



Collaborative Action Network:

October 2024 Partner Reporting & Social Network Analysis

Table of Contents

What is Network Analysis?		page 3
Partner Reporting		page 6
Survey Overview		page 7
Length of Involvement with the Collaborative Action Network		page 8
Tribal Liaisons in the Collaborative Action Network		page 9
Familiarity with the North Sound Community Hub		page 10
Network Analysis: Counties		page 11
Network Analysis: Sectors		page 28
Network Analysis: Network Density		page 61
Network Analysis: Network Diameter		page 67
Network Analysis: Collaboration		page 70
Recommendations		page 78



This icon marks an important piece of information that will inform recommendations at the end of the report



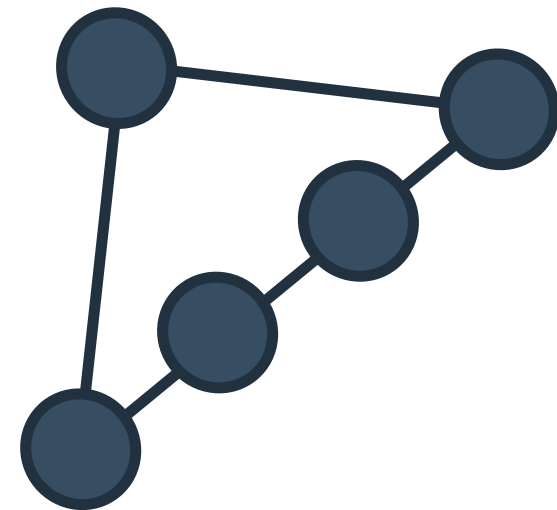
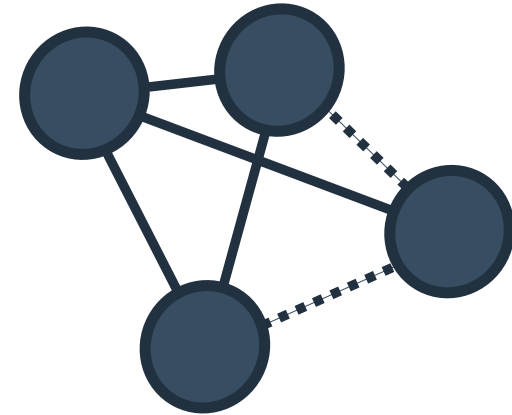
Collaborative Action Network:

What is Network Analysis?

What is Network Analysis?

Network analysis is a method of understanding how those within a social structure interact. It can determine the strength of a network, how those in a 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.



¹ Visible Network Labs, <https://visiblenetworklabs.com/2022/09/30/network-science-a-reference-guide/>

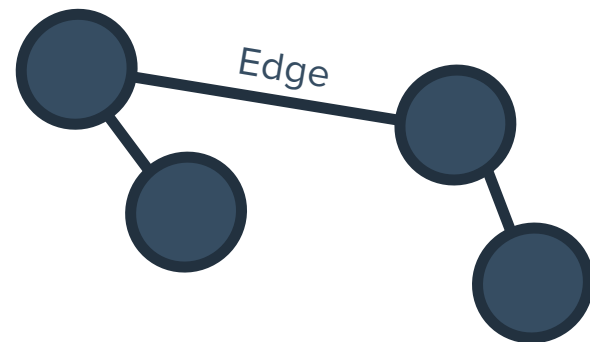
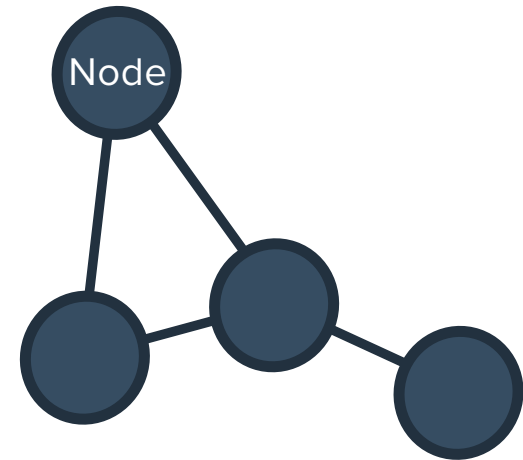
Interpreting a Network Graph

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

Node: a point in a network graph representing a person, organization, or other actor in a network.

Edge: 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



Survey Overview

North Sound ACH invited the 188 organizations in the Collaborative Action Network to response to the survey through the month of October, with a final response deadline of October 31 at 5 p.m. 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 members in the 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.

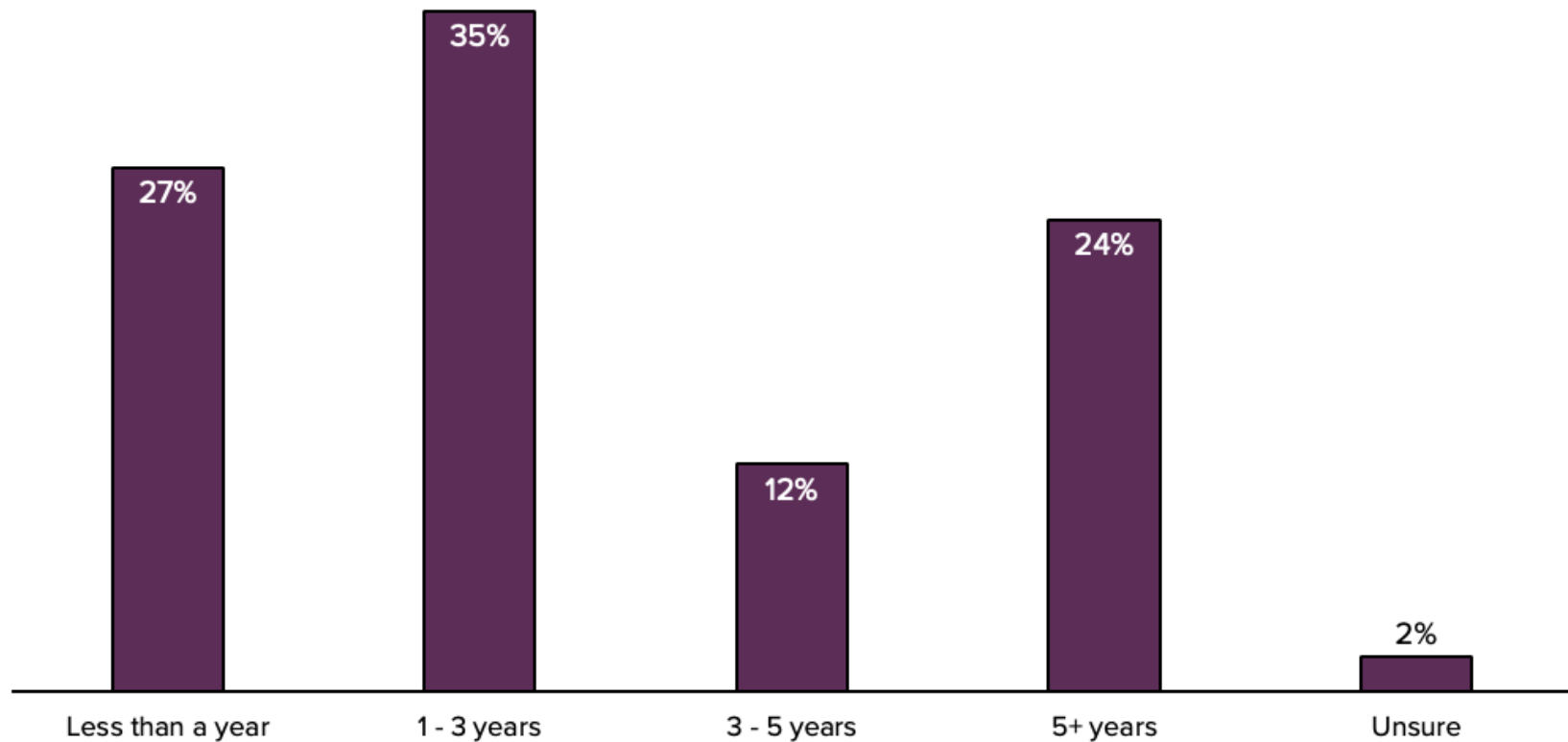
Finally, respondents were asked two open-ended questions regarding what has become possible for their organization after joining the Collaborative Action Network, and what their organizations would be doing if funding was not a barrier to their work.

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
☐	☐	☐	☐
☐	☐	☐	☐
☐	☐	☐	☐
☐	☐	☐	☐
☐	☐	☐	☐

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.

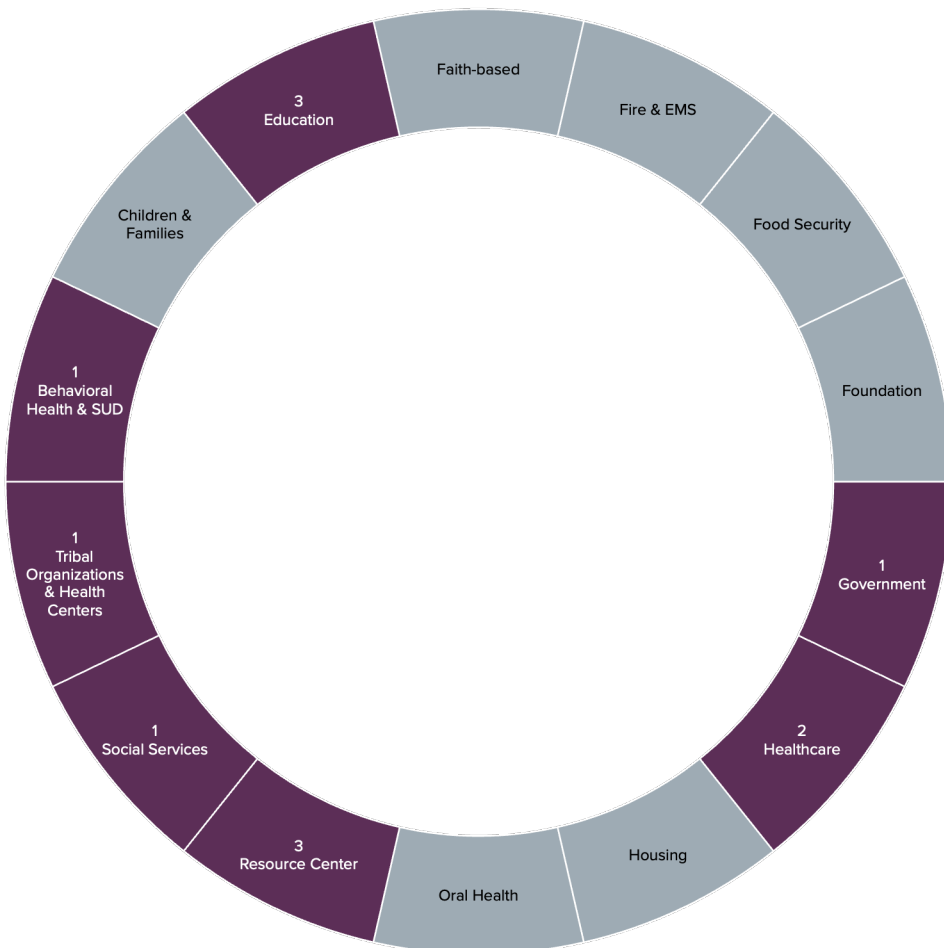
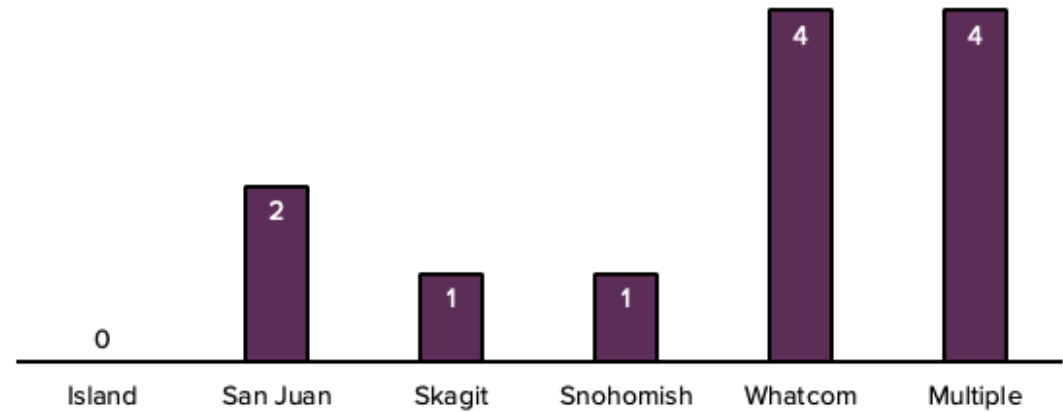
Length of time organizations have been members of the Collaborative Action Network



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.

Collaborative Action Network organizations with a Tribal Liaison - by County



Organization

Bellingham Public Schools

Cares of Washington

Children of the Setting Sun Productions

Empowered Force Counseling

FuturesNW

Lopez Island Family Resource Center

Marysville School District 25

Molina Healthcare

PeaceHealth

San Juan County Health & Community Services

Skagit Legal Aid

Sxwilisen House of Healing

County

Whatcom

Multiple

Whatcom

Whatcom

Multiple

San Juan

Snohomish

Multiple

Multiple

San Juan

Skagit

Whatcom

Sector

Education

Resource Center

Tribal Organizations & Health Centers

Behavioral Health & Substance Use Disorders

Education

Social Services

Education

Healthcare

Healthcare

Government

Resource Center

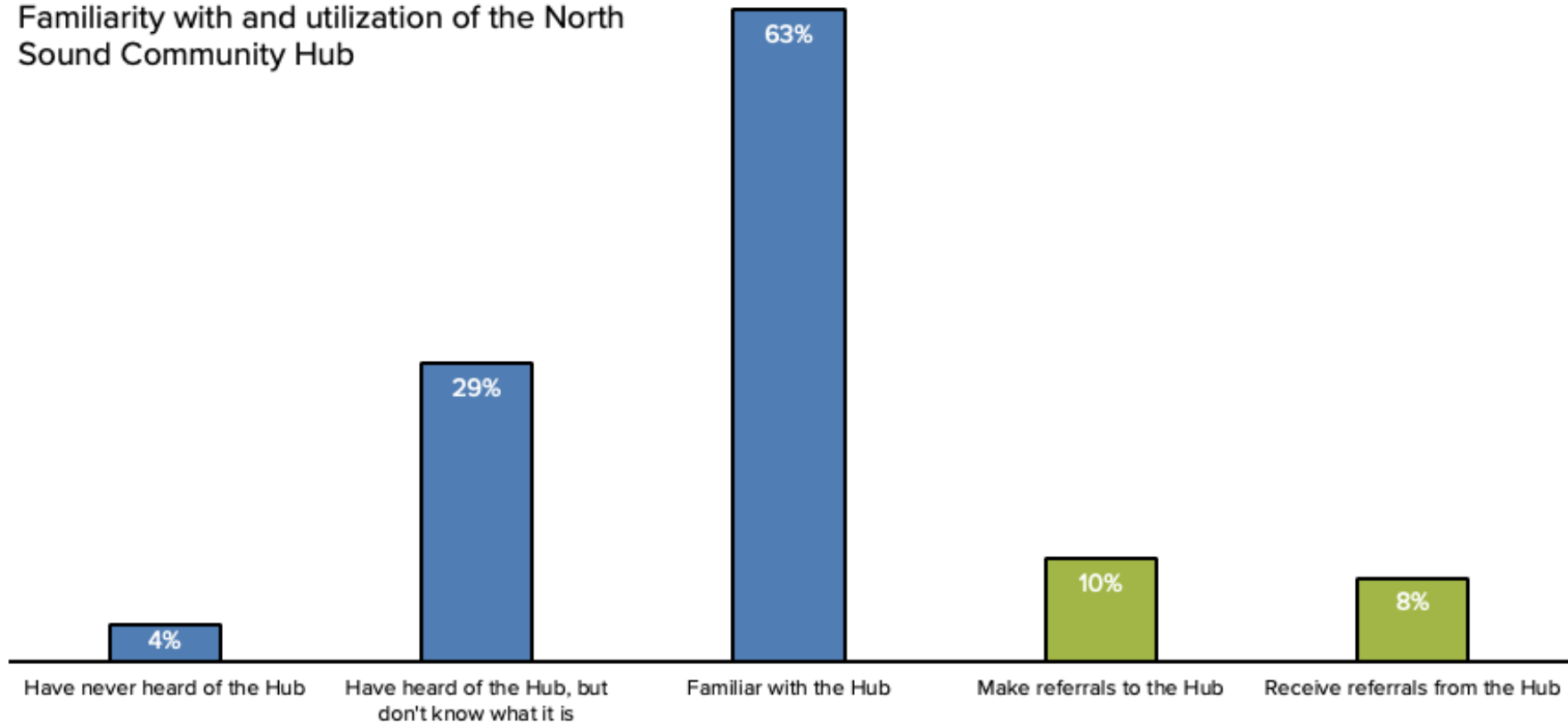
Resource Center

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.

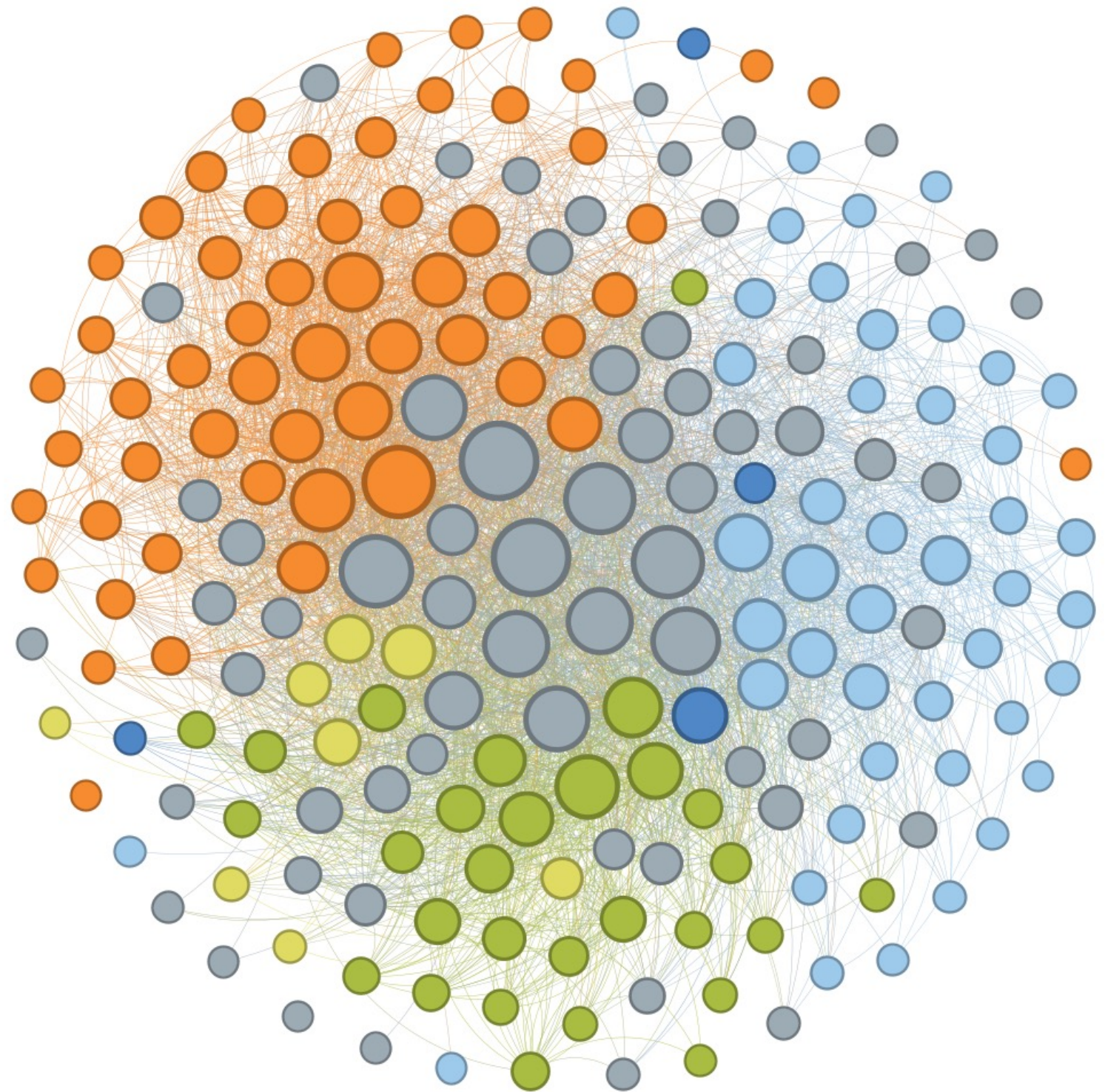
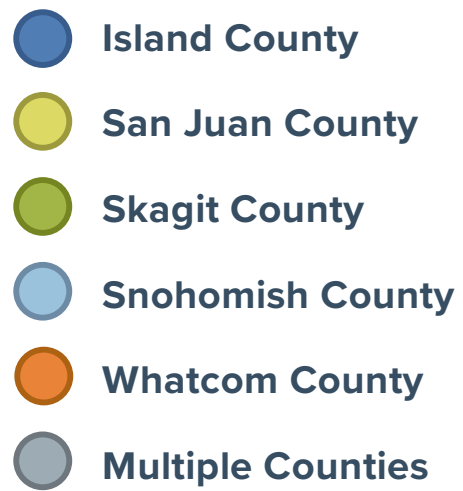
Familiarity with and utilization of the North Sound Community Hub





Collaborative Action Network:

