bay Fire
15 BRE	E Innovative Solutions	66 Interfaith Coalition of Whatcom County	117 Partners for Young Children in Island County	168 Tulalip Health Systems
16 Brigi	gid Collins	67 IP3	118 Pasado's Safe Haven	169 Tulalip Tribes
17 Burli	lington Lutheran Church	68 Island County Human Services & Public Health	119 Paths to Understanding	170 Unbridled Spirit 7
	y of Burlington	69 Island Health	120 PeaceHealth	171 Underground Ministries
19 Cam	mp Fire Snohomish County	70 Island Primary Care - Orcas	121 PFLAG Skagit	172 United General District 304
20 Care	res of Washington	71 Island Senior Resources	122 Pioneer Human Services	173 United Negro College Fund
21 Cata	talyst Therapies/Catalyst Community	72 Joyce L Sobel Family Resource Center	123 Positively Linked	174 Unity Care NW
22 Cath	tholic Community Services	73 KMRE 88.3FM (Kulshan Community Media)	124 Project Access Northwest	175 Upper Skagit Indian Tribe
23 Cent	nter for Human Services	74 Lake Whatcom Residential and Treatment Center	125 Project Girl Mentoring Program	176 Upper Skagit Tribal Health Clinic
24 Cent	nter for Independence	75 Latino Educational Training Institute	126 Providence	177 Vamos Outdoor Project
25 Cent	nter for Justice Social Work	76 LAW Advocates	127 Recovery Café Bellingham	178 Verdant Health Commission
26 Child	ldren of the Setting Sun Productions	77 Lifeline Connections	128 Recovery Café Skagit	179 Vets Place NW
27 Child	ldStrive	78 Lopez Island Family Resource Center	129 Refugee & Immigrant Services Northwest	180 Volunteers of America Western Washington
28 Chuc	uckanut Health Foundation	79 Love Light Energy Art Therapy	130 Resonance Path Consulting	181 Washington Family Engagement
29 Coas	ast Salish Youth Coalition	80 Lummi Nation	131 Retrospect Productions	182 Washington Kids in Transition
30 Com	mmunities of Color Coalition (C3)	81 Lummi Nation Health Center	132 Rippl Care	183 Washington State Department of Commerce
31 Com	mmunity Action of Skagit County	82 Lydia Place	133 Road2Home	184 Washington State University (WSU) Extension - Skagit
32 Com	mmunity Boating Center	83 Make.Shift Art Space	134 Ruthless Ryderz Foundation	185 Washington West African Center
33 Com	mmunity Foundation of Snohomish County	84 Marysville School District	135 Samish Indian Nation	186 Welcome Home Skagit
34 Com	mmunity Health Center (CHC) of Snohomish County	85 Media for Development International	136 Samish Indian Nation Health Services	187 Whatcom Center for Early Learning
35 Com	mmunity to Community	86 Mercy Housing	137 San Juan County Health & Community Services	188 Whatcom Coalition for Antiracist Education (Whatcom CARE)
36 Com	mpass Health	87 MFR Law Group	138 San Juan EMS	189 Whatcom Community College
37 Cons	nsistent Care	88 Millenia Ministries	139 Sauk-Suiattle Indian Tribe	190 Whatcom County EMS
38 Deco	colonize Sports	89 Mobile Mama	140 Sauk-Suiattle Indian Tribe Medical & Behavioral Health Clinic	191 Whatcom County Health and Community Services
39 didg	g ^w álič Wellness Center	90 Molina Healthcare of Washington, Inc.	141 Sea Mar Community Health Centers	192 Whatcom County Library System
40 EAR	RTH: Empowering All Relatives to Heal	91 Mount Baker Planned Parenthood	142 City of Sedro-Woolley	193 Whatcom County Superior Court
41 Elect	ctric Beauty LLC	92 Mount Baker Presbyterian Church	143 Skagit County Public Health	194 Whatcom Family and Community Network
42 Elect	ctrolysis NW	93 Mount Vernon School District	144 Skagit Gleaners	195 Whatcom Family YMCA
43 Emp	power Next Generations	94 Mutual Aid Solidarity/Neighbors in Action	145 Skagit Legal Aid	196 Whatcom Food Network
44 Emp	powered Force Counseling	95 NAACP Snohomish County	146 Skagit Pediatrics	197 Whatcom Literacy Council
45 Fami	nily Care Network	96 NAMI Washington State	147 Skagit Preschool and Resource Center (SPARC)	198 Whatcom Peace and Justice Center
46 Fath	herhood the Foundation	97 NAMI Whatcom	148 Skagit Regional Health	199 Whatcom Waves
47 Fern	ndale Community Services	98 New Earth Recovery	149 Skagit Valley College	200 Whiteswan Environmental
48 Fob	o & Dongle Productions	99 Nooksack Health Department Medical Clinic	150 Skagit YMCA	201 Wild Whatcom
49 Food	od Lifeline	100 Nooksack Indian Tribe	151 Sno-Isle Libraries	202 Within Reach
50 Foot	othills Food Bank	101 Nooksack Valley Food Bank Association	152 Snohomish County Health Department	203 YMCA of Snohomish County
51 Four	undation for Academic Endeavors	102 North Cascades Wild Church	153 Snohomish County Recovery Coalition	204 YWCA Seattle King Snohomish

Island County

- **ID** Organization
- 56 Heels and Confidence
- 68 Island County Human Services & Public Health
- 71 Island Senior Resources
- 117 Partners for Young Children in Island County