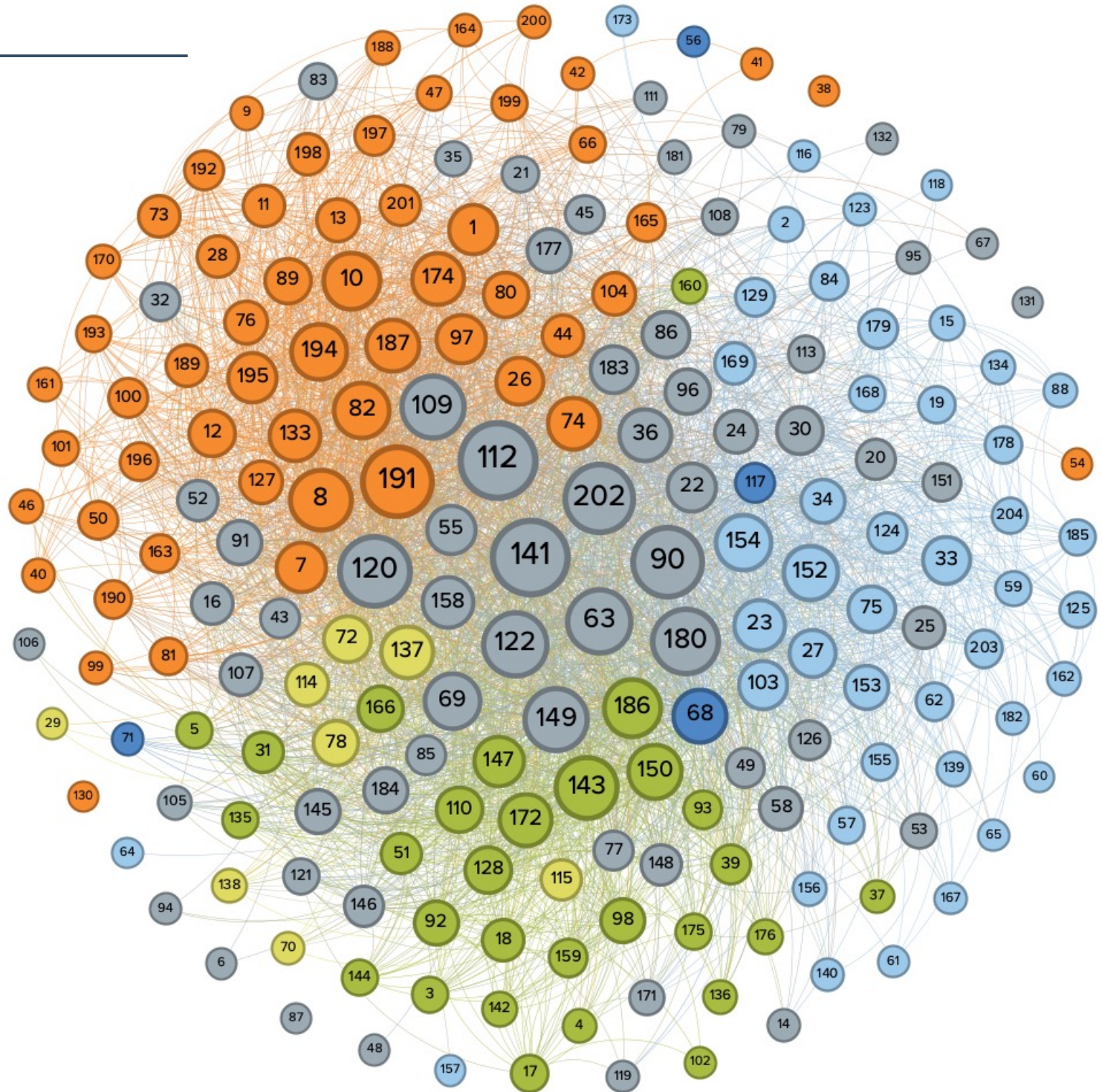
Counties



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	Allied Arts of Whatcom County	52	FuturesNW	103	North County Fire	154	South Snohomish Fire and Rescue
2	Alzheimer's Association - WA State Chapter	53	Glacier Peak Institute	104	North Sound Race and Health Equity Alliance	155	Stillaguamish Tribe of Indians
3	Anacortes Family Center	54	Healing Through Hope	105	Northwest Agriculture Business Center	156	Stillaguamish Tribe Wellness Clinic
4	Anacortes Fire Department	55	Health Ministries Network	106	Northwest Credible Messengers	157	Suburbia Rising
5	Anacortes School District	56	Heels and Confidence	107	Northwest Regional Council	158	Sunrise Services
6	Baron Visuals	57	Helping Hands Project Organization	108	Northwest Washington Indian Health Board	159	Swinomish Indian Tribal Community
7	Bellingham Fire Department	58	Holman Recovery Center	109	Northwest Youth Services	160	Swinomish Medical Clinic
8	Bellingham Food Bank	59	Homage Senior Services	110	O.U.R. Journey	161	Sxwilisen House of Healing
9	Bellingham Girls Rock Camp	60	Hooks Global	111	Operation Tiny Home	162	The ACCESS Project
10	Bellingham Public Schools	61	House of Wisdom	112	Opportunity Council	163	The Arc of Whatcom County
11	Bellingham Queer Collective	62	Housing Hope	113	Optum Care Network	164	The Black Experience
12	Bellingham Technical College	63	Ideal Option	114	Orcas Community Resource Center	165	Trans-Wa
13	Bellingham-Whatcom County Commission on Sexual & Domestic Violence	64	Imagine YOUiversity	115	Orcas Island Health Care District	166	Triumph Teen Center
14	Best Dental Help	65	InterCultural Children & Family Services	116	Participatory Justice	167	Tulalip Bay Fire
15	BRE Innovative Solutions	66	Interfaith Coalition of Whatcom County	117	Partners for Young Children in Island County	168	Tulalip Health Systems
16	Brigid Collins	67	IP3	118	Pasado's Safe Haven	169	Tulalip Tribes
17	Burlington Lutheran Church	68	Island County Human Services & Public Health	119	Paths to Understanding	170	Unbridled Spirit 7
18	City of Burlington	69	Island Health	120	PeaceHealth	171	Underground Ministries
19	Camp Fire Snohomish County	70	Island Primary Care - Orcas	121	PFLAG Skagit	172	United General District 304
20	Cares of Washington	71	Island Senior Resources	122	Pioneer Human Services	173	United Negro College Fund
21	Catalyst Therapies/Catalyst Community	72	Joyce L Sobel Family Resource Center	123	Positively Linked	174	Unity Care NW
22	Catholic Community Services	73	KMRE 88.3FM (Kulshan Community Media)	124	Project Access Northwest	175	Upper Skagit Indian Tribe
23	Center for Human Services	74	Lake Whatcom Residential and Treatment Center	125	Project Girl Mentoring Program	176	Upper Skagit Tribal Health Clinic
24	Center for Independence	75	Latino Educational Training Institute	126	Providence	177	Vamos Outdoor Project
25	Center for Justice Social Work	76	LAW Advocates	127	Recovery Café Bellingham	178	Verdant Health Commission
26	Children of the Setting Sun Productions	77	Lifeline Connections	128	Recovery Café Skagit	179	Vets Place NW
27	ChildStrive	78	Lopez Island Family Resource Center	129	Refugee & Immigrant Services Northwest	180	Volunteers of America Western Washington
28	Chuckanut Health Foundation	79	Love Light Energy Art Therapy	130	Resonance Path Consulting	181	Washington Family Engagement
29	Coast Salish Youth Coalition	80	Lummi Nation	131	Retrospect Productions	182	Washington Kids in Transition
30	Communities of Color Coalition (C3)	81	Lummi Nation Health Center	132	Rippl Care	183	Washington State Department of Commerce
31	Community Action of Skagit County	82	Lydia Place	133	Road2Home	184	Washington State University (WSU) Extension - Skagit
32	Community Boating Center	83	Make.Shift Art Space	134	Ruthless Ryderz Foundation	185	Washington West African Center
33	Community Foundation of Snohomish County	84	Marysville School District	135	Samish Indian Nation	186	Welcome Home Skagit
34	Community Health Center (CHC) of Snohomish County	85	Media for Development International	136	Samish Indian Nation Health Services	187	Whatcom Center for Early Learning
35	Community to Community	86	Mercy Housing	137	San Juan County Health & Community Services	188	Whatcom Coalition for Antiracist Education (Whatcom CARE)
36	Compass Health	87	MFR Law Group	138	San Juan EMS	189	Whatcom Community College
37	Consistent Care	88	Millenia Ministries	139	Sauk-Suiattle Indian Tribe	190	Whatcom County EMS
38	Decolonize Sports	89	Mobile Mama	140	Sauk-Suiattle Indian Tribe Medical & Behavioral Health Clinic	191	Whatcom County Health and Community Services
39	didgrálic Wellness Center	90	Molina Healthcare of Washington, Inc.	141	Sea Mar Community Health Centers	192	Whatcom County Library System
40	EARTH: Empowering All Relatives to Heal	91	Mt Baker Planned Parenthood	142	City of Sedro-Woolley	193	Whatcom County Superior Court
41	Electric Beauty LLC	92	Mount Baker Presbyterian Church	143	Skagit County Public Health	194	Whatcom Family and Community Network
42	Electrolysis NW	93	Mount Vernon School District	144	Skagit Gleaners	195	Whatcom Family YMCA
43	Empower Next Generations	94	Mutual Aid Solidarity/Neighbors in Action	145	Skagit Legal Aid	196	Whatcom Food Network
44	Empowered Force Counseling	95	NAACP Snohomish County	146	Skagit Pediatrics	197	Whatcom Literacy Council
45	Family Care Network	96	NAMI Washington State	147	Skagit Preschool and Resource Center (SPARC)	198	Whatcom Peace and Justice Center
46	Fatherhood the Foundation	97	NAMI Whatcom	148	Skagit Regional Health	199	Whatcom Waves
47	Ferndale Community Services	98	New Earth Recovery	149	Skagit Valley College	200	Whiteswan Environmental
48	Fob & Dongle Productions	99	Nooksack Health Department Medical Clinic	150	Skagit YMCA	201	Wild Whatcom
49	Food Lifeline	100	Nooksack Indian Tribe	151	Sno-Isle Libraries	202	Within Reach
50	Foothills Food Bank	101	Nooksack Valley Food Bank Association	152	Snohomish County Health Department	203	YMCA of Snohomish County
51	Foundation for Academic Endeavors	102	North Cascades Wild Church	153	Snohomish County Recovery Coalition	204	YWCA Seattle King Snohomish

Island County

Island County has the least amount of Network partners that serve only one county. Those local organizations also tend to be more linked to multi-county organizations than to each other, unlike other counties where local organizations tend to form hubs.

Organizations serving only Island County:

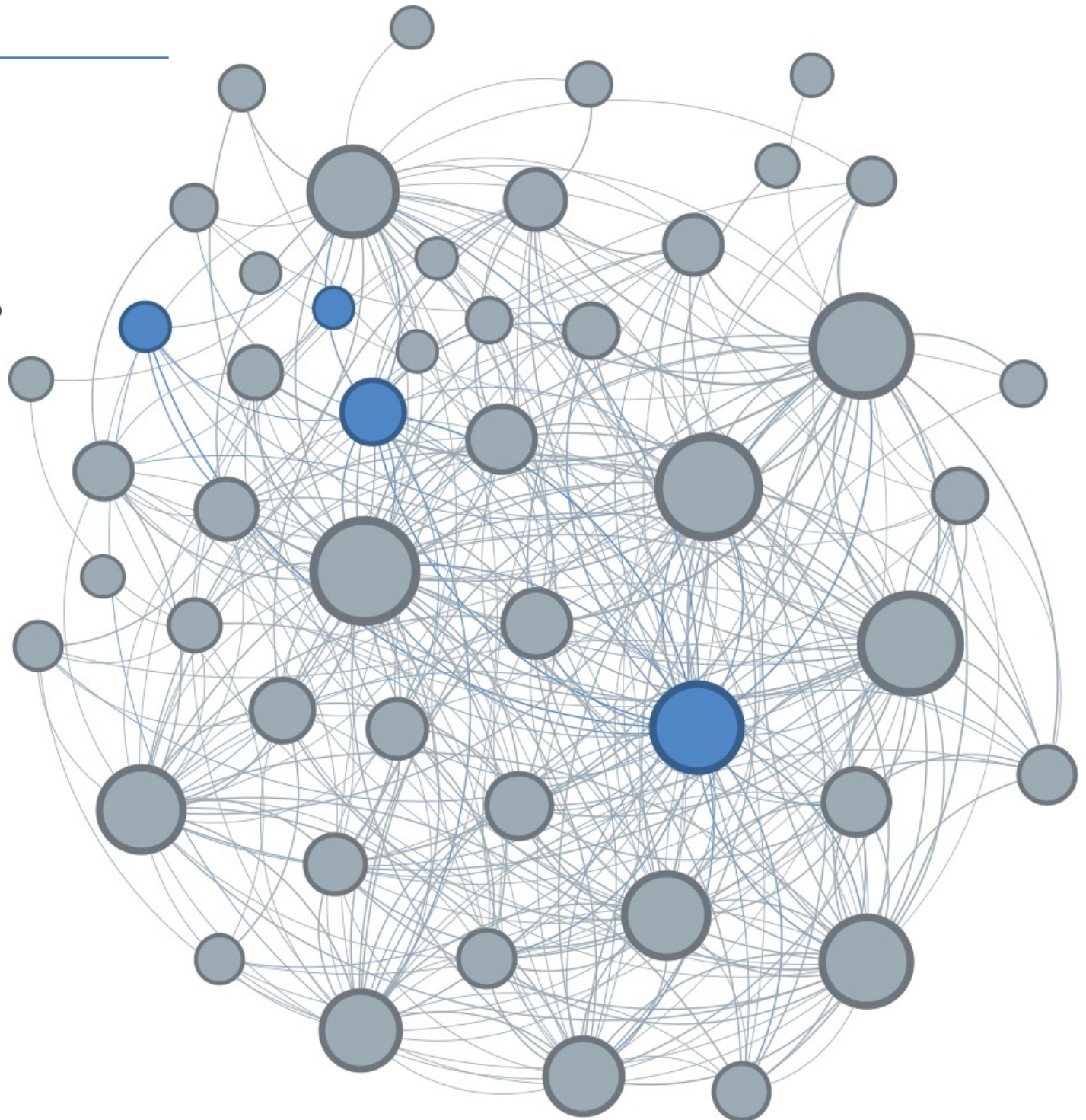
4

Organizations serving multiple counties including Island County:

44

Total organizations:

48



Island County

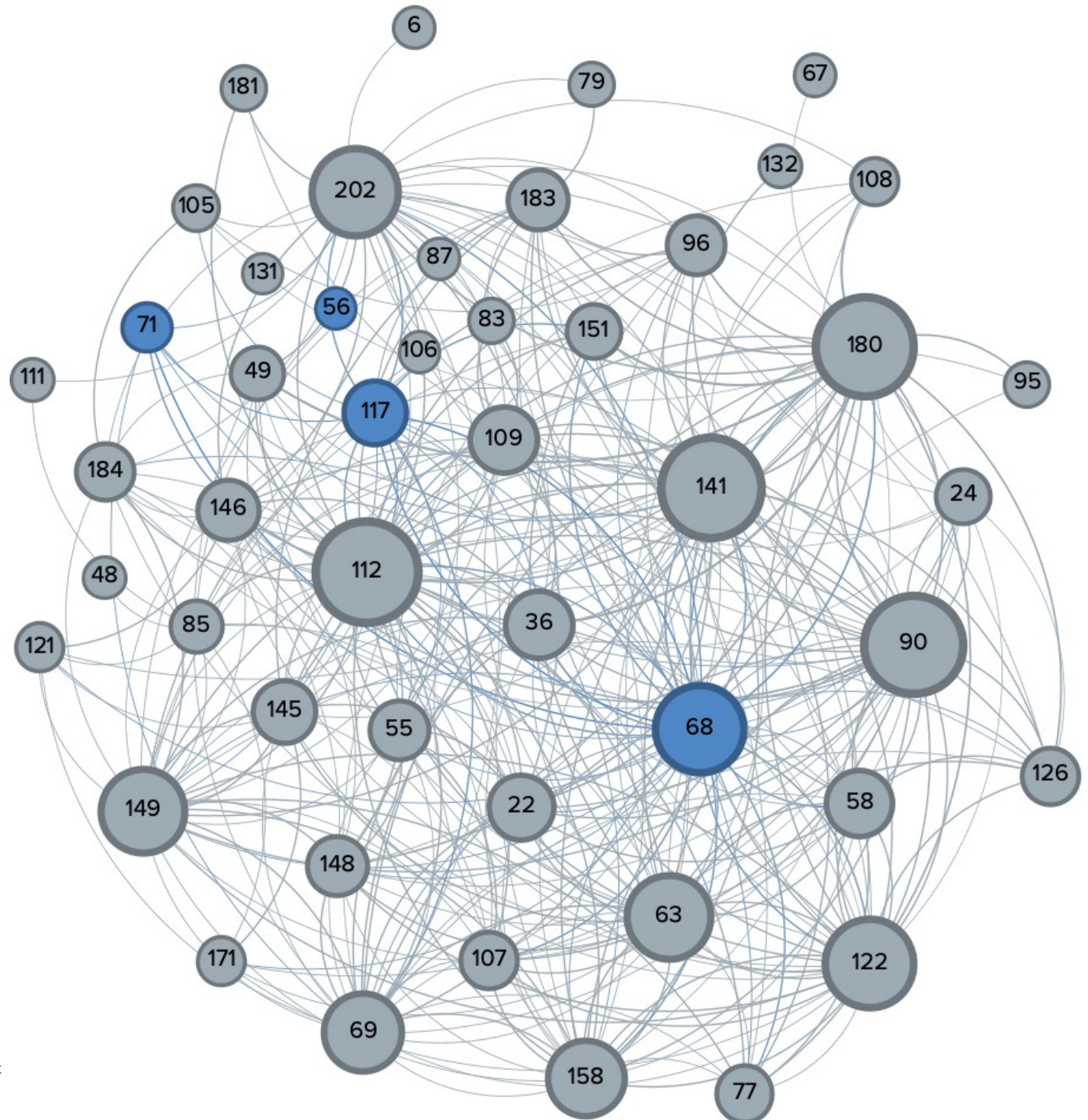
ID Organization

- 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 Skagit 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



**Organizations serving
only San Juan County:**

8

**Organizations serving
multiple counties including
San Juan County:**

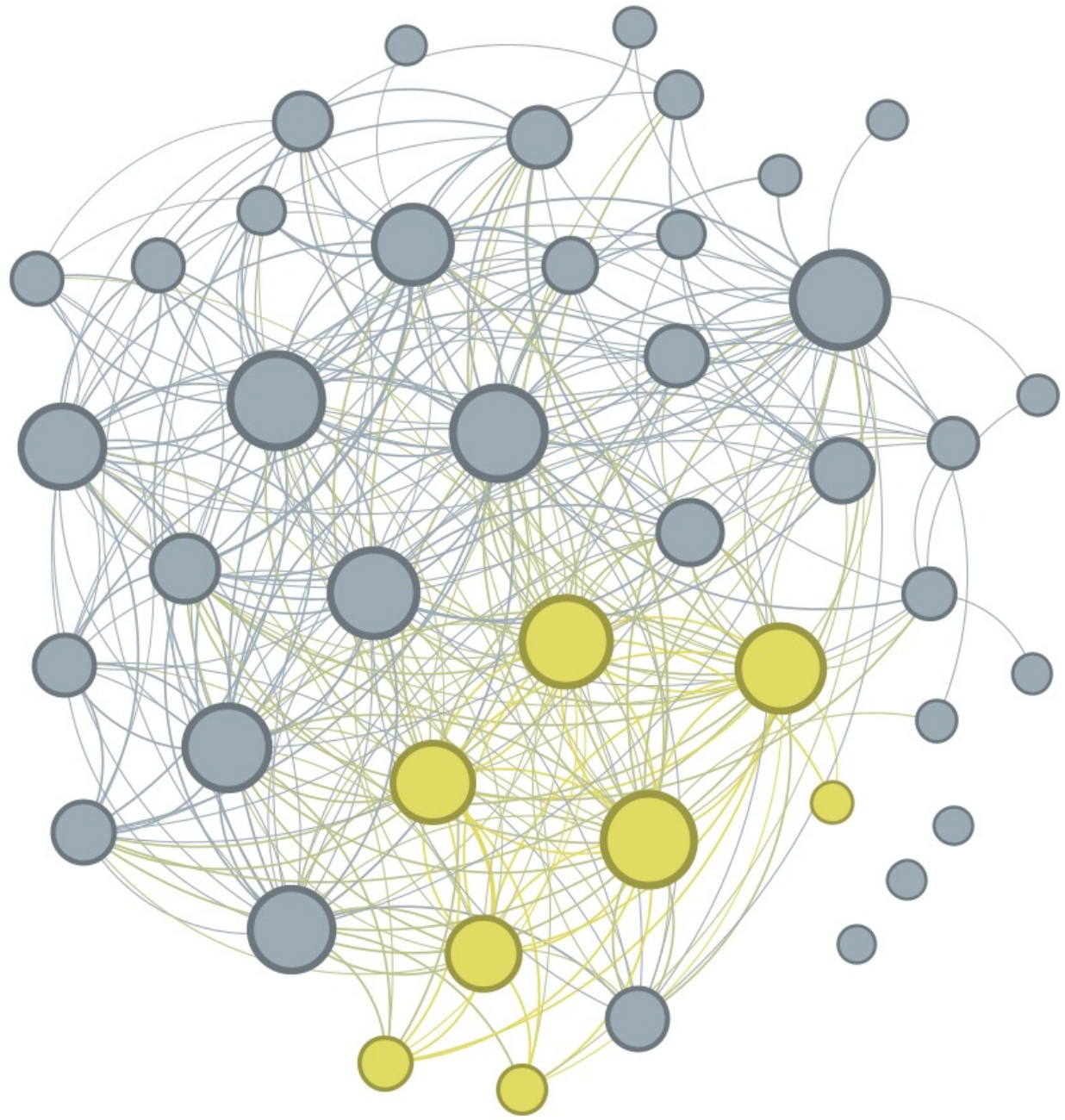
35

Total organizations:

43

San Juan County

San Juan County-specific organizations tend to connect to each other more often than they connect to organizations that serve multiple counties, creating a small hub within the greater San Juan County Network. San Juan County also has the fewest organizations that serve multiple counties in its network.



San Juan County

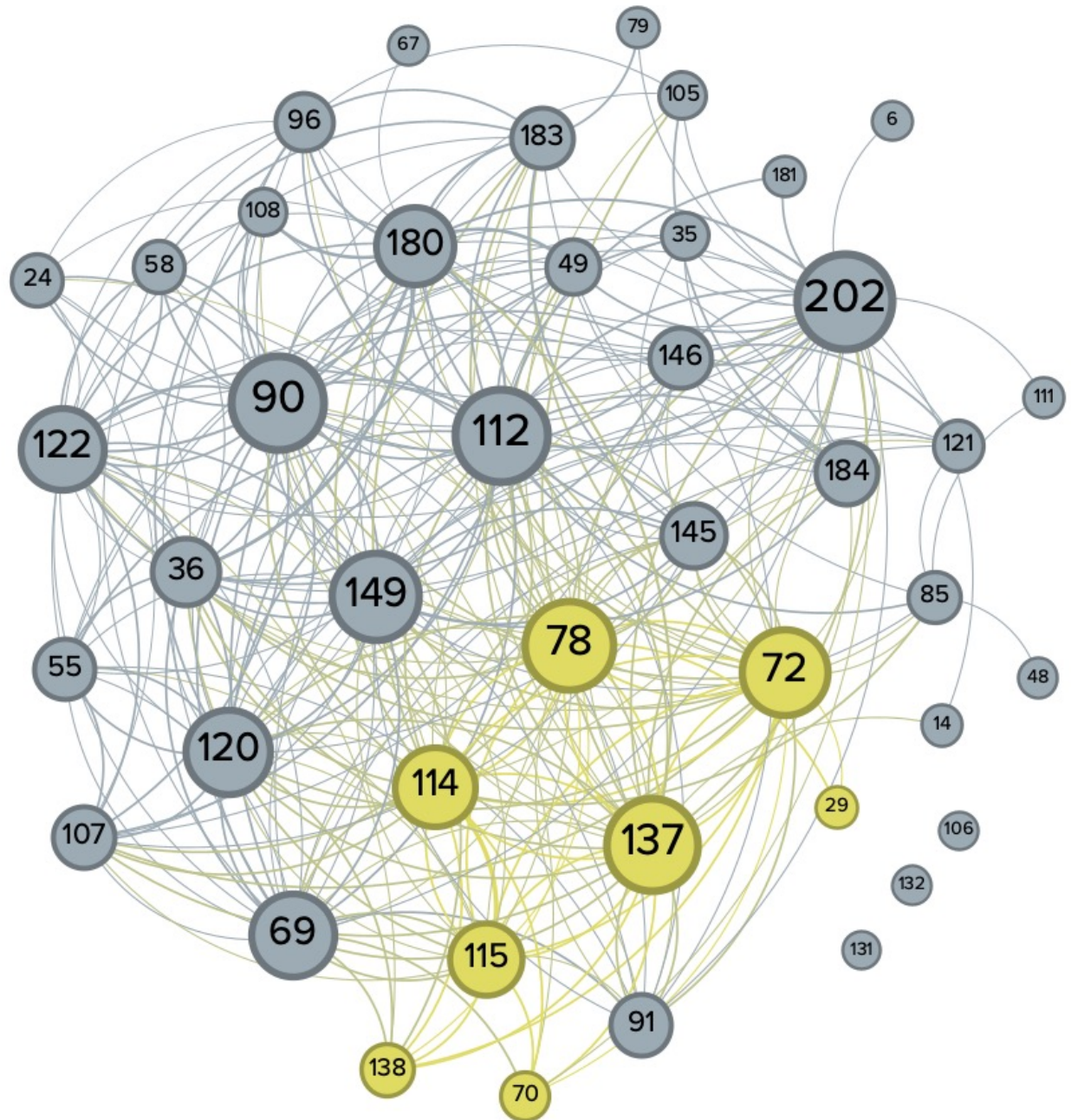
ID Organization

- 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 Mt 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

Network members in Skagit County tend to group together based on whether they solely serve Skagit County or multiple counties, though some organizations that serve multiple counties are interspersed throughout the overall Skagit network.

Organizations serving
only Skagit County:
29

Organizations serving
multiple counties including
Skagit County:
59

Total organizations:
88



Skagit County

ID 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 didg'wálic Wellness Center
- 51 Foundation for Academic Endeavors
- 92 Mount Baker Presbyterian Church
- 93 Mount Vernon School District
- 98 New Earth Recovery
- 102 North Cascades Wild Church
- 110 O.U.R. Journey
- 128 Recovery Café Skagit

- 135 Samish Indian Nation
- 136 Samish Indian Nation Health Services
- 142 City of Sedro-Woolley
- 143 Skagit County Public Health
- 144 Skagit Gleaners
- 147 Skagit Preschool and Resource Center (SPARC)
- 150 Skagit YMCA
- 159 Swinomish Indian Tribal Community
- 160 Swinomish Medical Clinic
- 166 Triumph Teen Center
- 172 United General District 304
- 175 Upper Skagit Indian Tribe
- 176 Upper Skagit Tribal Health Clinic
- 186 Welcome Home Skagit

Multiple Counties

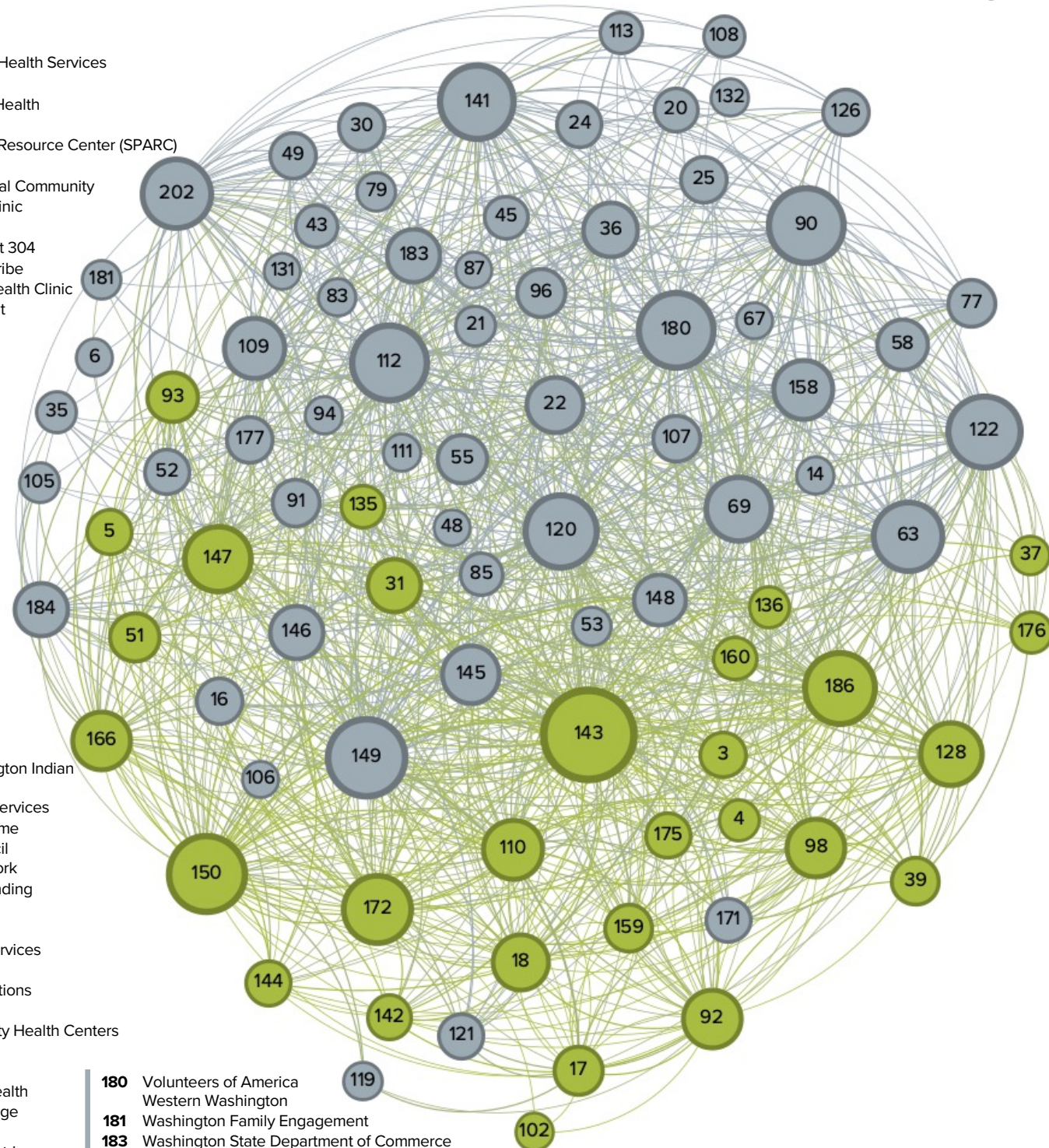
ID Organization

- 6 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 Mt Baker Planned Parenthood
- 94 Mutual Aid Solidarity/Neighbors in Action
- 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
- 113 Optum Care Network
- 119 Paths to Understanding
- 120 PeaceHealth
- 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 Skagit Pediatrics
- 148 Skagit Regional Health
- 149 Skagit Valley College
- 158 Sunrise Services
- 171 Underground Ministries
- 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



Organizations serving
only Snohomish County:

44

Organizations serving
multiple counties including
Snohomish County:

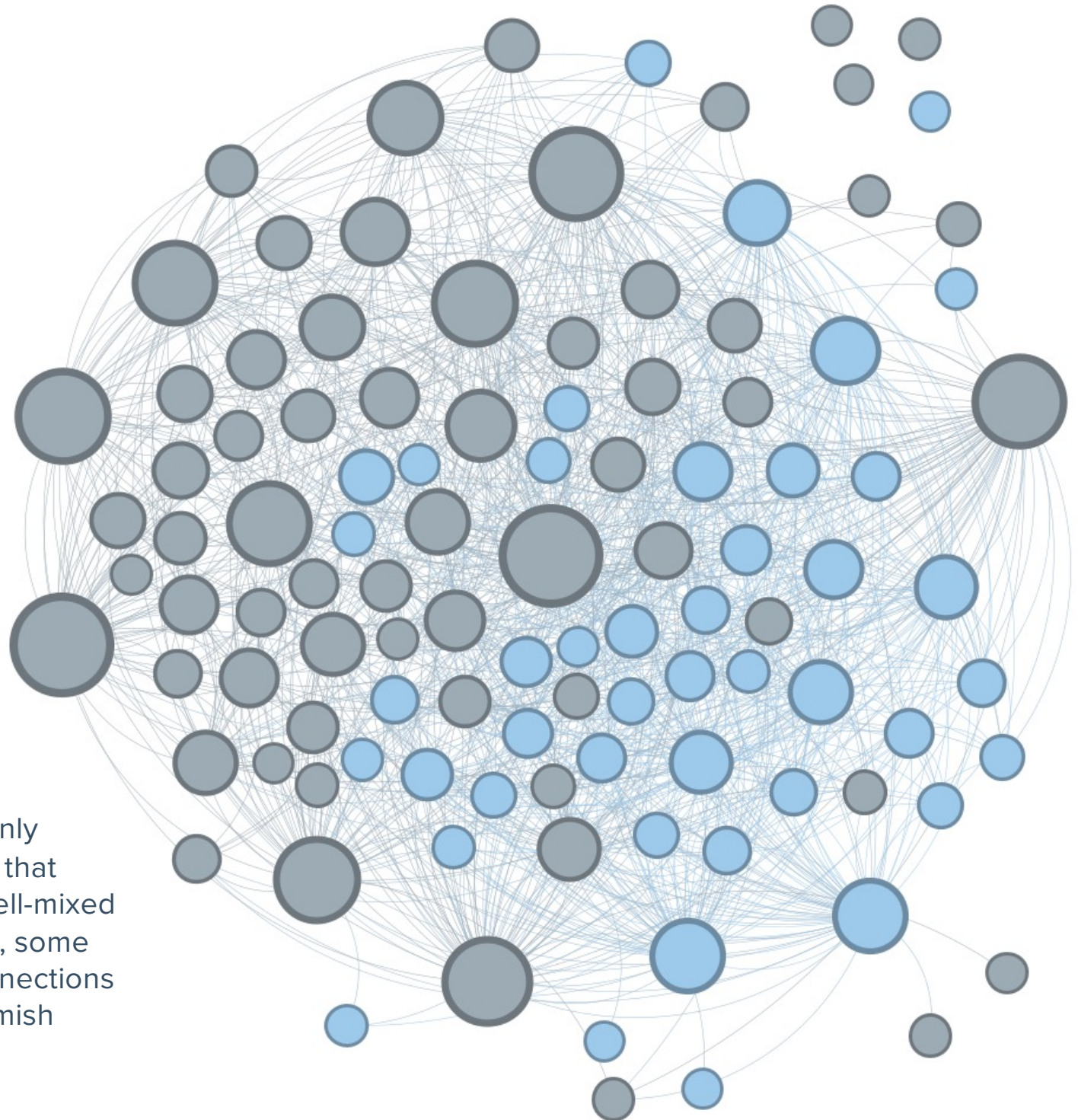
49

Total organizations:

93

Snohomish County

The second-largest county-based network in the Collaborative Action Network, the organizations that serve only Snohomish County and those that serve multiple counties are well-mixed and interconnected. However, some islands do exist where no connections have formed between Snohomish County organizations.



Snohomish County

ID Organization

- 2 Alzheimer's Association - WA State Chapter
- 15 BRE Innovative Solutions
- 19 Camp Fire Snohomish County
- 23 Center for Human Services
- 27 ChildStrive
- 33 Community Foundation of Snohomish County
- 34 Community Health Center (CHC) of Snohomish County
- 57 Helping Hands Project Organization
- 59 Homage Senior Services
- 60 Hooks Global
- 61 House of Wisdom
- 62 Housing Hope
- 64 Imagine YOUNiversity
- 65 InterCultural Children & Family Services
- 75 Latino Educational Training Institute
- 84 Marysville School District
- 88 Millenia Ministries
- 103 North County Fire
- 116 Participatory Justice
- 118 Pasado's Safe Haven
- 123 Positively Linked
- 124 Project Access Northwest
- 125 Project Girl Mentoring Program
- 129 Refugee & Immigrant Services Northwest
- 134 Ruthless Ryderz Foundation
- 139 Sauk-Suiattle Indian Tribe
- 140 Sauk-Suiattle Indian Tribe Medical & Behavioral Health Clinic
- 152 Snohomish County Health Department

- 153 Snohomish County Recovery Coalition
- 154 South Snohomish Fire and Rescue
- 155 Stillaguamish Tribe of Indians
- 156 Stillaguamish Tribe Wellness Clinic
- 157 Suburbia Rising
- 162 The ACCESS Project
- 167 Tulalip Bay Fire
- 168 Tulalip Health Systems
- 169 Tulalip Tribes
- 173 United Negro College Fund
- 178 Verdant Health Commission
- 179 Vets Place NW
- 182 Washington Kids in Transition
- 185 Washington West African Center
- 203 YMCA of Snohomish County
- 204 YWCA Seattle I King I Snohomish

Multiple Counties

ID Organization

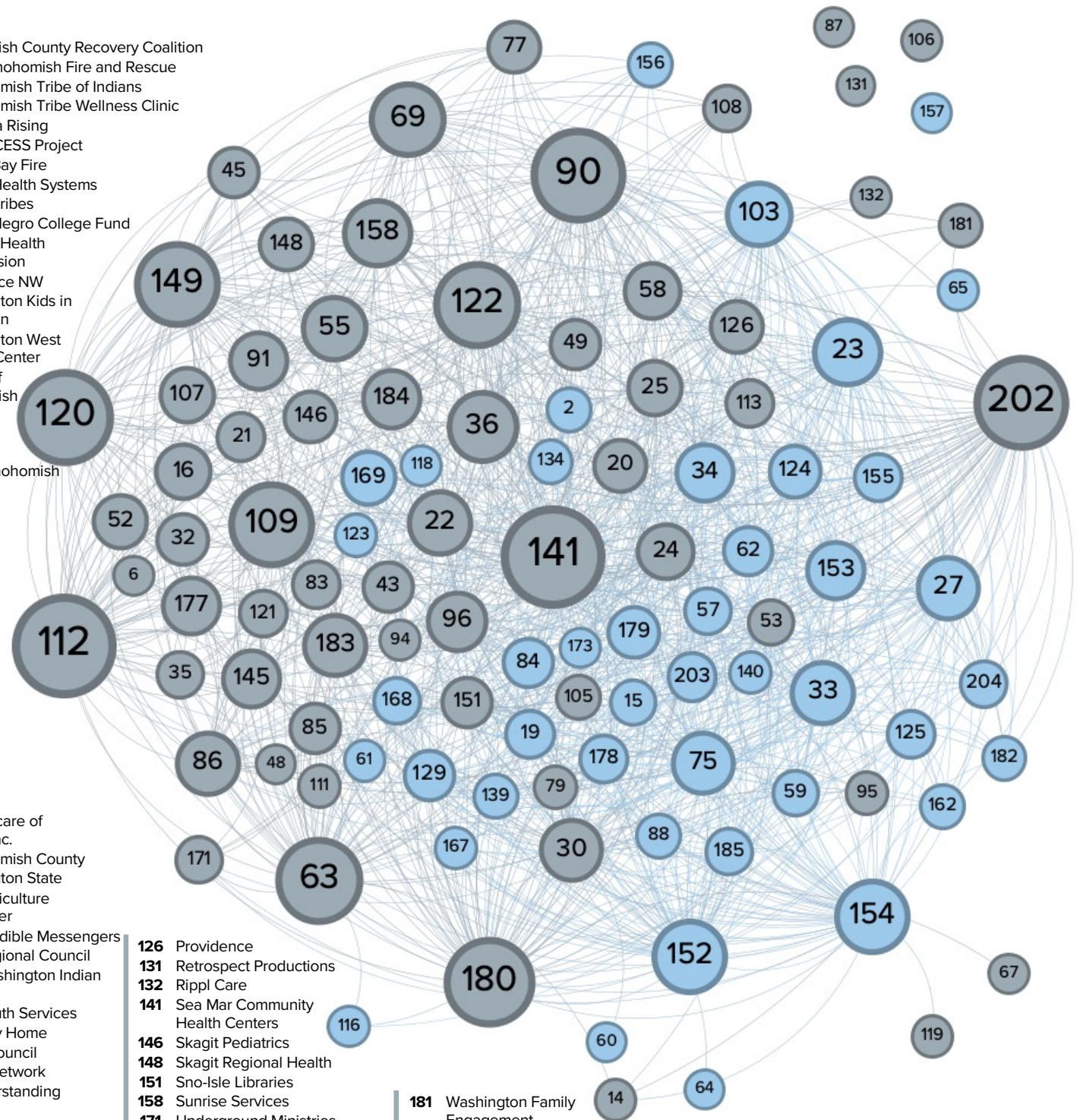
- 6 Baron Visuals
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- 58 Holman Recovery Center
- 63 Ideal Option
- 67 IP3
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- 85 Media for Development International
- 86 Mercy Housing
- 87 MFR Law Group

- 90 Molina Healthcare of Washington, Inc.
- 95 NAACP Snohomish County
- 96 NAMI Washington State
- 105 Northwest Agriculture Business Center
- 106 Northwest Credible Messengers
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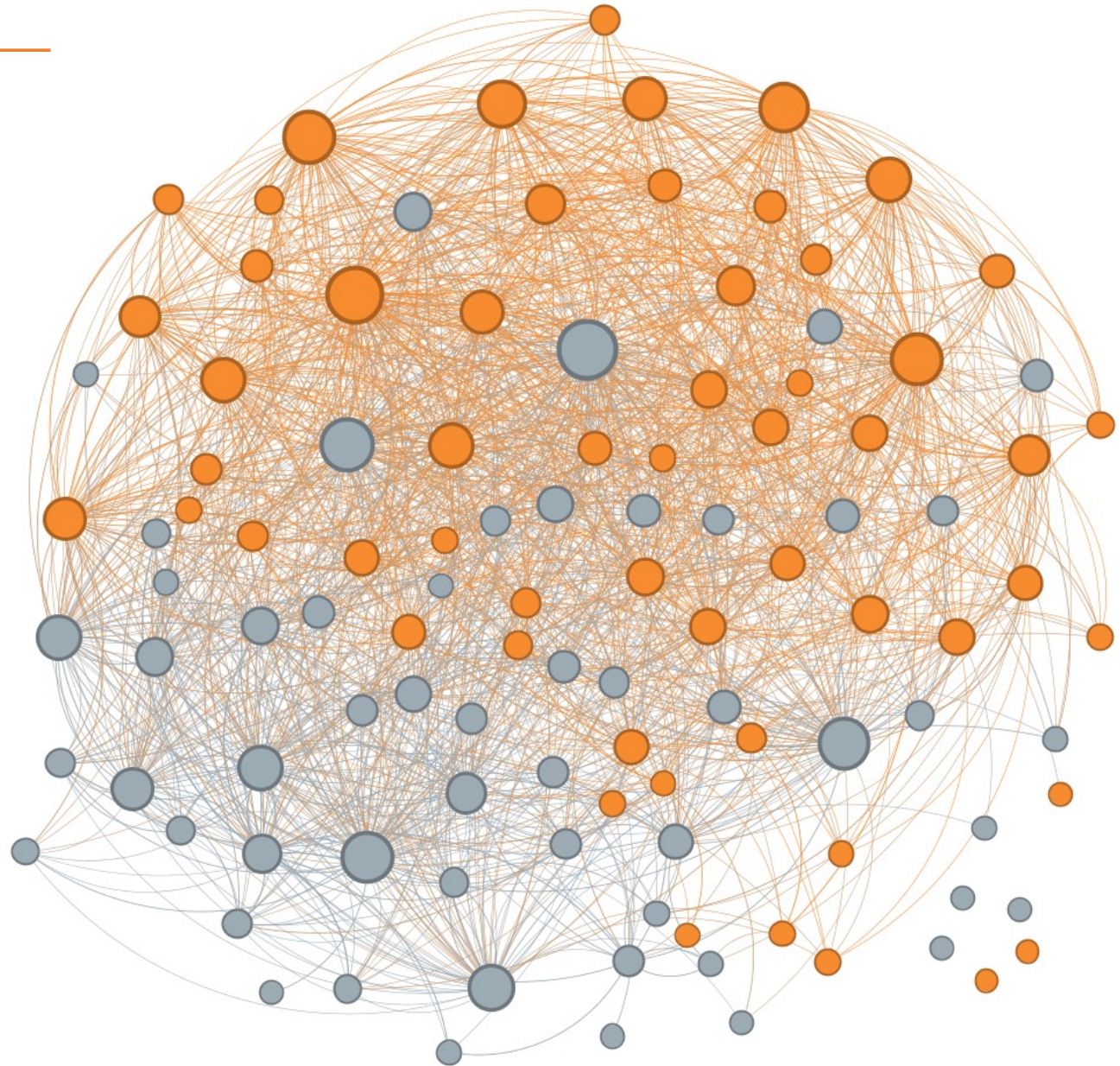
Whatcom County

Unique in the region, Whatcom County has more organizations that serve only Whatcom County than organizations that serve multiple counties. Whatcom County also contains the highest amount of Network organizations in the region.