Multiple Counties

- ID Organization
- 6 Baron Visuals
- 22 Catholic Community Services
- 24 Center for Independence
- 36 Compass Health
- 48 Fob & Dongle Productions
- 49 Food Lifeline
- 55 Health Ministries Network
- **58** Holman Recovery Center
- 63 Ideal Option
- **67** IP3
- 69 Island Health
- **77** Lifeline Connections
- 79 Love Light Energy Art Therapy
- 83 Make.Shift Art Space
- 85 Media for Development International
- 87 MFR Law Group
- 90 Molina Healthcare of Washington, Inc.
- **95** NAACP Snohomish County
- 96 NAMI Washington State
- 105 Northwest Agriculture Business Center
- **106** Northwest Credible Messengers
- 107 Northwest Regional Council
- 108 Northwest Washington Indian Health Board
- 109 Northwest Youth Services
- **111** Operation Tiny Home
- 112 Opportunity Council
- **121** PFLAG Skagit
- **122** Pioneer Human Services
- **126** Providence
- **131** Retrospect Productions
- 132 Rippl Care
- **141** Sea Mar Community Health Centers
- 145 Skagit Legal Aid
- 146 Skaqit Pediatrics
- 148 Skagit Regional Health
- 149 Skagit Valley College
- 151 Sno-Isle Libraries
- 158 Sunrise Services
- **171** Underground Ministries
- **180** Volunteers of America Western Washington
- **181** Washington Family Engagement
- 183 Washington State Department of Commerce
- 184 Washington State University (WSU) Extension Skagit
- 202 Within Reach

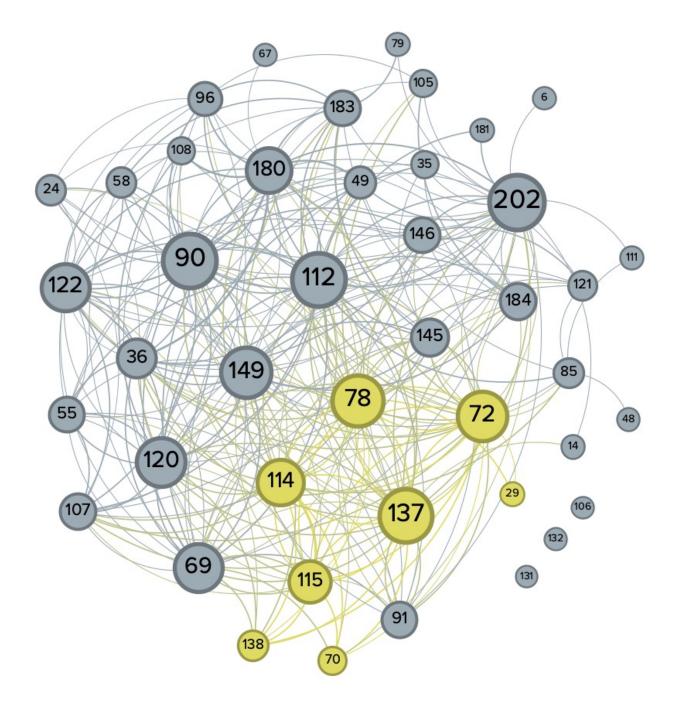


San Juan County

- ID Organization
- 29 Coast Salish Youth Coalition
- 70 Island Primary Care Orcas
- **72** Joyce L Sobel Family Resource Center
- 78 Lopez Island Family Resource Center
- 114 Orcas Community Resource Center
- 115 Orcas Island Health Care District
- 137 San Juan County Health & Community Services
- 138 San Juan EMS

Multiple Counties

- ID Organization
- 6 Baron Visuals
- 14 Best Dental Help
- 24 Center for Independence
- 35 Community to Community
- 36 Compass Health
- 48 Fob & Dongle Productions
- 49 Food Lifeline
- **55** Health Ministries Network
- 58 Holman Recovery Center
- **67** IP3
- 69 Island Health
- 79 Love Light Energy Art Therapy
- 85 Media for Development International
- 90 Molina Healthcare of Washington, Inc.
- 91 Mount Baker Planned Parenthood
- 96 NAMI Washington State
- 105 Northwest Agriculture Business Center
- **106** Northwest Credible Messengers
- 107 Northwest Regional Council
- 108 Northwest Washington Indian Health Board
- 111 Operation Tiny Home
- 112 Opportunity Council
- 120 PeaceHealth
- 121 PFLAG Skagit
- 122 Pioneer Human Services
- 131 Retrospect Productions
- 132 Rippl Care
- 145 Skagit Legal Aid
- 146 Skagit Pediatrics
- 149 Skagit Valley College
- 180 Volunteers of America Western Washington
- **181** Washington Family Engagement
- 183 Washington State Department of Commerce
- 184 Washington State University (WSU) Extension Skagit
- 202 Within Reach



Skagit County

- Organization
- 3 **Anacortes Family Center**
- 4 Anacortes Fire Department
- 5 Anacortes School District
- 17 Burlington Lutheran Church
- 18 City of Burlington
- 31 Community Action of Skagit County
- 37 Consistent Care
- 39 didgwálič Wellness Center
- Foundation for Academic Endeavors 51
- Mount Baker Presbyterian Church
- 93 Mount Vernon School District
- New Earth Recovery 98
- North Cascades Wild Church 102
- 110 O.U.R. Journey
- Recovery Café Skagit 128