Organizations serving
only Whatcom County:
56

Organizations serving
multiple counties including
Whatcom County:
54

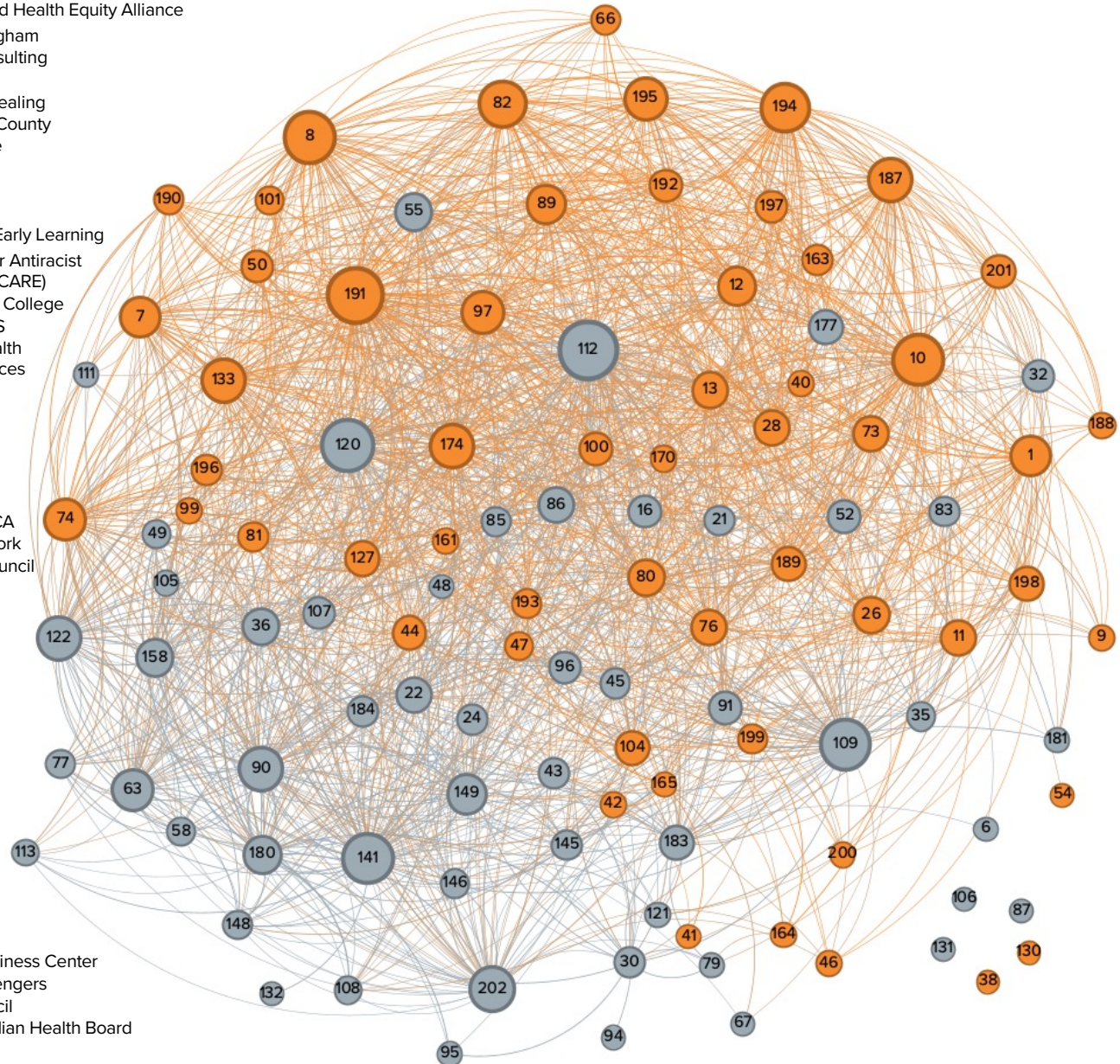
Total organizations:
110



Whatcom County

ID	Organization
1	Allied Arts of Whatcom County
7	Bellingham Fire Department
8	Bellingham Food Bank
9	Bellingham Girls Rock Camp
10	Bellingham Public Schools
11	Bellingham Queer Collective
12	Bellingham Technical College
13	Bellingham-Whatcom County Commission on Sexual & Domestic Violence
26	Children of the Setting Sun Productions
28	Chuckanut Health Foundation
38	Decolonize Sports
40	EARTH: Empowering All Relatives to Heal
41	Electric Beauty LLC
42	Electrolysis NW
44	Empowered Force Counseling
46	Fatherhood the Foundation
47	Ferndale Community Services
50	Foothills Food Bank
54	Healing Through Hope
66	Interfaith Coalition of Whatcom County
73	KMRE 88.3FM (Kulshan Community Media)
74	Lake Whatcom Residential and Treatment Center
76	LAW Advocates
80	Lummi Nation
81	Lummi Nation Health Center
82	Lydia Place
89	Mobile Mama
97	NAMI Whatcom
99	Nooksack Health Department Medical Clinic

100	Nooksack Indian Tribe
101	Nooksack Valley Food Bank Association
104	North Sound Race and Health Equity Alliance
127	Recovery Café Bellingham
130	Resonance Path Consulting
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
187	Whatcom Center for Early Learning
188	Whatcom Coalition for Antiracist Education (Whatcom CARE)
189	Whatcom Community College
190	Whatcom County EMS
191	Whatcom County Health and Community Services
192	Whatcom County Library System
193	Whatcom County Superior Court
194	Whatcom Family and Community Network
195	Whatcom Family YMCA
196	Whatcom Food Network
197	Whatcom Literacy Council
198	Whatcom Peace and Justice Center
199	Whatcom Waves
200	Whiteswan Environmental
201	Wild Whatcom

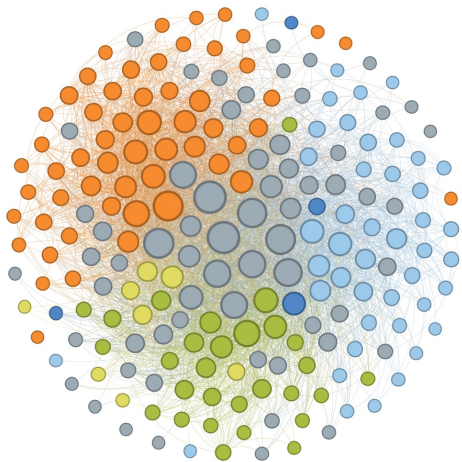


Multiple Counties

ID	Organization
6	Baron Visuals
16	Brigid Collins
21	Catalyst Therapies/Catalyst Community
22	Catholic Community Services
24	Center for Independence
30	Communities of Color Coalition (C3)
32	Community Boating Center
35	Community to Community
36	Compass Health
43	Empower Next Generations
45	Family Care Network
48	Fob & Dongle Productions
49	Food Lifeline
52	FuturesNW
55	Health Ministries Network
58	Holman Recovery Center
63	Ideal Option
67	IP3
77	Lifeline Connections
79	Love Light Energy Art Therapy
83	Make.Shift Art Space
85	Media for Development International
86	Mercy Housing

87	MFR Law Group
90	Molina Healthcare of Washington, Inc.
91	Mt Baker Planned Parenthood
94	Mutual Aid Solidarity/Neighbors in Action
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
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
146	Skagit Pediatrics

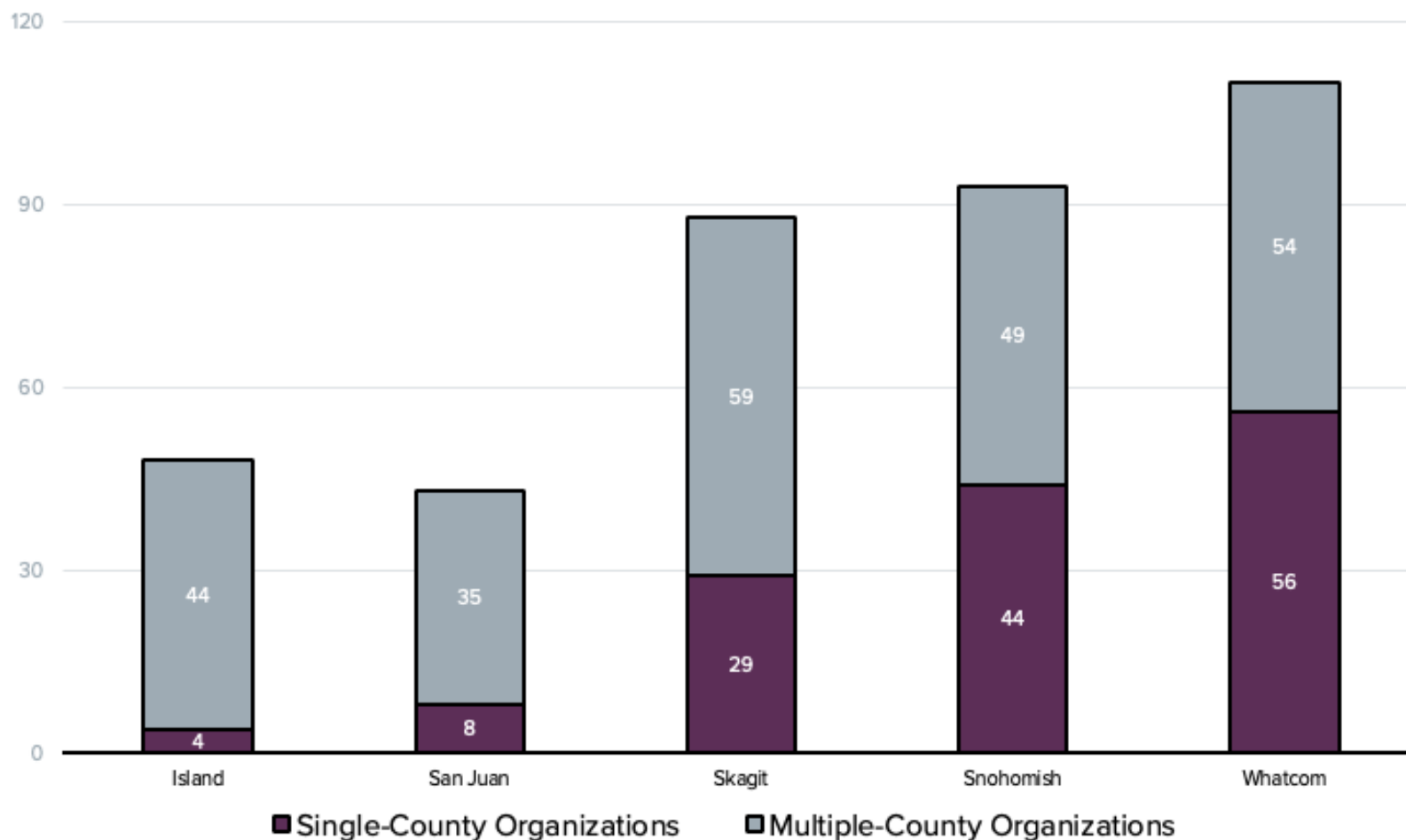
148	Skagit Regional Health
149	Skagit Valley College
158	Sunrise Services
177	Vamos Outdoor Project
180	Volunteers of America Western Washington
181	Washington Family Engagement
183	Washington State Department of Commerce
184	Washington State University (WSU) Extension - Skagit
202	Within Reach

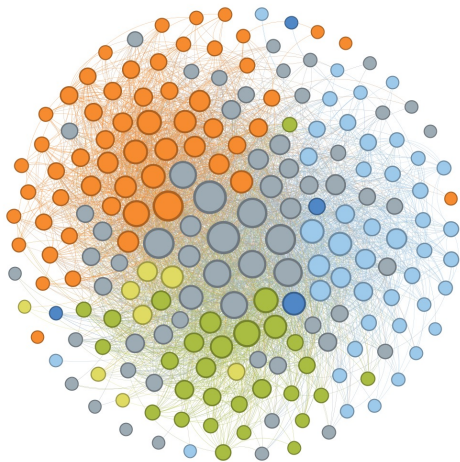


Island and San Juan Counties are under-represented in overall Network membership

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

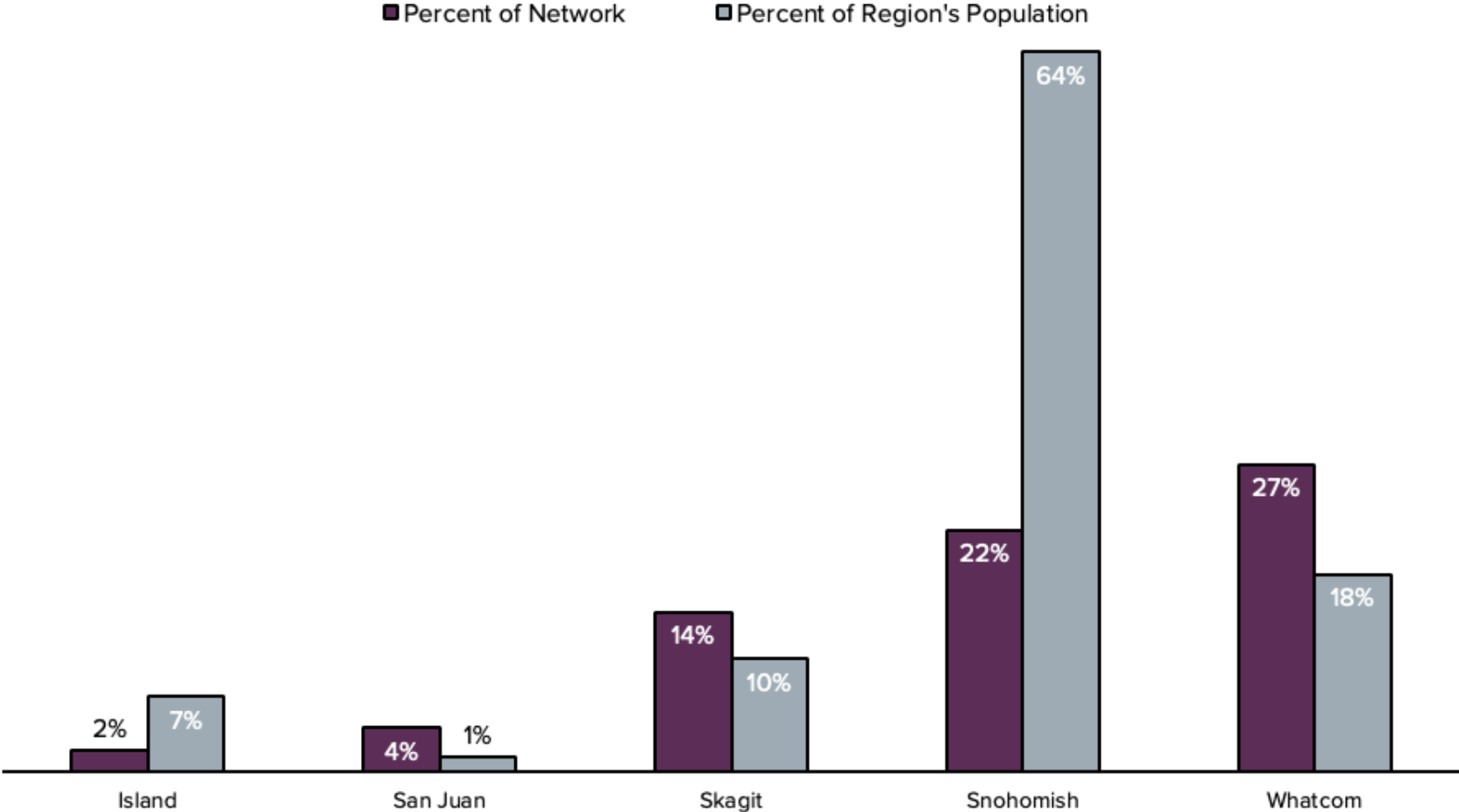




Island and Snohomish Counties are under-represented in the Collaborative Action Network when compared to their population

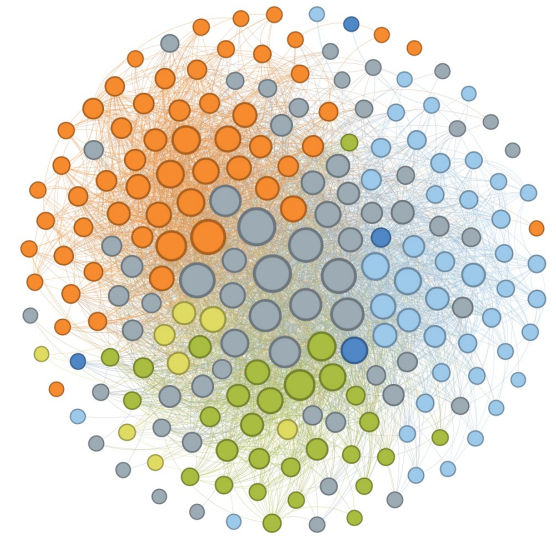
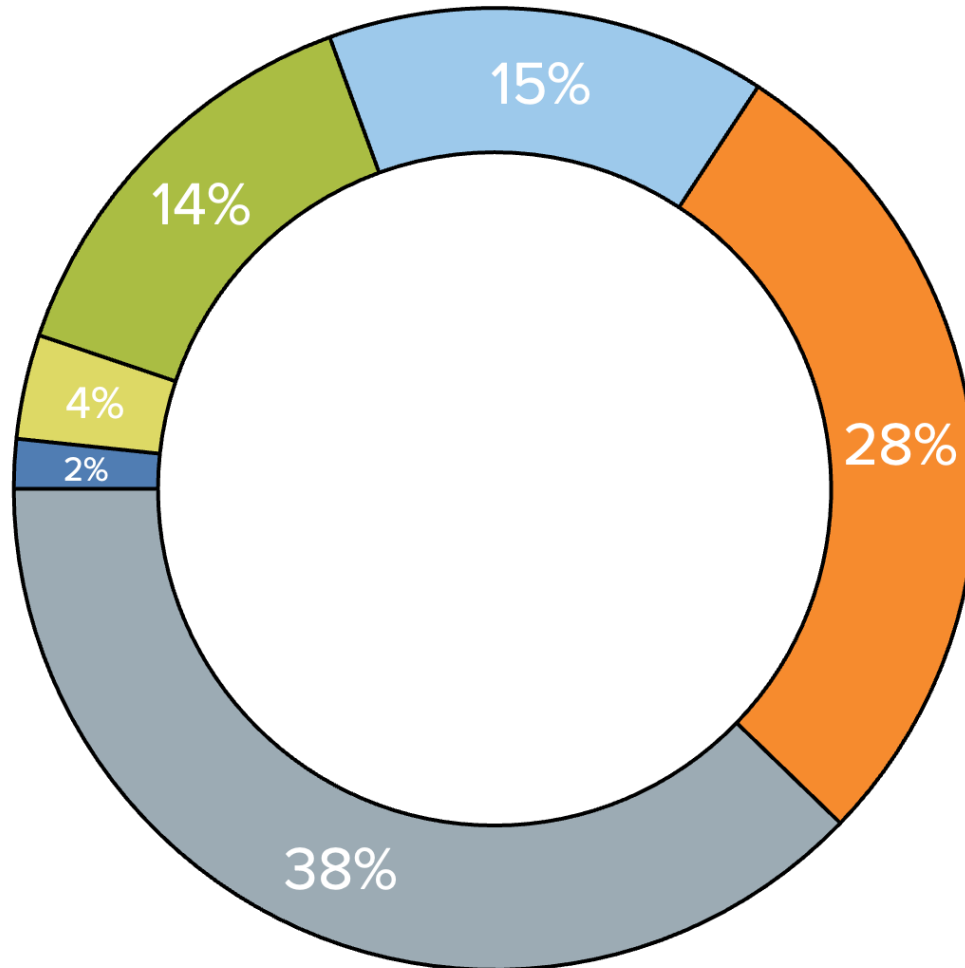
Snohomish County, with a population of 827,957, makes up 64% of the North Sound Region’s total population, yet organizations that serve only Snohomish County make up just 22% of the Collaborative Action Network. Island County, while a lower share of the region’s total population, is similarly under-represented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

County's percent of the Network compared to regional population



Share of network connections by county

■ Island ■ San Juan ■ Skagit ■ Snohomish ■ Whatcom ■ Multiple



Organizations that serve multiple counties hold the largest share of all Network connections.

Trends in share of Network connections overall follow the same trends as each county's share of the Network.

Where Island County makes up the smallest share of the Network, it also holds the smallest share of network connection. Multiple-county organizations, making up the largest share of the Network as well as 8 out of 10 of the most-connected organizations in the Network, also hold the largest share of network connections.



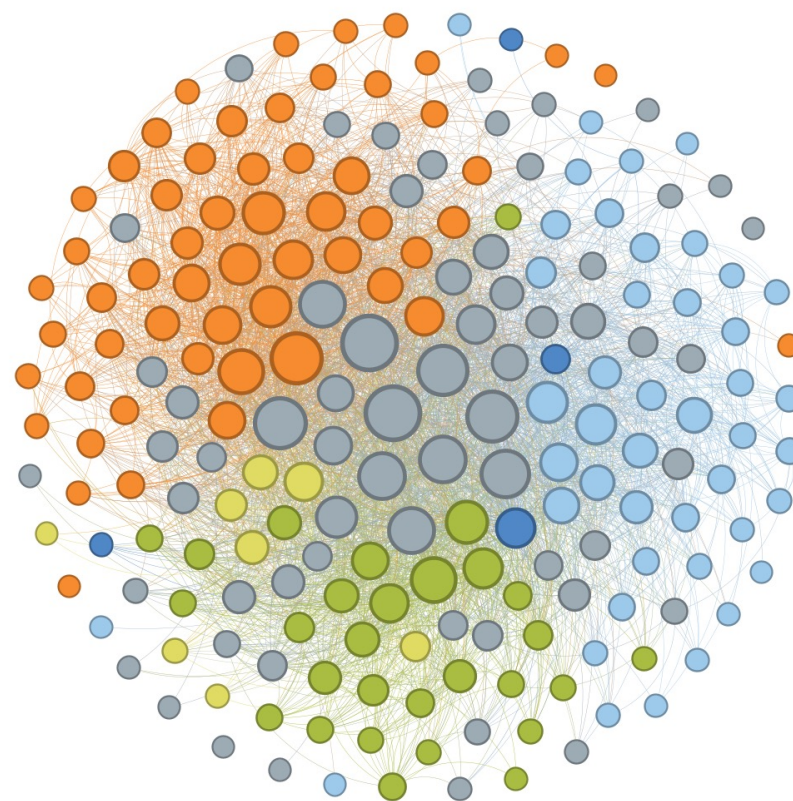
Collaborative Action Network:

Sectors

Collaborative Action Network Sectors

The following visuals will show each sector in the Collaborative Action Network relative to the Network as a whole, as well as show the inter-relationships between all Network organizations in that sector.

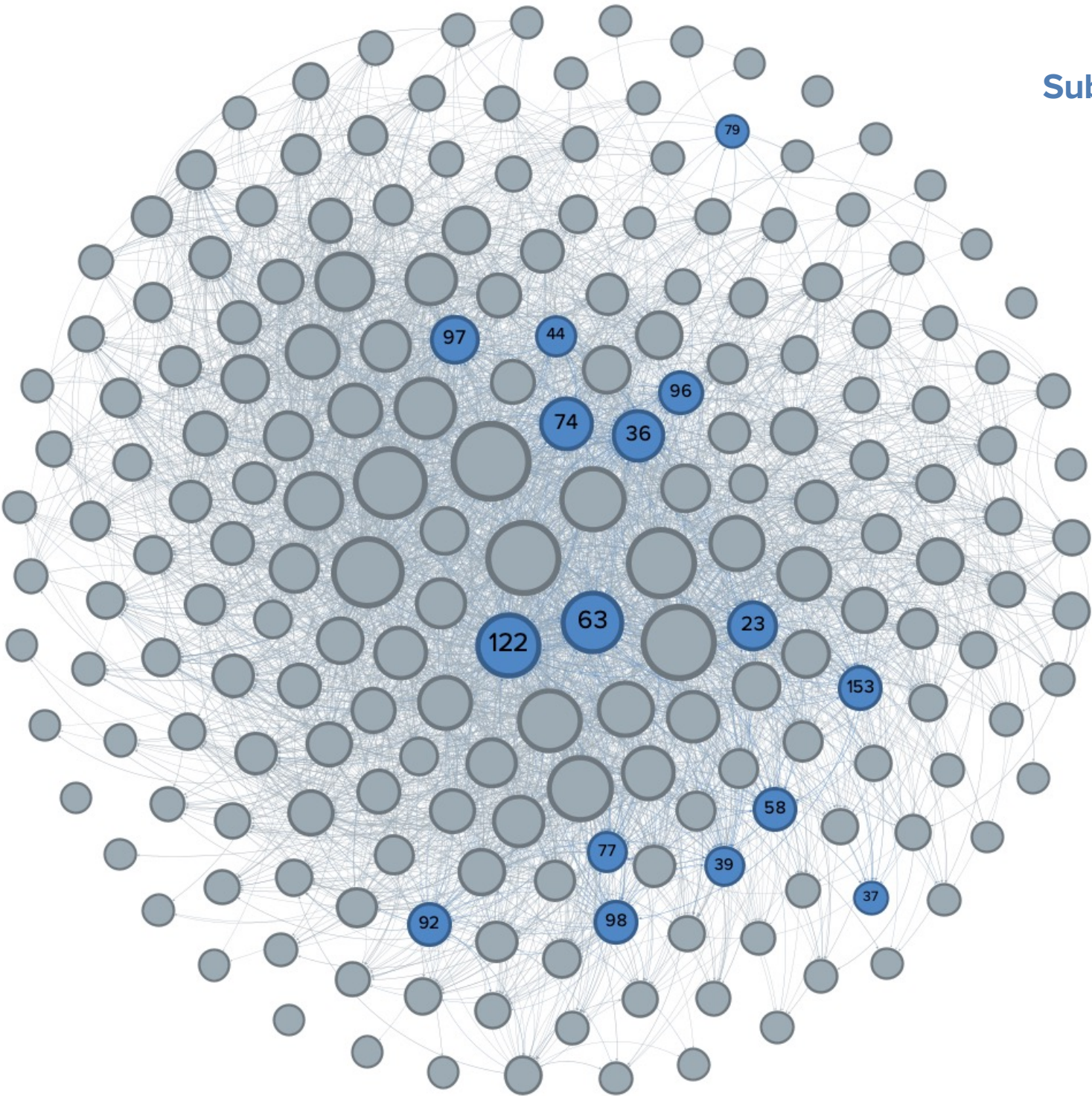
Sector	Total Collaborative Action Network partners in each sector
Behavioral Health & SUD	16
Children & Families	15
Education	16
Faith-Based	4
Fire & EMS	7
Food Security	10
Foundation	3
Government	11
Healthcare Provider	18
Housing	7
Oral Health	1
Resource Center	62
Social Services	12
Tribal Organizations & Health Centers	14
Tribes	8



Behavioral Health & Substance Use Disorders

Total number of organizations:
16

Percent of the Network:
8%

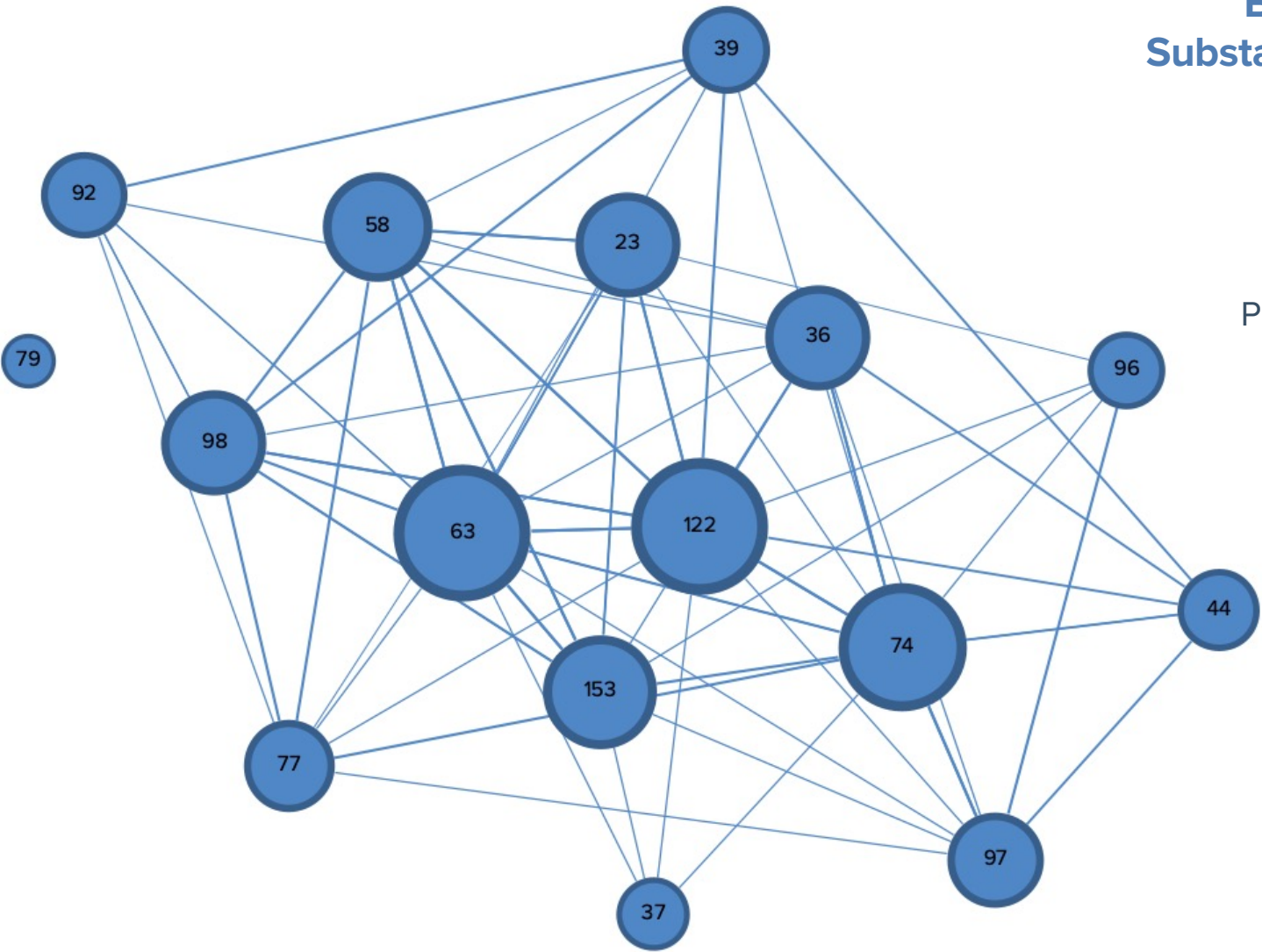


ID	Organization	County
23	Center for Human Services	Snohomish
36	Compass Health	Multiple
37	Consistent Care	Skagit
39	didg*álič Wellness Center	Skagit
44	Empowered Force Counseling	Whatcom
58	Holman Recovery Center	Multiple
63	Ideal Option	Multiple
74	Lake Whatcom Residential and Treatment Center	Whatcom
77	Lifeline Connections	Multiple
79	Love Light Energy Art Therapy	Multiple
92	Mount Baker Presbyterian Church	Skagit
96	NAMI Washington State	Multiple
97	NAMI Whatcom	Whatcom
98	New Earth Recovery	Skagit
122	Pioneer Human Services	Multiple
153	Snohomish County Recovery Coalition	Snohomish

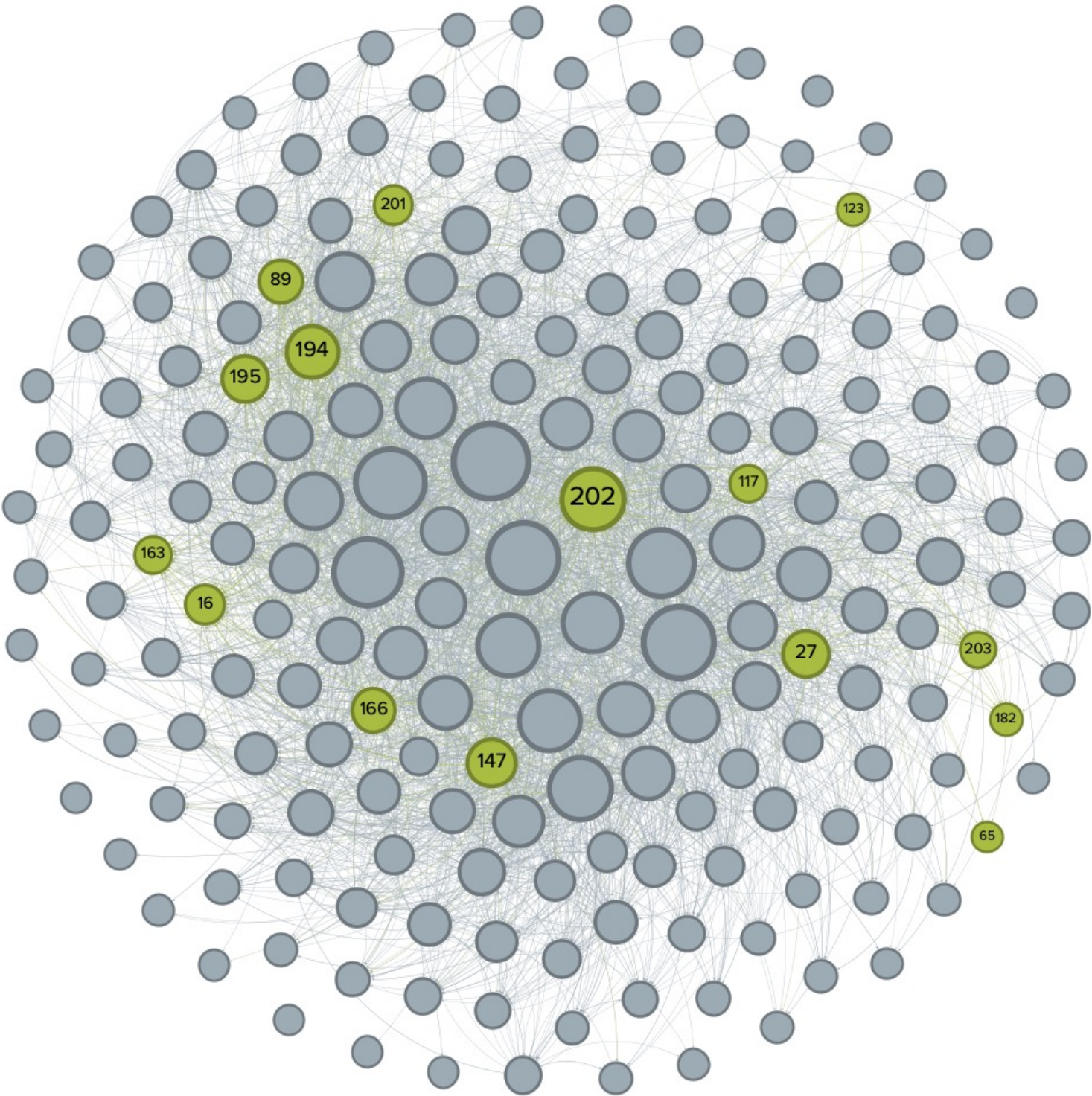
Behavioral Health & Substance Use Disorders

Total number of organizations:
16

Percent of the Network:
8%



ID	Organization	County	ID	Organization	County	ID	Organization	County			
23	Center for Human Services	Snohomish	44	Empowered Force Counseling	Whatcom	77	Lifeline Connections	Multiple	97	NAMI Whatcom	Whatcom
36	Compass Health	Multiple	58	Holman Recovery Center	Multiple	79	Love Light Energy Art Therapy	Multiple	98	New Earth Recovery	Skagit
37	Consistent Care	Skagit	63	Ideal Option	Multiple	92	Mount Baker Presbyterian Church	Skagit	122	Pioneer Human Services	Multiple
39	didg'wálic Wellness Center	Skagit	74	Lake Whatcom Residential and Treatment Center	Whatcom	96	NAMI Washington State	Multiple	153	Snohomish County Recovery Coalition	Snohomish



Children & Families

Total number of organizations:
15

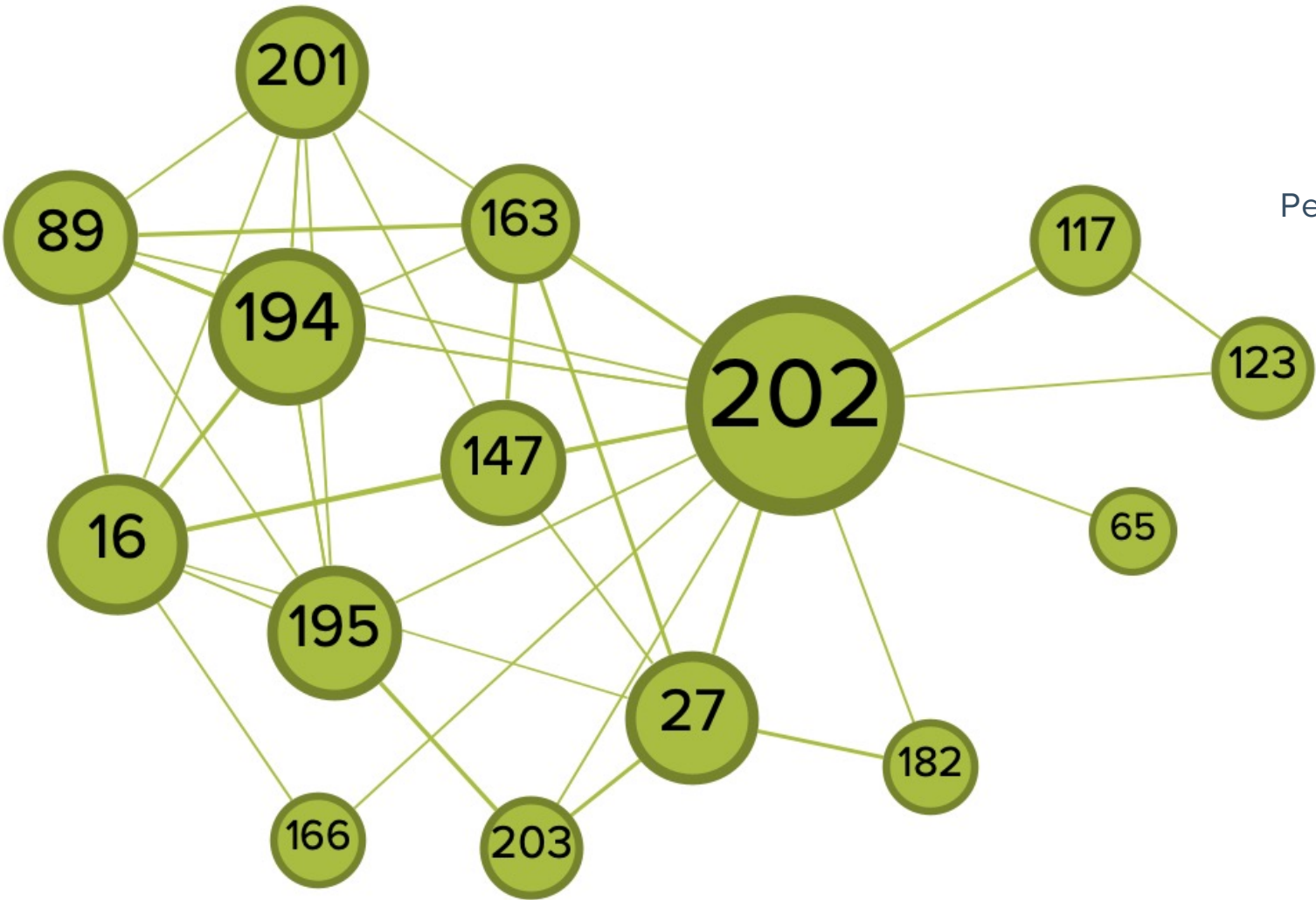
Percent of the Network:
7%

ID	Organization	County
16	Brigid Collins	Multiple
27	ChildStrive	Snohomish
65	InterCultural Children & Family Services	Snohomish
89	Mobile Mama	Whatcom
117	Partners for Young Children in Island County	Island
123	Positively Linked	Snohomish
147	Skagit Preschool and Resource Center (SPARC)	Skagit
163	The Arc of Whatcom County	Whatcom
166	Triumph Teen Center	Skagit
182	Washington Kids in Transition	Snohomish
194	Whatcom Family and Community Network	Whatcom
195	Whatcom Family YMCA	Whatcom
201	Wild Whatcom	Whatcom
202	Within Reach	Multiple
203	YMCA of Snohomish County	Snohomish

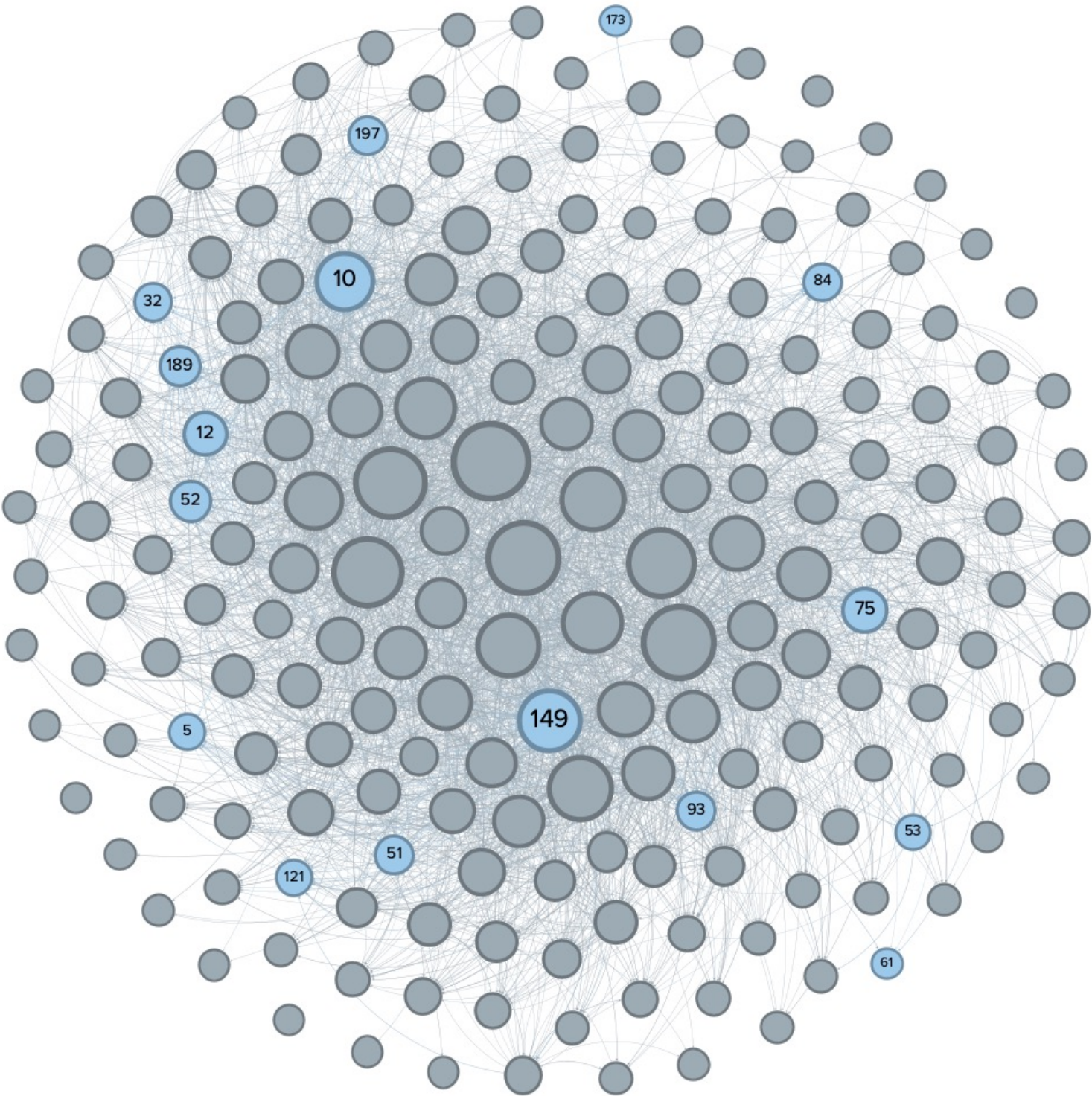
Children & Families

Total number of organizations:
15

Percent of the Network:
7%



ID	Organization	County	ID	Organization	County	ID	Organization	County
16	Brigid Collins	Multiple	123	Positively Linked	Snohomish	194	Whatcom Family and Community Network	Whatcom
27	ChildStrive	Snohomish	147	Skagit Preschool and Resource Center (SPARC)	Skagit	195	Whatcom Family YMCA	Whatcom
65	InterCultural Children & Family Services	Snohomish	163	The Arc of Whatcom County	Whatcom	201	Wild Whatcom	Whatcom
89	Mobile Mama	Whatcom	166	Triumph Teen Center	Skagit	202	Within Reach	Multiple
117	Partners for Young Children in Island County	Island	182	Washington Kids in Transition	Snohomish	203	YMCA of Snohomish County	Snohomish