Samish Indian Nation Samish Indian Nation Health Services

Multiple Counties

- ID Organization
- Baron Visuals
- 14 Best Dental Help
- 16 **Brigid Collins**
- 20 Cares of Washington
- 21 Catalyst Therapies/Catalyst Community
- 22 Catholic Community Services
- 24 Center for Independence
- 25 Center for Justice Social Work
- 30 Communities of Color Coalition (C3)
- 35 Community to Community
- 36 Compass Health
- 43 **Empower Next Generations**
- 45 Family Care Network
- 48 Fob & Dongle Productions
- 49 Food Lifeline
- 52 **FuturesNW**
- 53 Glacier Peak Institute
- 55 Health Ministries Network
- 58 Holman Recovery Center
- 63 Ideal Option
- 67 IP3
- 69 Island Health
- 77 Lifeline Connections
- 79 Love Light Energy Art Therapy
- 83 Make.Shift Art Space
- 85 Media for Development International
- 87 MFR Law Group
- 90 Molina Healthcare of Washington, Inc.
- 91 Mount Baker Planned Parenthood
- 94 Mutual Aid Solidarity/Neighbors in Action
- 96 NAMI Washington State
- 105 Northwest Agriculture Business Center

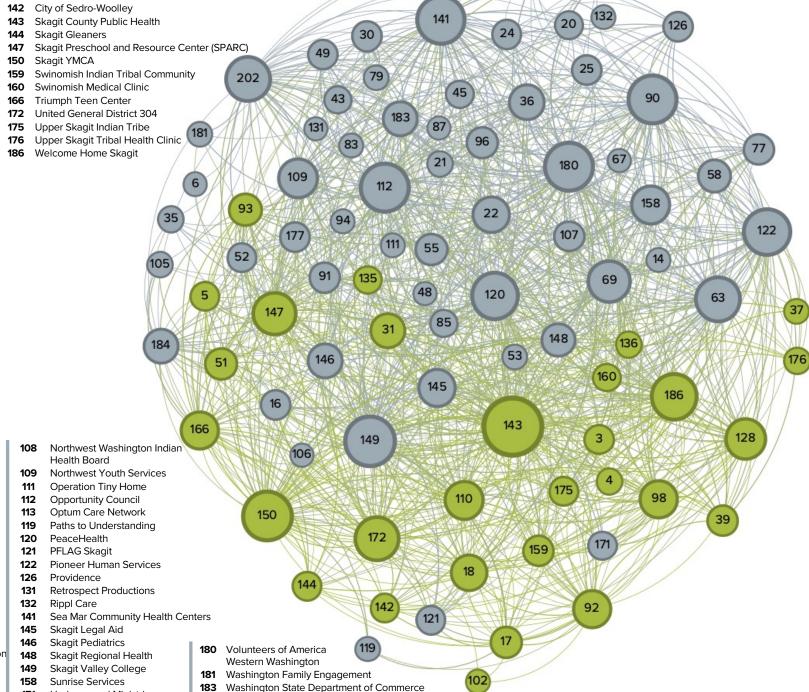
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177