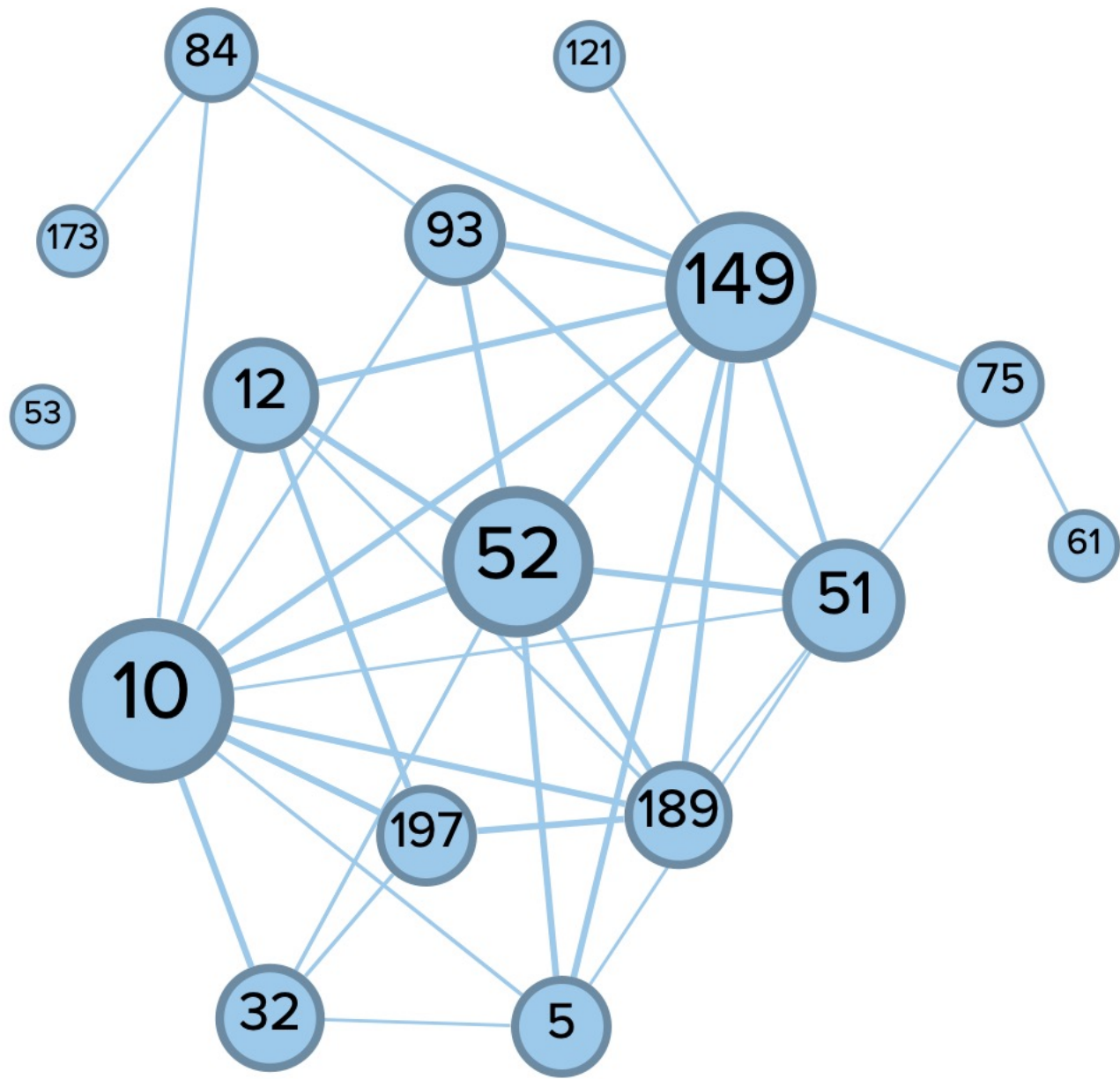


Education

Total number of organizations:
16

Percent of the Network:
8%

ID	Organization	County
5	Anacortes School District	Skagit
10	Bellingham Public Schools	Whatcom
12	Bellingham Technical College	Whatcom
32	Community Boating Center	Multiple
51	Foundation for Academic Endeavors	Skagit
52	FuturesNW	Multiple
53	Glacier Peak Institute	Multiple
61	House of Wisdom	Snohomish
75	Latino Educational Training Institute	Snohomish
84	Marysville School District	Snohomish
93	Mount Vernon School District	Skagit
121	PFLAG Skagit	Multiple
149	Skagit Valley College	Multiple
173	United Negro College Fund	Snohomish
189	Whatcom Community College	Whatcom
197	Whatcom Literacy Council	Whatcom

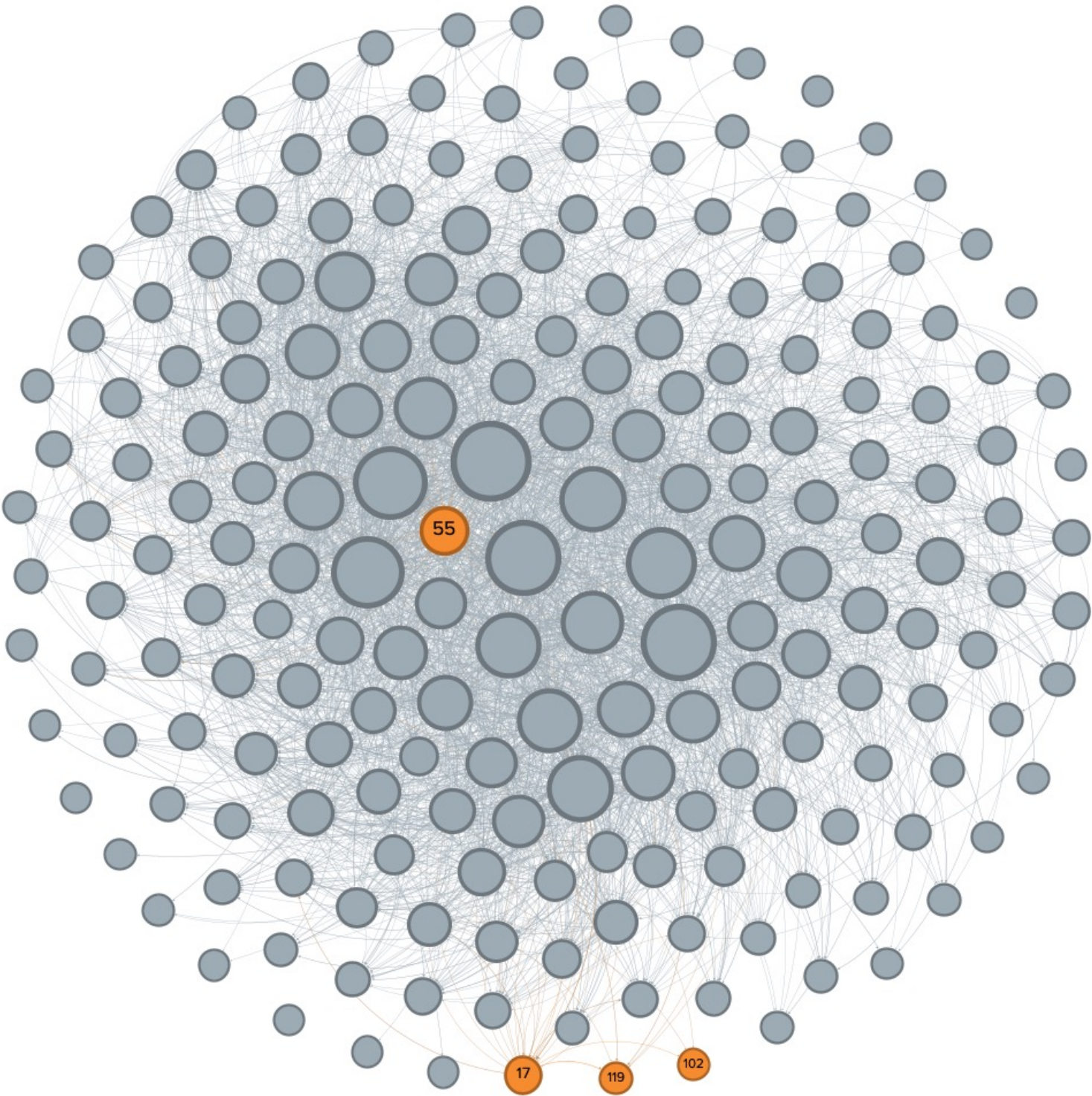


Education

Total number of organizations: 16

Percent of the Network: 8%

ID	Organization	County						
5	Anacortes School District	Skagit	51	Foundation for Academic Endeavors	Skagit	75	Latino Educational Training Institute	Snohomish
10	Bellingham Public Schools	Whatcom	52	FuturesNW	Multiple	84	Marysville School District	Snohomish
12	Bellingham Technical College	Whatcom	53	Glacier Peak Institute	Multiple	93	Mount Vernon School District	Skagit
32	Community Boating Center	Multiple	61	House of Wisdom	Snohomish	121	PFLAG Skagit	Multiple
						149	Skagit Valley College	Multiple
						173	United Negro College Fund	Snohomish
						189	Whatcom Community College	Whatcom
						197	Whatcom Literacy Council	Whatcom

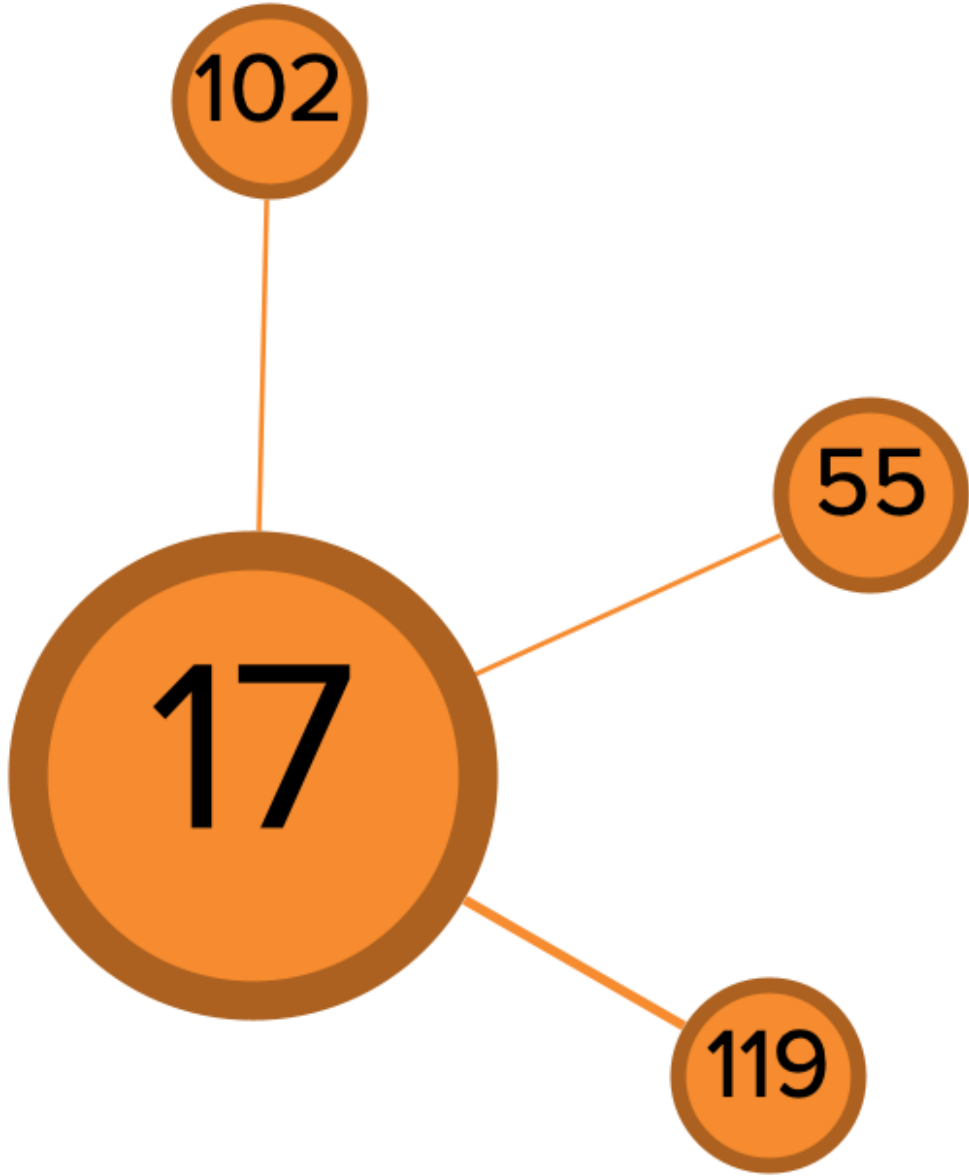


Faith-Based

Total number of organizations:
4

Percent of the Network:
2%

ID	Organization	County
17	Burlington Lutheran Church	Skagit
55	Health Ministries Network	Multiple
102	North Cascades Wild Church	Skagit
119	Paths to Understanding	Multiple

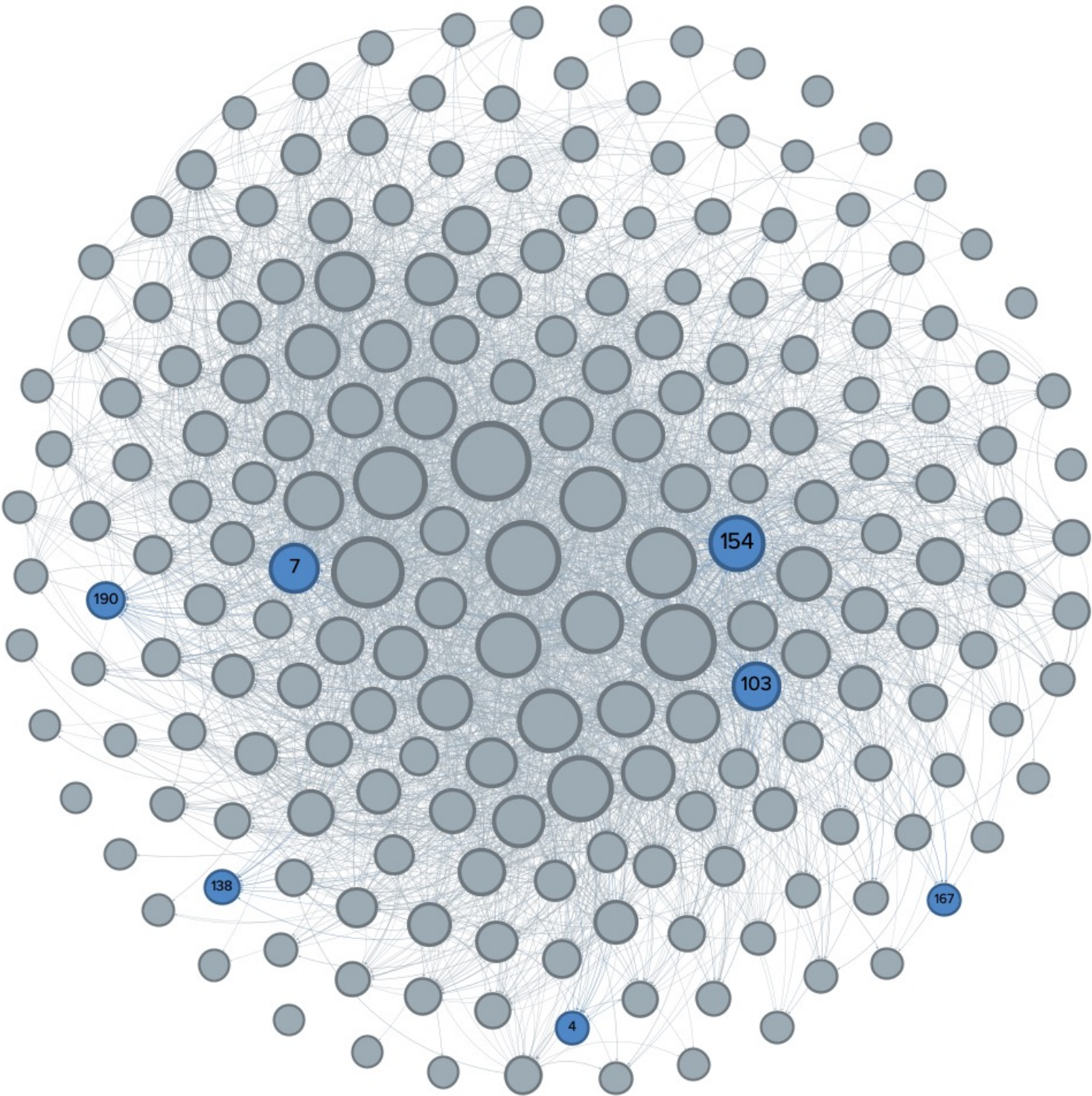


Faith-Based

Total number of organizations:
4

Percent of the Network:
2%

ID	Organization	County		ID	Organization	County
17	Burlington Lutheran Church	Skagit		102	North Cascades Wild Church	Skagit
55	Health Ministries Network	Multiple		119	Paths to Understanding	Multiple

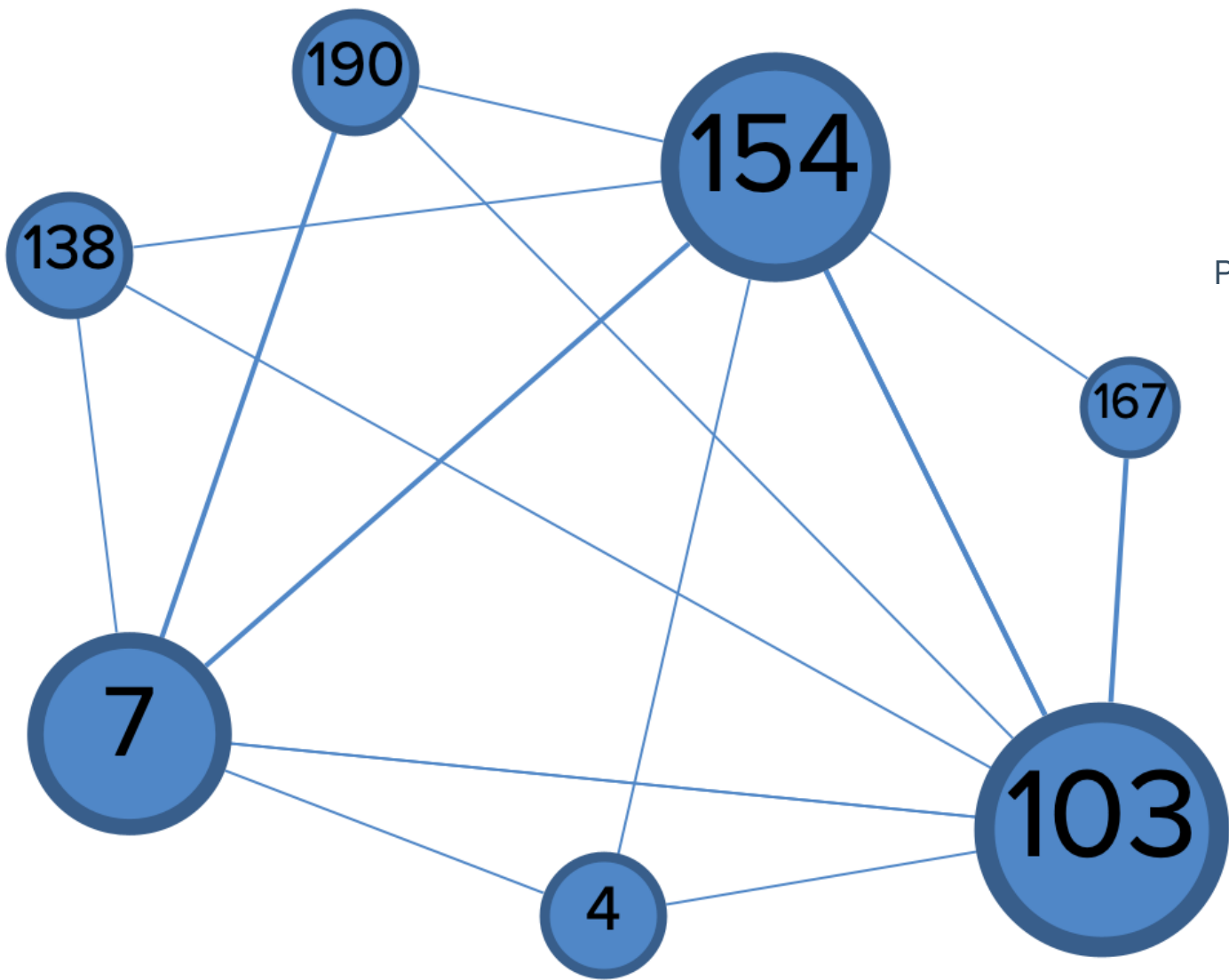


Fire & EMS

Total number of organizations:
7

Percent of the Network:
3%

ID	Organization	County
4	Anacortes Fire Department	Skagit
7	Bellingham Fire Department	Whatcom
103	North County Fire	Snohomish
138	San Juan EMS	San Juan
154	South Snohomish Fire and Rescue	Snohomish
167	Tulalip Bay Fire	Snohomish
190	Whatcom County EMS	Whatcom