Underground Ministries

Vamos Outdoor Project

- 106 Northwest Credible Messengers
- 107 Northwest Regional Council



Washington State University (WSU) Extension

Skagit

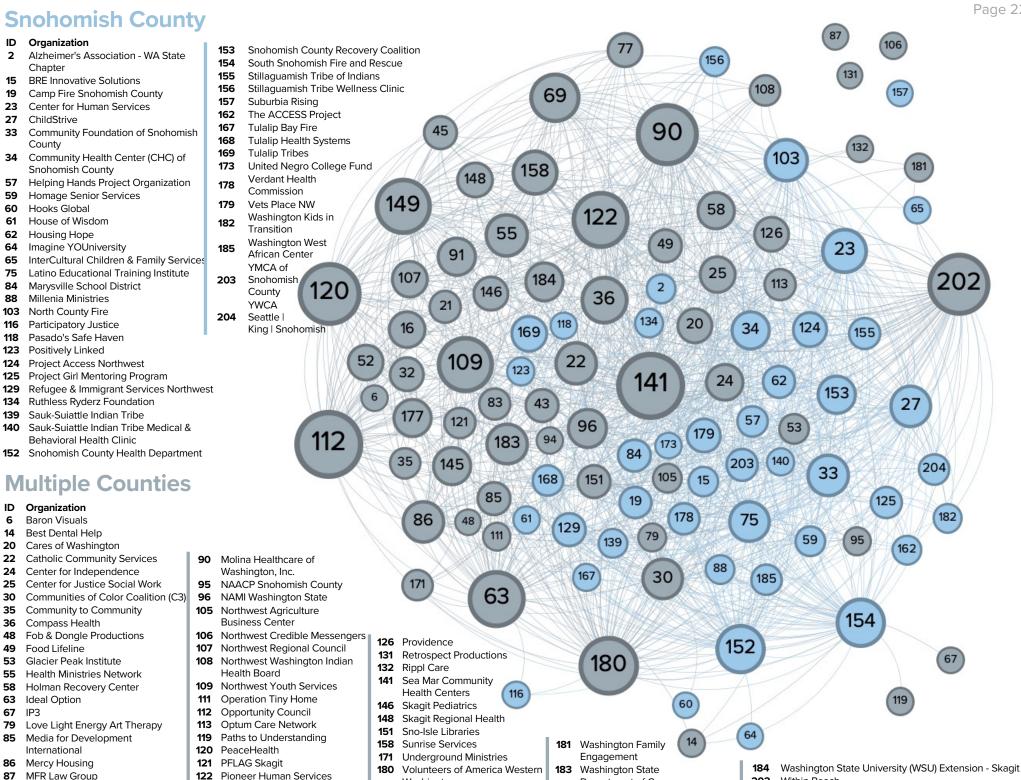
113

202 Within Reach

108

202 Within Reach

Department of Commerce



Washington

Whatcom County

- Organization
- Allied Arts of Whatcom County
- Bellingham Fire Department
- Bellingham Food Bank
- Bellingham Girls Rock Camp
- Bellingham Public Schools
- Bellingham Queer Collective
- Bellingham Technical College
- Bellingham-Whatcom County Commission on Sexual & Domestic Violence
- Children of the Setting Sun Productions
- Chuckanut Health Foundation
- **Decolonize Sports**
- EARTH: Empowering All Relatives to Heal
- Electric Beauty LLC
- 42 Electrolysis NW
- **Empowered Force Counseling**
- Fatherhood the Foundation
- Ferndale Community Services
- Foothills Food Bank
- **54** Healing Through Hope
- Interfaith Coalition of Whatcom County
- KMRE 88.3FM (Kulshan Community Media)
- Lake Whatcom Residential and Treatment Center
- 76 LAW Advocates
- Lummi Nation
- Lummi Nation Health Center
- Lydia Place

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58 63

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85

- Mobile Mama
- NAMI Whatcom

Organization

Baron Visuals **Brigid Collins**

Nooksack Health Department Medical Clinic

Catalyst Therapies/Catalyst Community

Communities of Color Coalition (C3)

Multiple Counties

Catholic Community Services

Center for Independence

Community Boating Center

Community to Community

Empower Next Generations

Fob & Dongle Productions

Health Ministries Network

Holman Recovery Center

Love Light Energy Art Therapy

Media for Development International

Lifeline Connections

Make.Shift Art Space

Mercy Housing

Compass Health

Food Lifeline

FuturesNW

Ideal Option

IP3

Family Care Network

- 101 Nooksack Valley Food Bank Association
- North Sound Race and Health Equity Alliance 104
- 127 Recovery Café Bellingham 130 Resonance Path Consulting

Nooksack Indian Tribe

- 133 Road2Home
- 161 Sxwilisen House of Healing
- 163 The Arc of Whatcom County
- 164 The Black Experience
- 165 Trans-Wa
- 170 **Unbridled Spirit 7**
- 174 Unity Care NW
- Whatcom Center for Early Learning
- Whatcom Coalition for Antiracist 188 Education (Whatcom CARE)
- Whatcom Community College 189
- 190 Whatcom County EMS
- 191 Whatcom County Health and Community Services
- 192 Whatcom County Library System

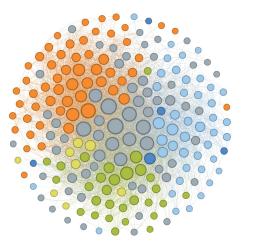
- 112 Opportunity Council
- 113 Optum Care Network
- 120 PeaceHealth
- 121 PFLAG Skagit
- 122 Pioneer Human Services
- 131 **Retrospect Productions**
- 132 Rippl Care
- 141 Sea Mar Community Health Centers
- 145
- Skagit Legal Aid **Skagit Pediatrics**

- 148 Skagit Regional Health
- 149 Skagit Valley College

133

- 158 Sunrise Services
- 177 Vamos Outdoor Project
- 180 Volunteers of America Western Washington
- 181 Washington Family Engagement
- 183 Washington State Department of Commerce
- 184 Washington State University (WSU) Extension - Skagit
- 202 Within Reach

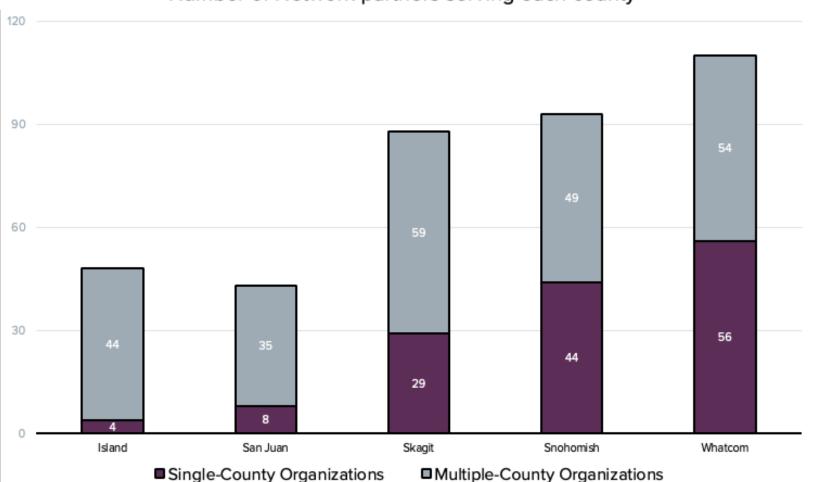
193 Whatcom County Superior Court Whatcom Family and Community Network Whatcom Family YMCA 196 Whatcom Food Network 197 Whatcom Literacy Council 198 Whatcom Peace and Justice Center Whatcom Waves 199 200 Whiteswan Environmental 201 Wild Whatcom MFR Law Group Molina Healthcare of Washington, Inc. Mount Baker Planned Parenthood Mutual Aid Solidarity/ Neighbors in Action NAACP Snohomish 95 County NAMI Washington State 96 105 Northwest Agriculture Business Center 106 Northwest Credible Messengers 107 Northwest Regional Council 108 Northwest Washington Indian Health Board 109 Northwest Youth Services 111 Operation Tiny Home



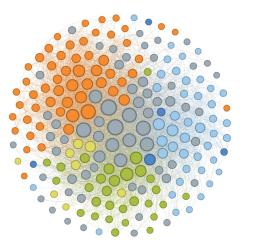
Island and San Juan Counties are under-represented in overall Network membership

Organizations that serve multiple counties make up the majority of Network partners in all counties except for Whatcom. This is especially true in Island and San Juan counties, where local organizations make up a small portion of the county's overall network.