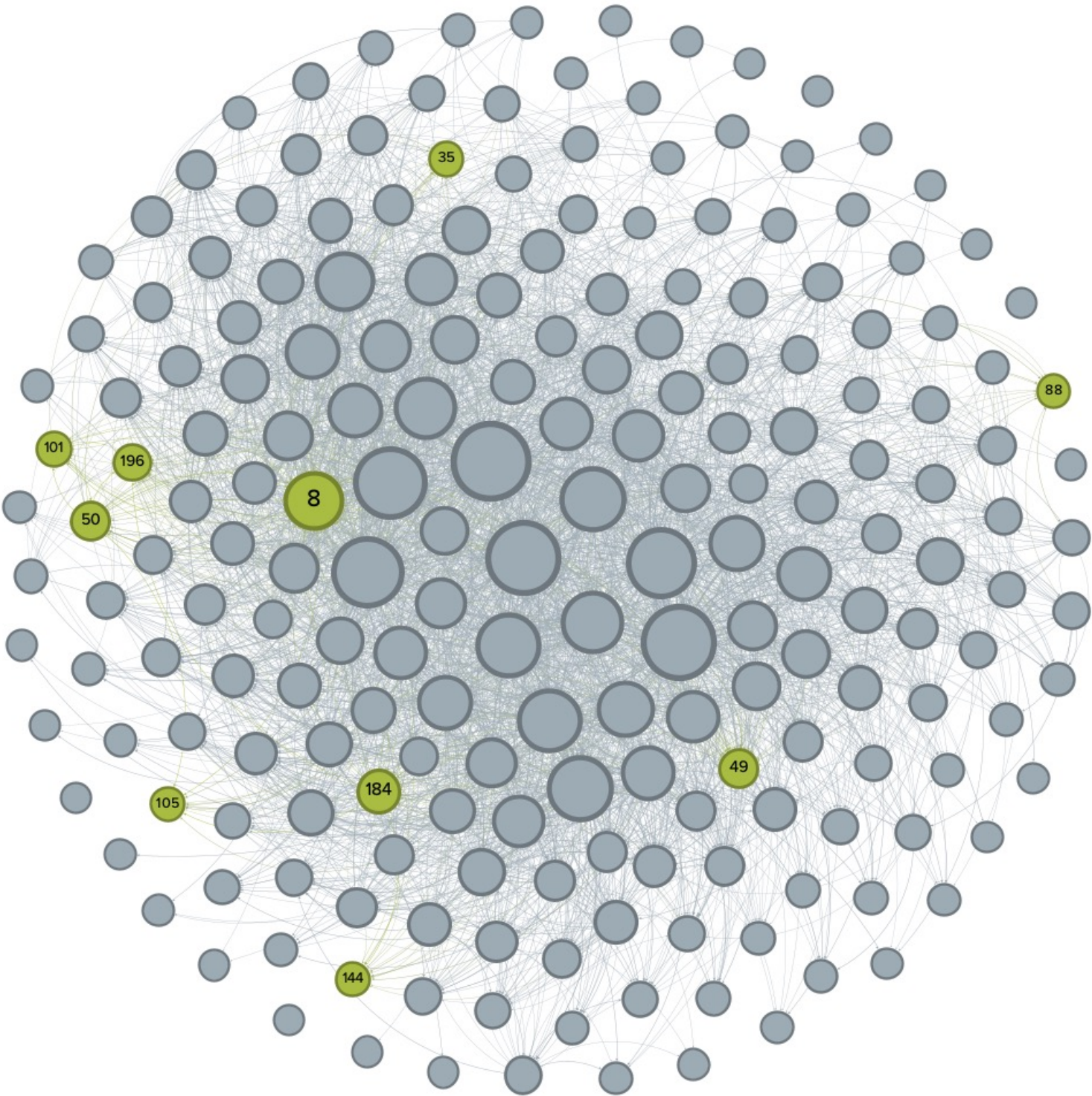


Fire & EMS

Total number of organizations:
7

Percent of the Network:
3%

ID	Organization	County
4	Anacortes Fire Department	Skagit
7	Bellingham Fire Department	Whatcom
103	North County Fire	Snohomish
138	San Juan EMS	San Juan
154	South Snohomish Fire and Rescue	Snohomish
167	Tulalip Bay Fire	Snohomish
190	Whatcom County EMS	Whatcom

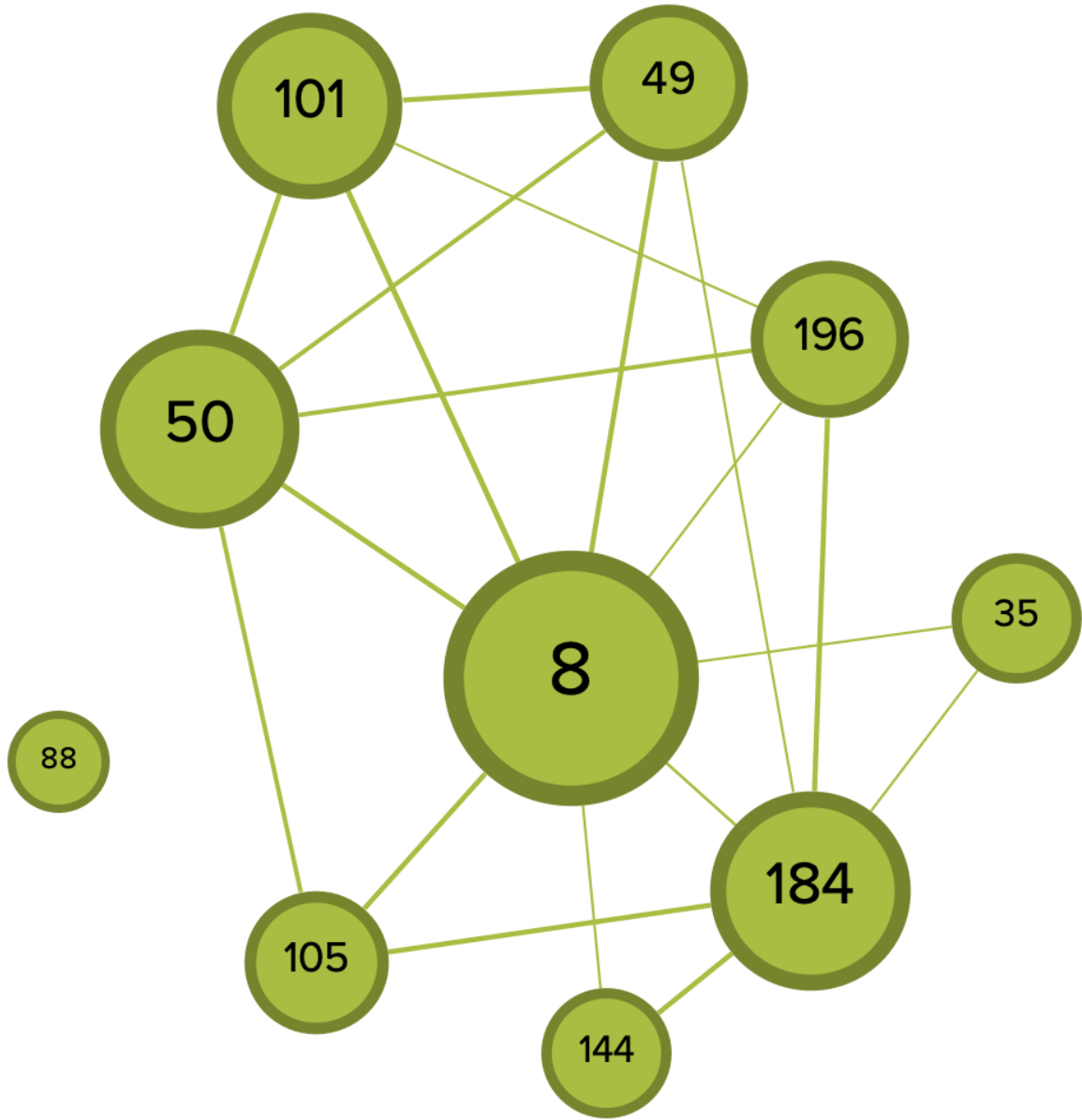


Food Security

Total number of organizations:
10

Percent of the Network:
5%

ID	Organization	County
8	Bellingham Food Bank	Whatcom
35	Community to Community	Multiple
49	Food Lifeline	Multiple
50	Foothills Food Bank	Whatcom
88	Millenia Ministries	Snohomish
101	Nooksack Valley Food Bank Association	Whatcom
105	Northwest Agriculture Business Center	Multiple
144	Skagit Gleaners	Skagit
184	Washington State University (WSU) Extension - Skagit	Multiple
196	Whatcom Food Network	Whatcom

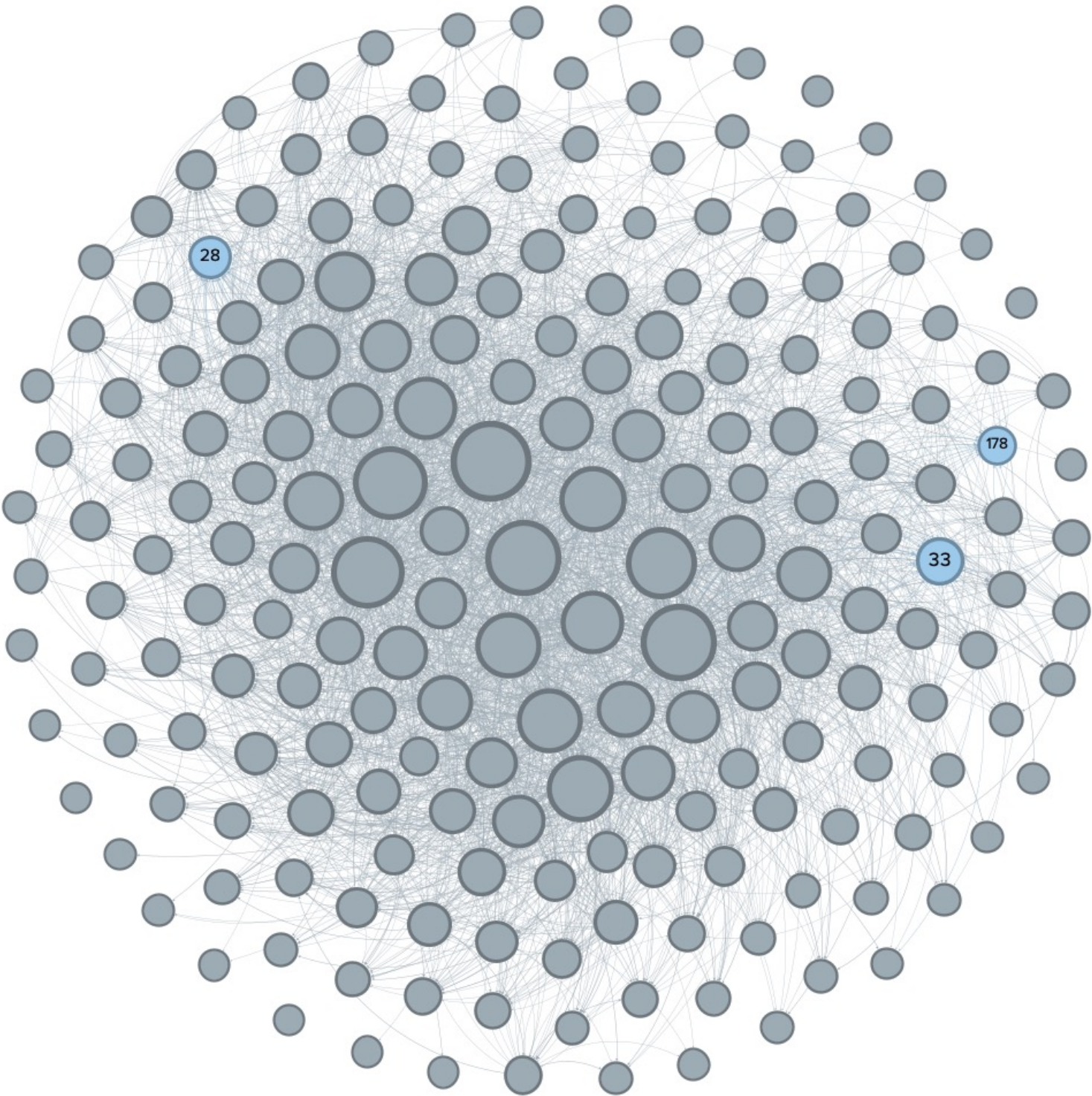


Food Security

Total number of organizations:
10

Percent of the Network:
5%

ID	Organization	County		
8	Bellingham Food Bank	Whatcom	101	Nooksack Valley Food Bank Association
35	Community to Community	Multiple	105	Northwest Agriculture Business Center
49	Food Lifeline	Multiple	144	Skagit Gleaners
50	Foothills Food Bank	Whatcom	184	Washington State University (WSU) Extension - Skagit
88	Millenia Ministries	Snohomish	196	Whatcom Food Network

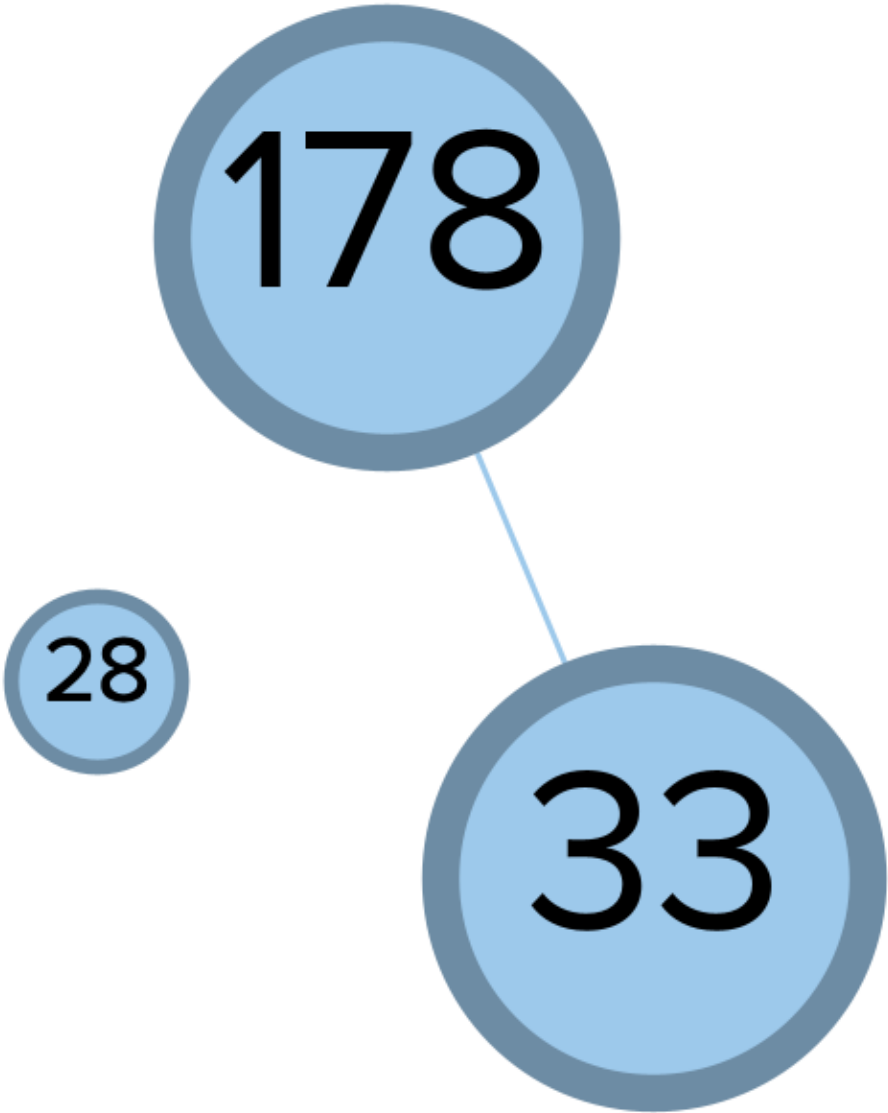


Foundation

Total number of organizations:
3

Percent of the Network:
1%

ID	Organization	County
28	Chuckanut Health Foundation	Whatcom
33	Community Foundation of Snohomish County	Snohomish
178	Verdant Health Commission	Multiple

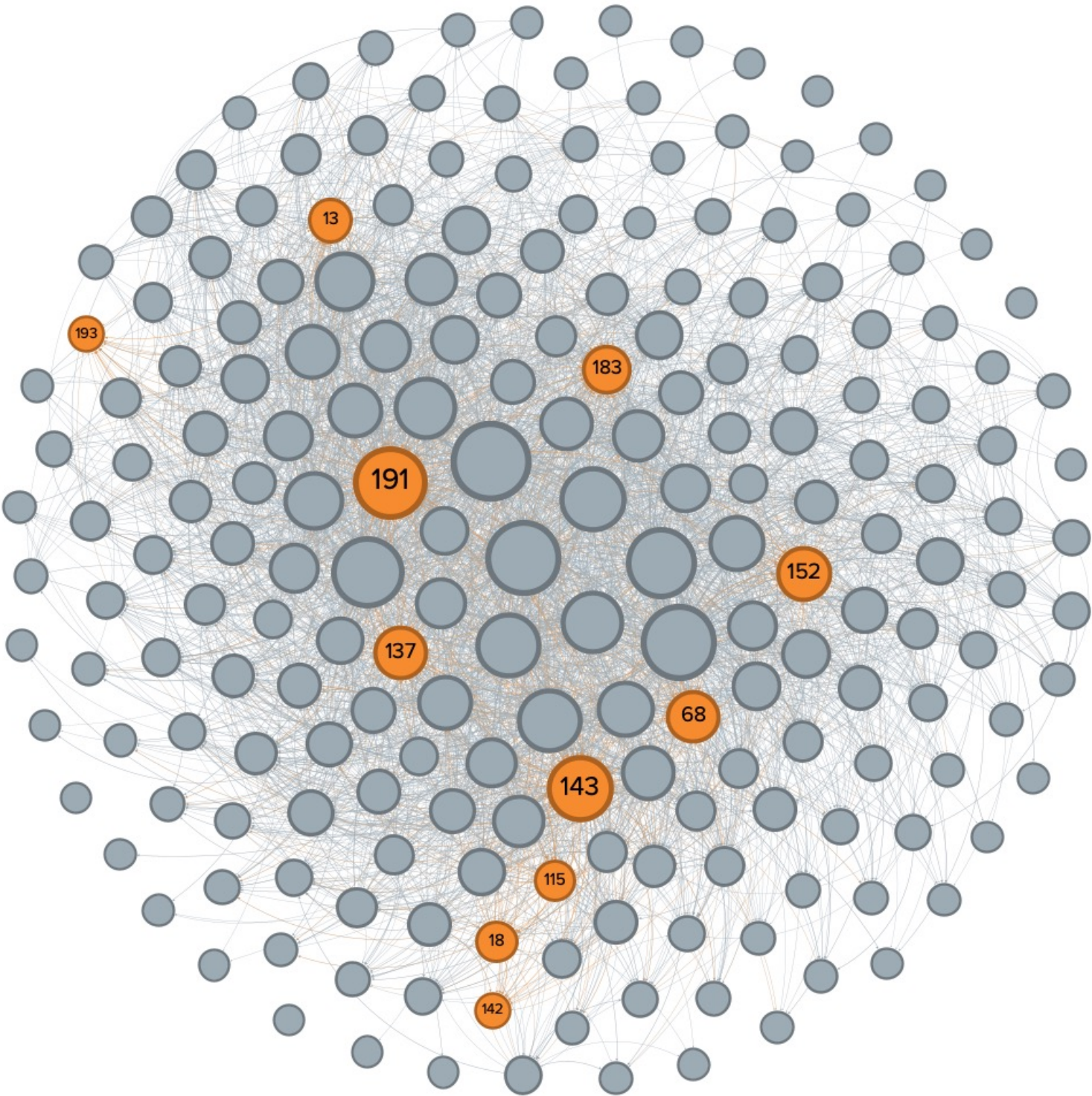


Foundation

Total number of organizations:
3

Percent of the Network:
1%

ID	Organization	County
28	Chuckanut Health Foundation	Whatcom
33	Community Foundation of Snohomish County	Snohomish
178	Verdant Health Commission	Snohomish



Government

Total number of organizations:
11

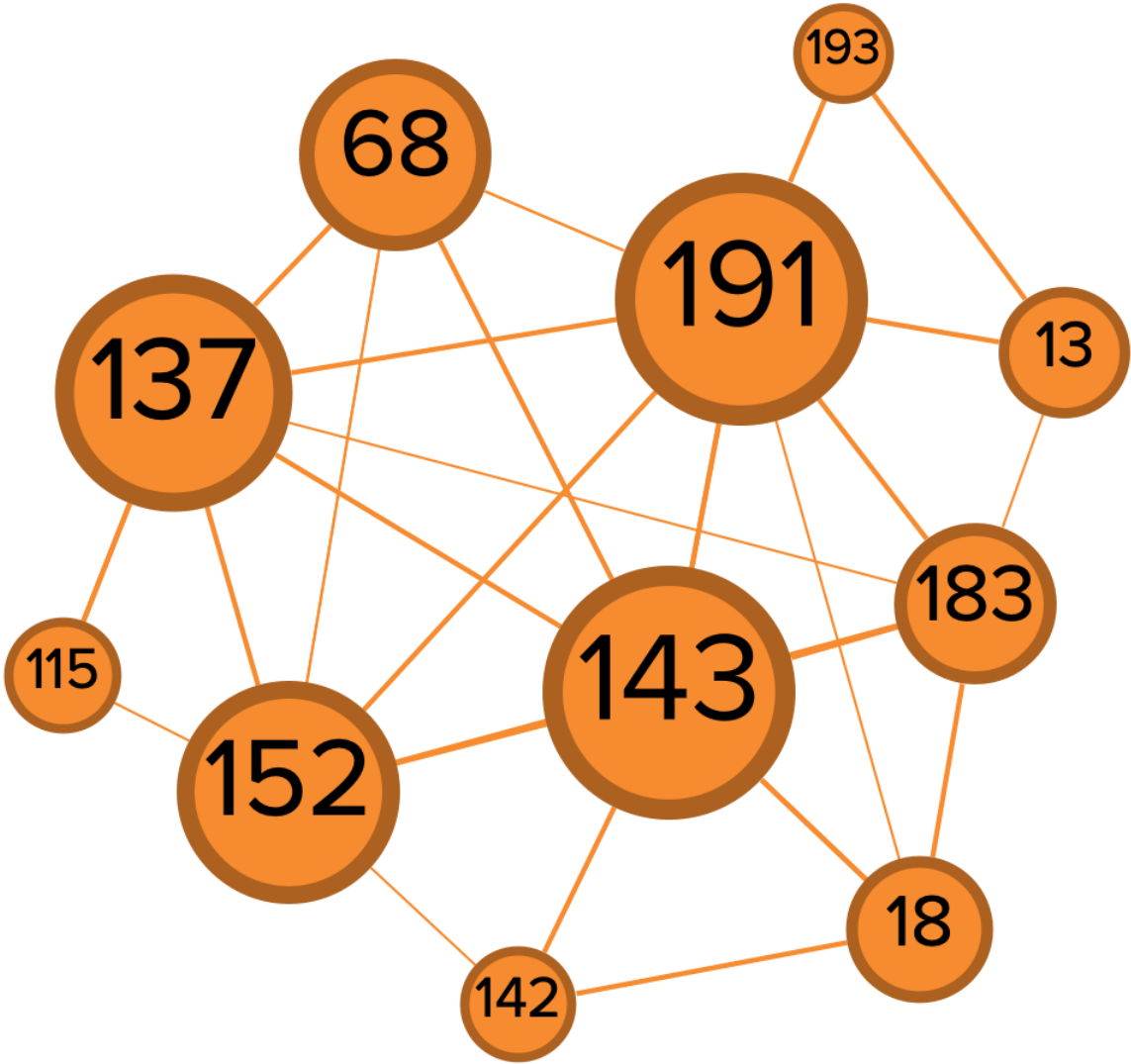
Percent of the Network:
5%

ID	Organization	County
13	Bellingham-Whatcom County Commission on Sexual & Domestic Violence	Whatcom
18	City of Burlington	Skagit
68	Island County Human Services & Public Health	Island
115	Orcas Island Health Care District	San Juan
137	San Juan County Health & Community Services	San Juan
142	City of Sedro-Woolley	Skagit
143	Skagit County Public Health	Skagit
152	Snohomish County Health Department	Snohomish
183	Washington State Department of Commerce	Multiple
191	Whatcom County Health and Community Services	Whatcom
193	Whatcom County Superior Court	Whatcom