Number of Network partners serving each county



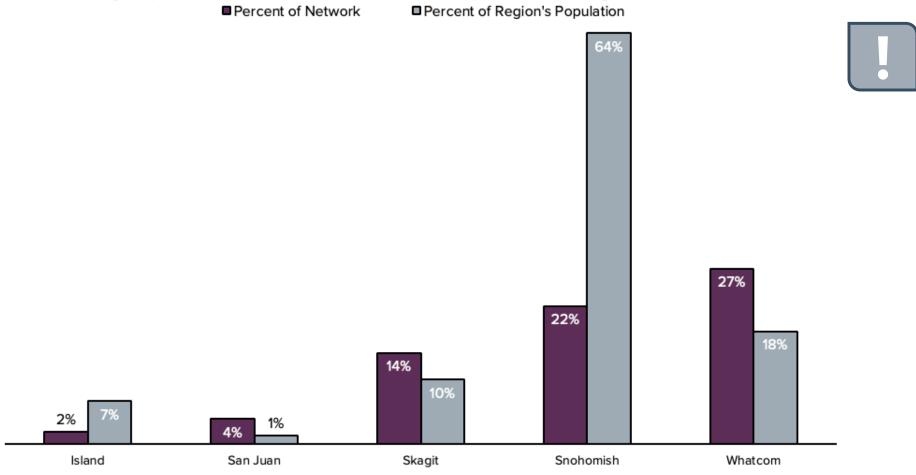




Island and Snohomish Counties are under-represented in the Collaborative Action Network when compared to their population

Snohomish County, with a population of 827,957, makes up 64% of the North Sound Region's total population, yet organizations that serve only Snohomish County make up just 22% of the Collaborative Action Network. Island County, while a lower share of the region's total population, is similarly underrepresented when compared to the wider Network.

County's percent of the Network compared to regional population





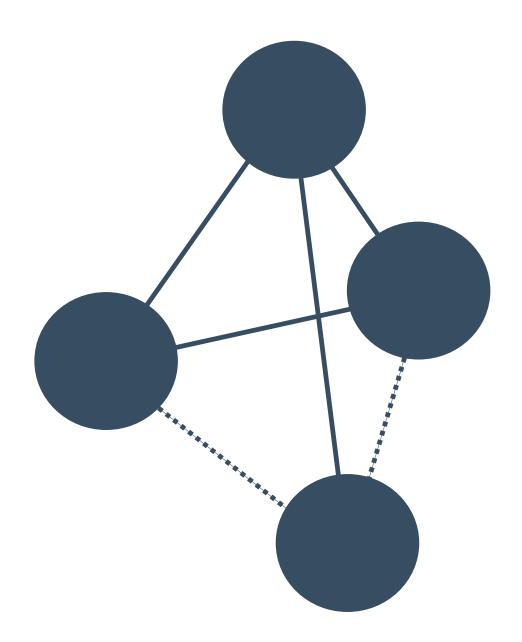
Collaborative Action Network: Network Density

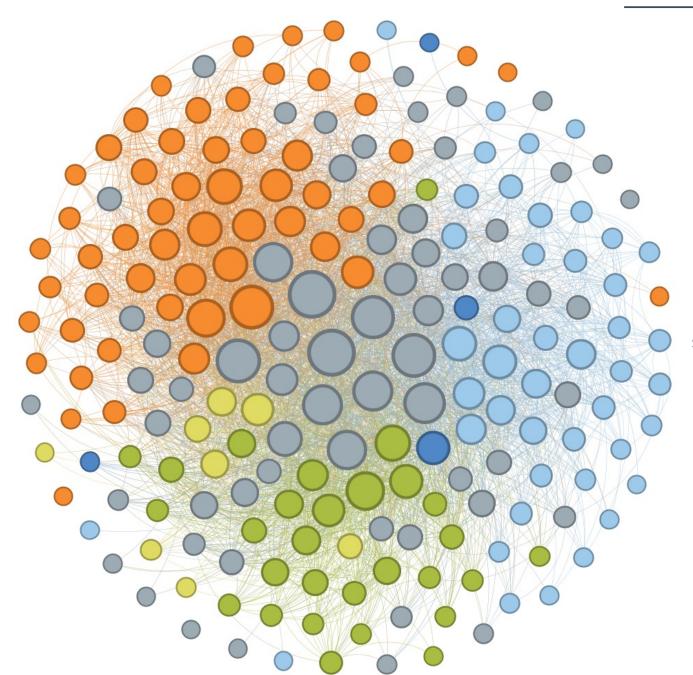
What is network density?

The density of a network is the percentage of total connections that are possible between every node in the network, and is found by dividing the number of existing connections by the total number of possible connections.

In this example there are four nodes, with existing connections shown as purple lines between the two nodes, and possible connections shown with grey dotted lines.

Four of the possible six connections have been made, so by dividing the existing and possible connections (4/6) we can determine that this network has a density of 0.66, or 66%.



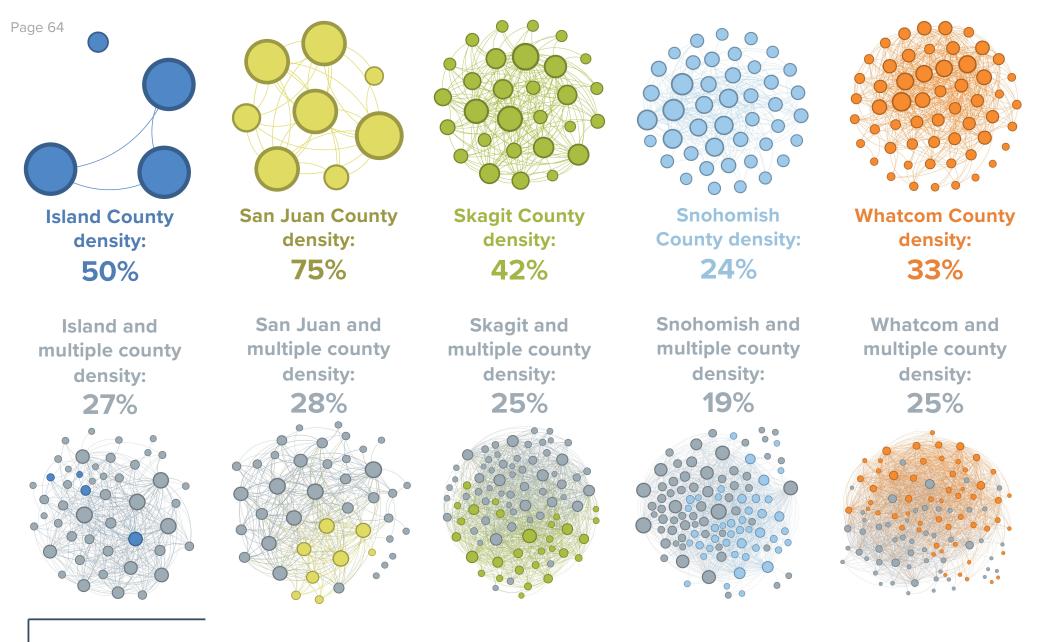


Collaborative Action Network density:

16%

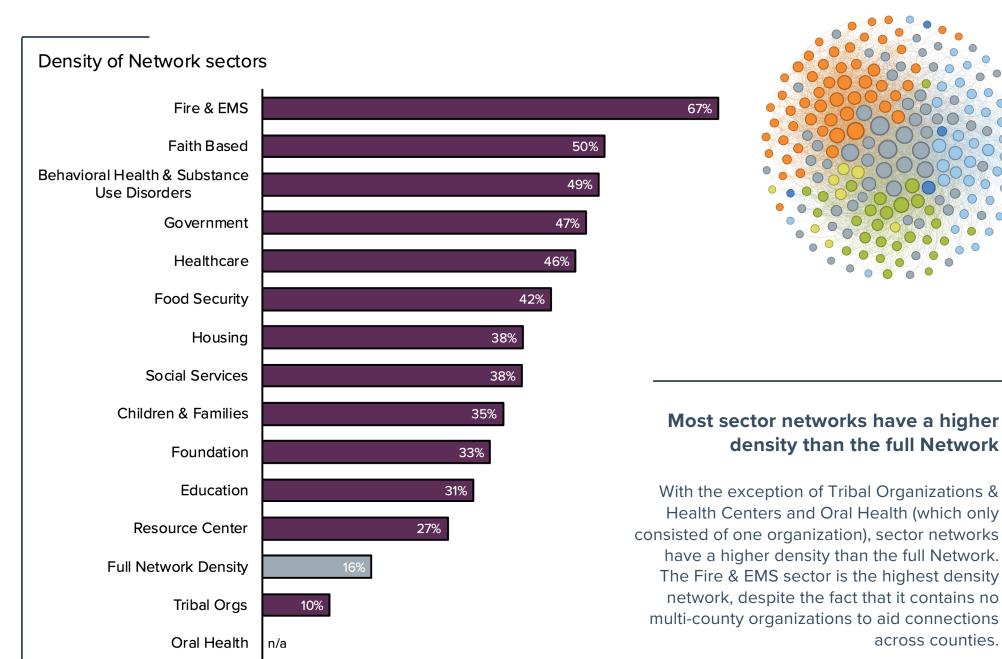
The Network as a whole is a lowdensity network, with 16% of the total possible connections between organizations reported. As the Network is an affiliation of many different organizations and sectors spanning multiple counties, a lower density is not unexpected.

Actors in a low-density network tend to experience more freedom and flexibility, though some actors may experience isolation from the greater network and face barriers to collaboration and communication.



More collaboration is happening within counties than between counties.

At a county level, networks are more dense when they only include local organizations (organizations that serve only one county) as opposed to when they include local and multi-county organizations. This is most clear in San Juan County, where 75% of the connections between local organizations in the Collaborative Action Network have been realized, but far fewer of the connections with multi-county organizations exist.



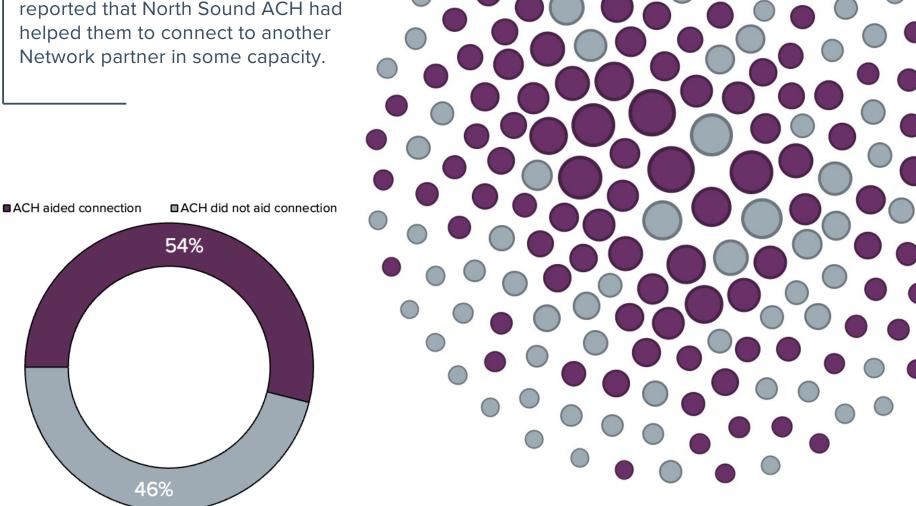


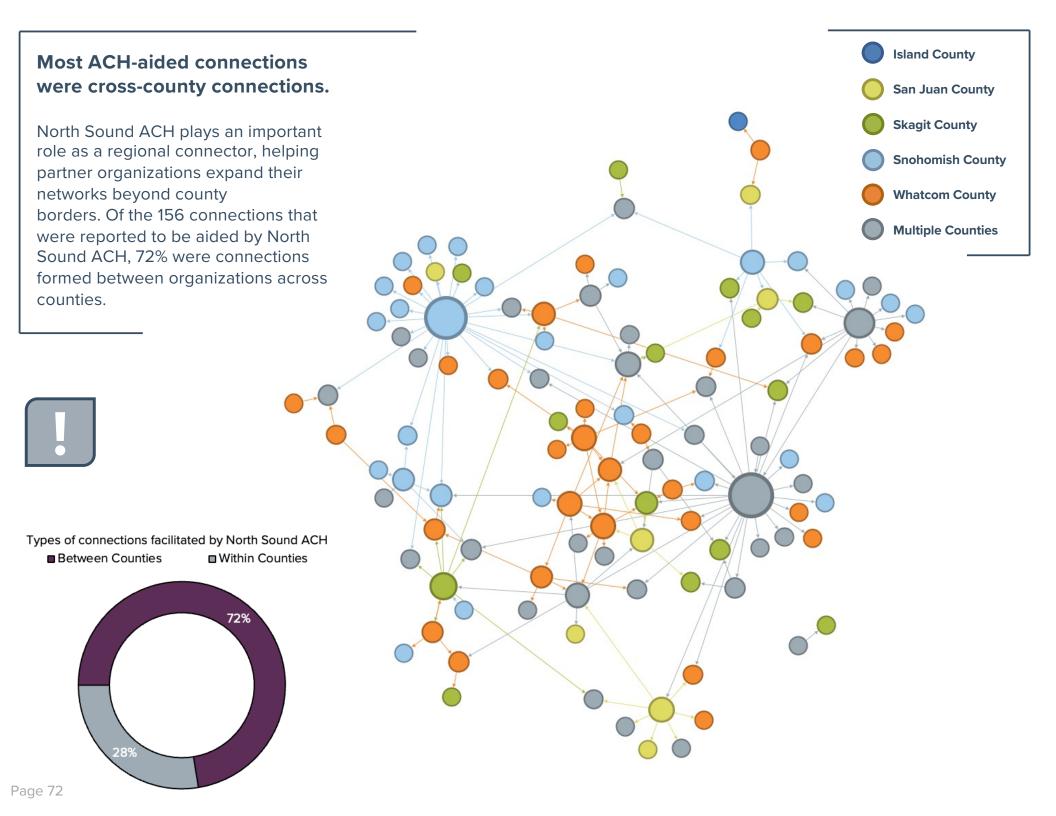


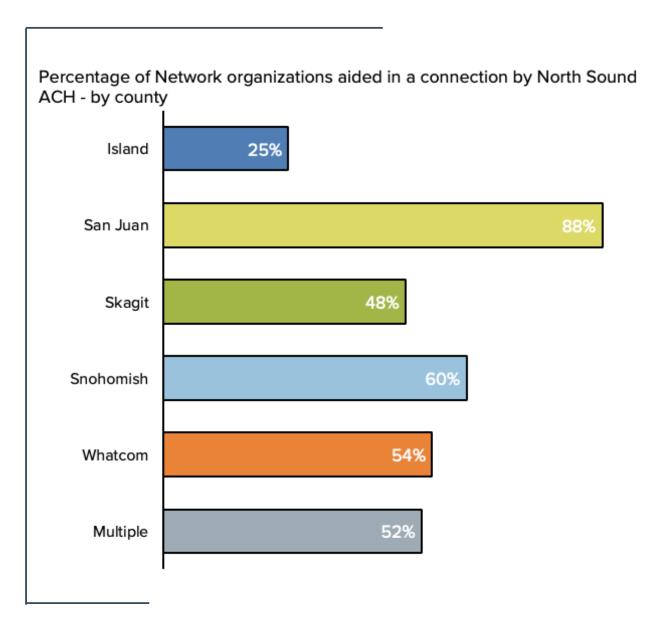
Collaborative Action Network: Collaboration & Connection

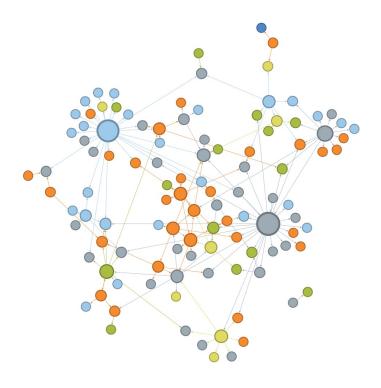
North Sound ACH helped facilitate a connection either to or from over half of the organizations in the Network

Organizations at all levels of connectedness in the Network, as well as in every county, reported that North Sound ACH had









ACH support in connection building was relatively consistent – with two exceptions

Generally speaking, North Sound ACH assisted about half of the partner organizations in each county with a connection to another Network partner. The two exceptions were in Island and San Juan counties, which reported much lower and higher rates of assistance, respectively.



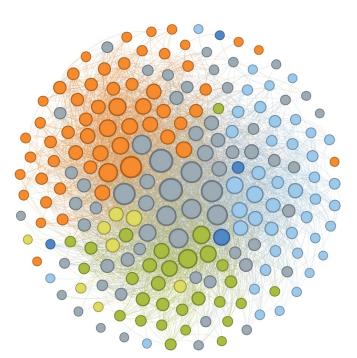


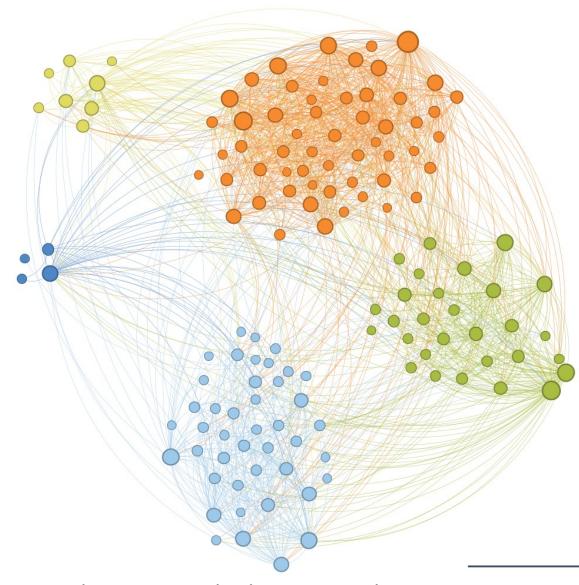
Skagit County

Snohomish County

Whatcom County

Multiple Counties





Multi-county organizations help to bind the Network more closely together.

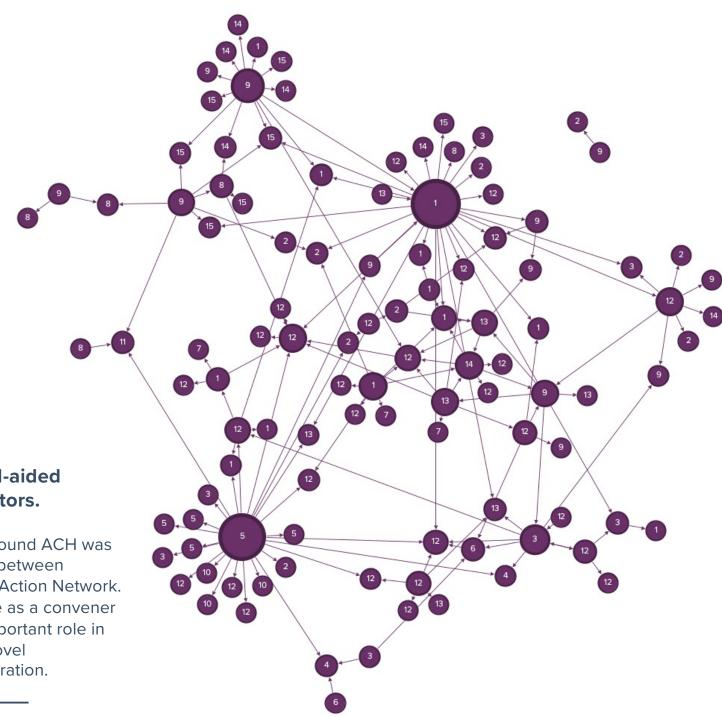
The network's diameter increases from 4 to 5 when multi-county organizations are removed from the network, and the average path length increases from 1.96 to 2.15. While multi-county organizations do not increase the density of internal county networks, they do make a meaningful difference in facilitating connections between counties.

ID Sector

- 1 Behavioral Health & SUD
- 2 Children & Families
- 3 Education
- 4 Faith-Based
- 5 Fire & EMS
- 6 Food Security
- 7 Foundation
- 8 Government
- 9 Healthcare Provider
- 10 Housing
- 11 Oral Health
- 12 Resource Center
- 13 Social Services
- 14 Tribal Organizations & Health Centers
- 15 Tribes

A majority of North Sound ACH-aided connections were between sectors.

Of all of the connections that North Sound ACH was reported to help facilitate, 85% were between different sectors of the Collaborative Action Network. In addition to North Sound ACH's role as a convener across geography, it also plays an important role in bridging sectors together, creating novel opportunities for cross-sector collaboration.





This report was compiled from November 2024 – January 2025 using results of the North Sound ACH October 2024 Partner Reporting Survey.

All network visuals were created using Gephi, an open-source network mapping software.

For questions please reach out to matt@northsoundach.org