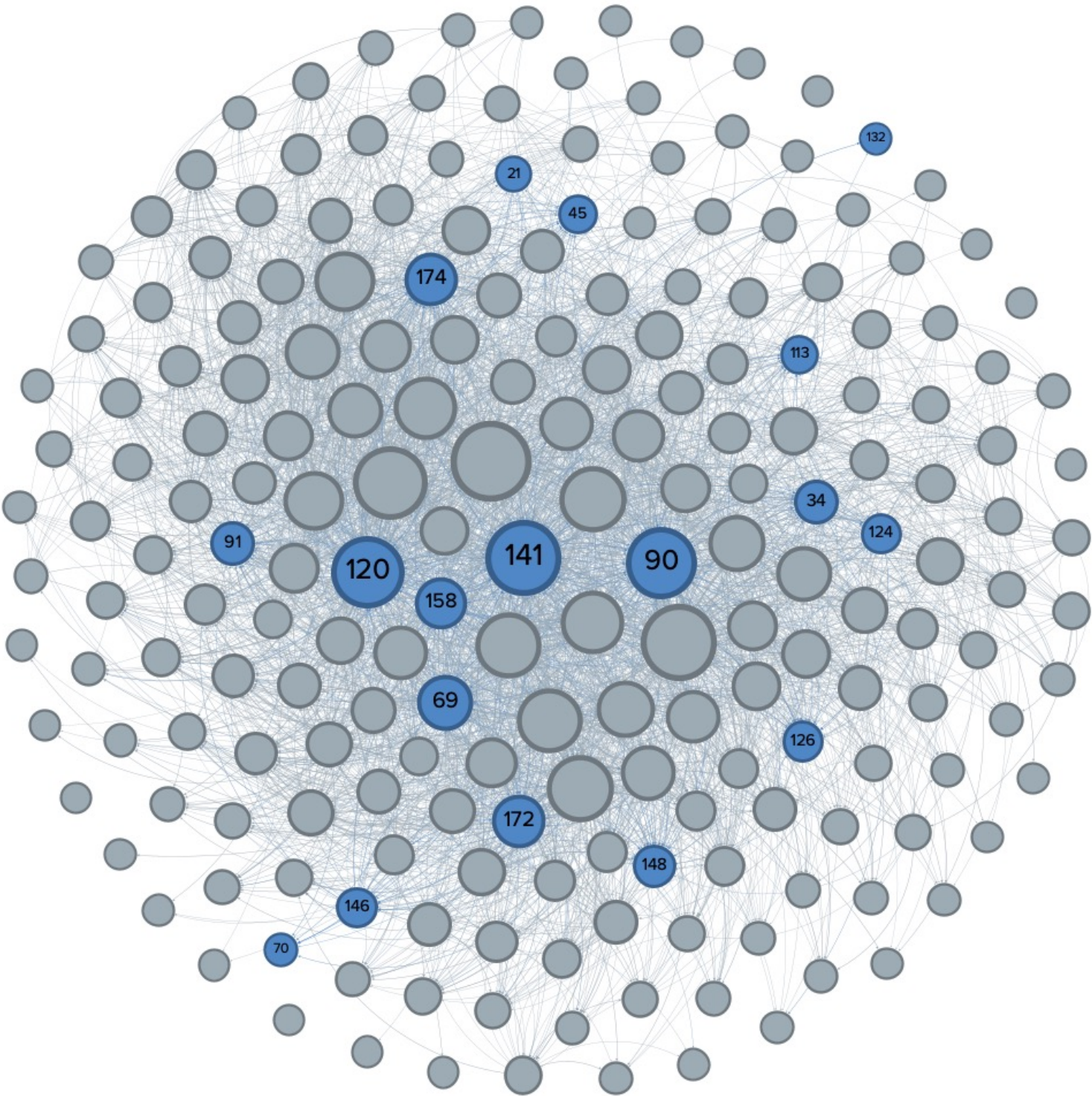
Government

Total number of organizations:
11

Percent of the Network:
5%



ID	Organization	County	ID	Organization	County	ID	Organization	County
13	Bellingham-Whatcom County Commission on Sexual & Domestic Violence	Whatcom	115	Orcas Island Health Care District	San Juan	152	Snohomish County Health Department	Snohomish
18	City of Burlington	Skagit	137	San Juan County Health & Community Services	San Juan	183	Washington State Department of Commerce	Multiple
68	Island County Human Services & Public Health	Island	142	City of Sedro-Woolley	Skagit	191	Whatcom County Health and Community Services	Whatcom
			143	Skagit County Public Health	Skagit	193	Whatcom County Superior Court	Whatcom

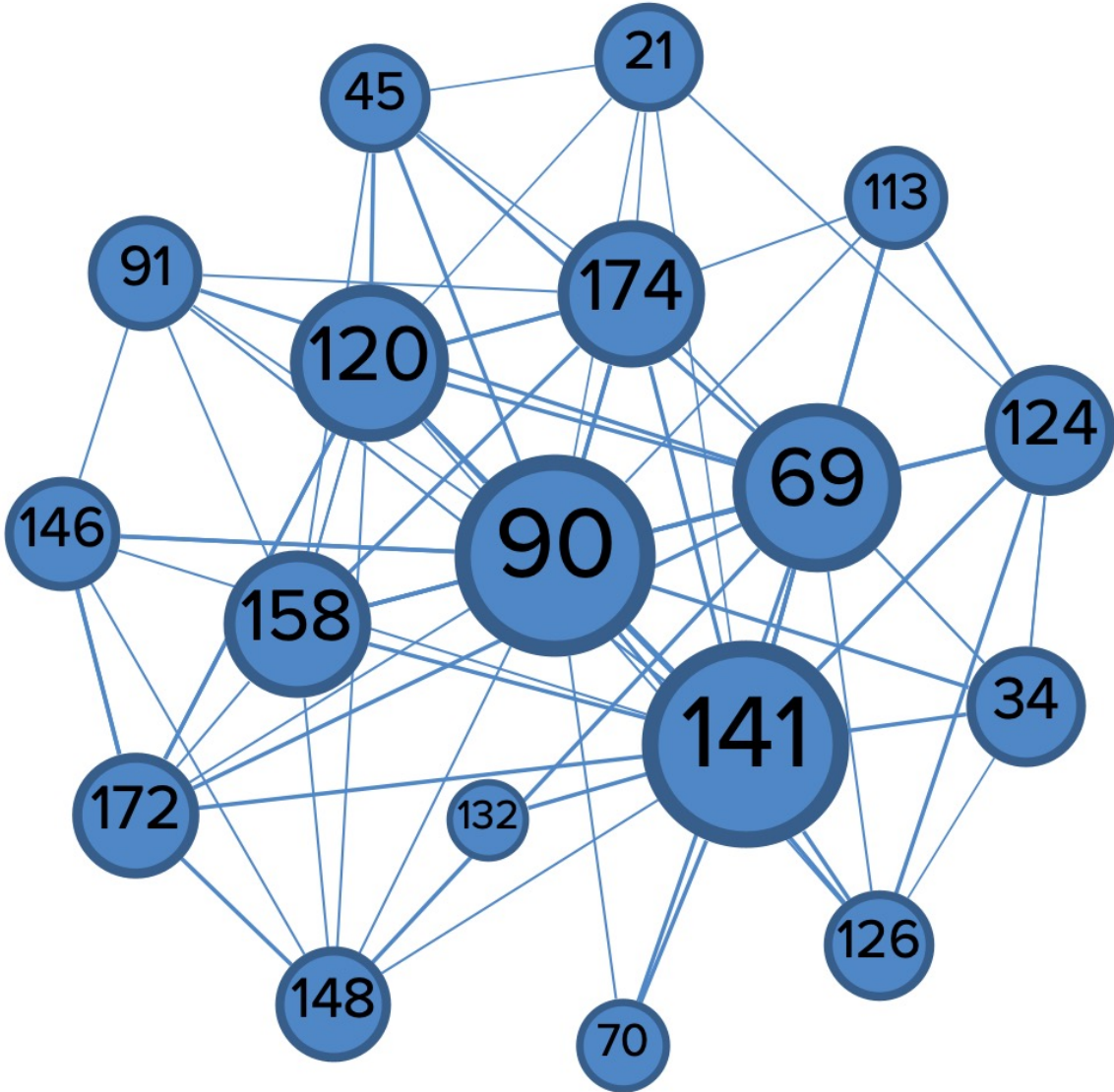


Healthcare

Total number of organizations:
18

Percent of the Network:
9%

ID	Organization	County
21	Catalyst Therapies/Catalyst Community	Multiple
34	Community Health Center (CHC) of Snohomish County	Snohomish
45	Family Care Network	Multiple
69	Island Health	Multiple
70	Island Primary Care - Orcas	San Juan
90	Molina Healthcare of Washington, Inc.	Multiple
91	Mount Baker Planned Parenthood	Multiple
113	Optum Care Network	Multiple
120	PeaceHealth	Multiple
124	Project Access Northwest	Snohomish
126	Providence	Multiple
132	Rippl Care	Multiple
141	Sea Mar Community Health Centers	Multiple
146	Skagit Pediatrics	Multiple
148	Skagit Regional Health	Multiple
158	Sunrise Services	Multiple
172	United General District 304	Skagit
174	Unity Care NW	Whatcom

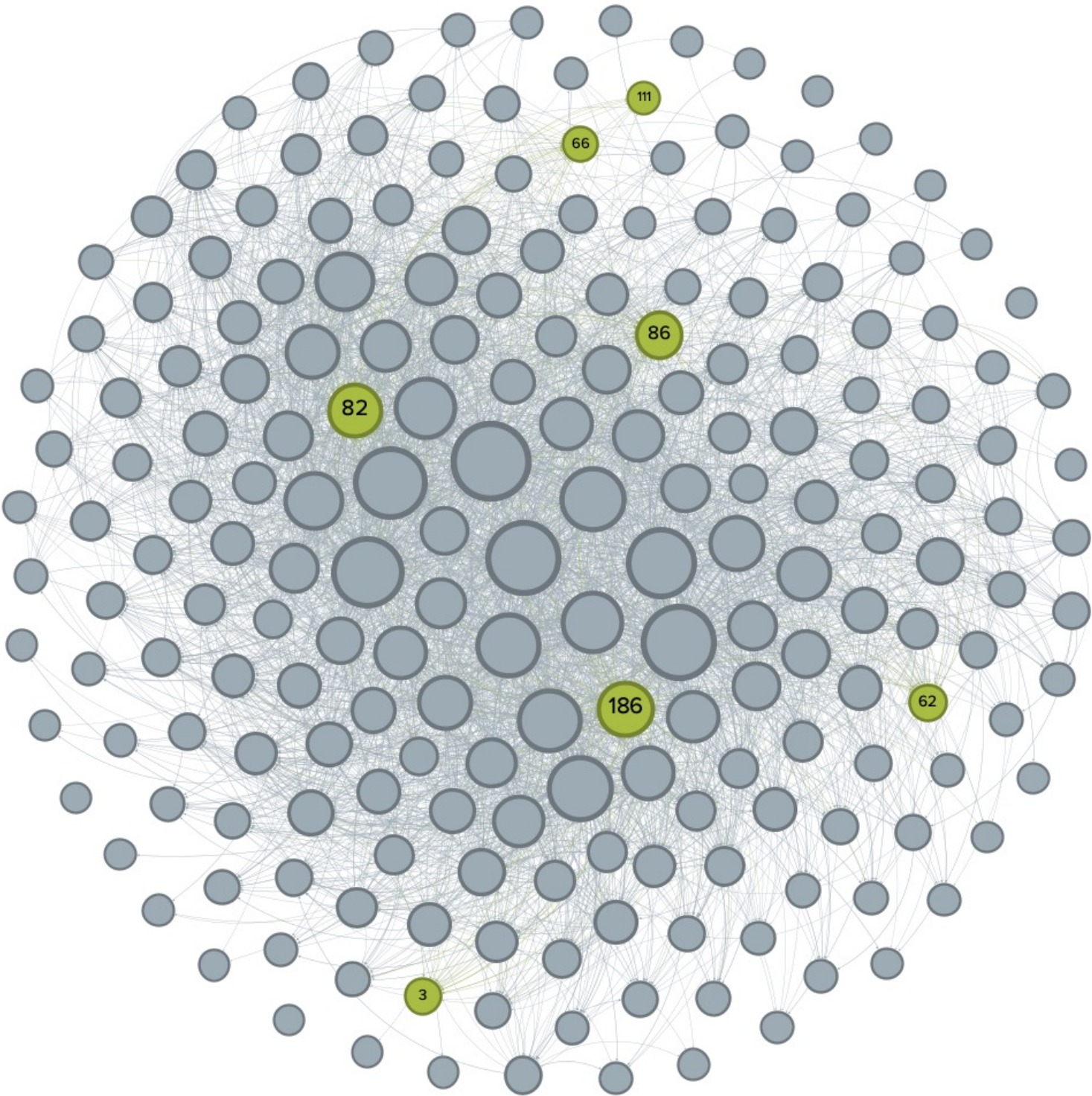


Healthcare

Total number of organizations:
18

Percent of the Network:
9%

ID	Organization	County	ID	Organization	County	ID	Organization	County
21	Catalyst Therapies/Catalyst Community	Multiple	91	Mt Baker Planned Parenthood	Multiple	141	Sea Mar Community Health Centers	Multiple
34	Community Health Center (CHC) of Snohomish County	Snohomish	113	Optum Care Network	Multiple	146	Skagit Pediatrics	Multiple
45	Family Care Network	Multiple	120	PeaceHealth	Multiple	148	Skagit Regional Health	Multiple
69	Island Health	Multiple	124	Project Access Northwest	Snohomish	158	Sunrise Services	Multiple
70	Island Primary Care - Orcas	San Juan	126	Providence	Multiple	172	United General District 304	Skagit
90	Molina Healthcare of Washington, Inc.	Multiple	132	Rippl Care	Multiple	174	Unity Care NW	Whatcom



Housing

Total number of organizations:
7

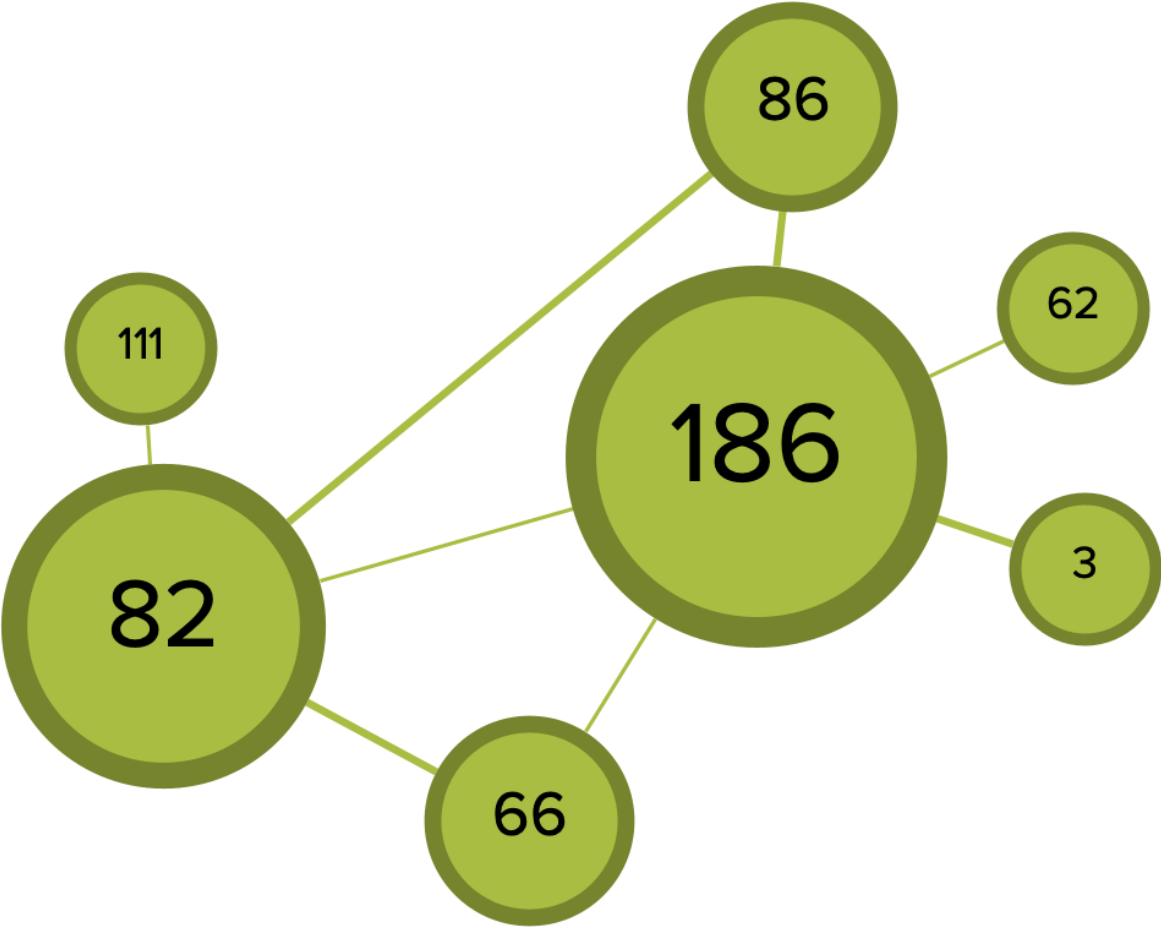
Percent of the Network:
3%

ID	Organization	County
3	Anacortes Family Center	Skagit
62	Housing Hope	Snohomish
66	Interfaith Coalition of Whatcom County	Whatcom
82	Lydia Place	Whatcom
86	Mercy Housing	Multiple
111	Operation Tiny Home	Multiple
186	Welcome Home Skagit	Skagit

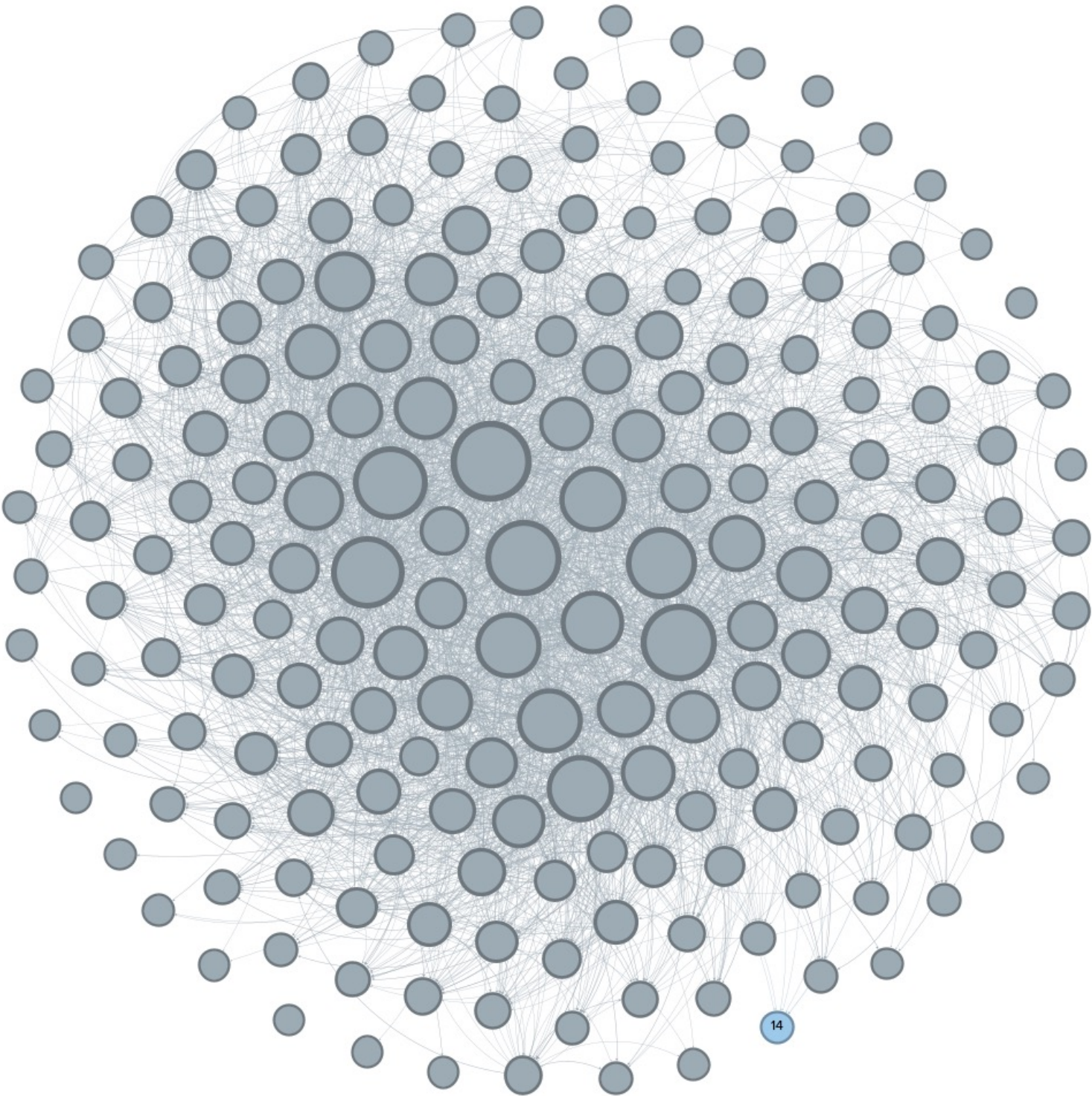
Housing

Total number of organizations:
7

Percent of the Network:
3%



ID	Organization	County	
3	Anacortes Family Center	Skagit	
62	Housing Hope	Snohomish	
66	Interfaith Coalition of Whatcom County	Whatcom	
82	Lydia Place	Whatcom	
86	Mercy Housing	Multiple	
111	Operation Tiny Home	Multiple	
186	Welcome Home Skagit	Skagit	



Oral Health

Total number of organizations:
1

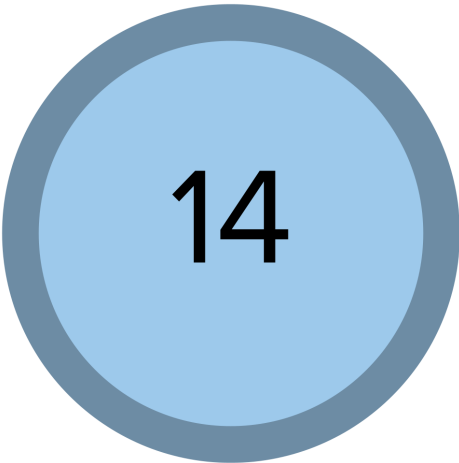
Percent of the Network:
>1%

ID	Organization	County
14	Best Dental Help	Multiple

Oral Health

Total number of organizations:
1

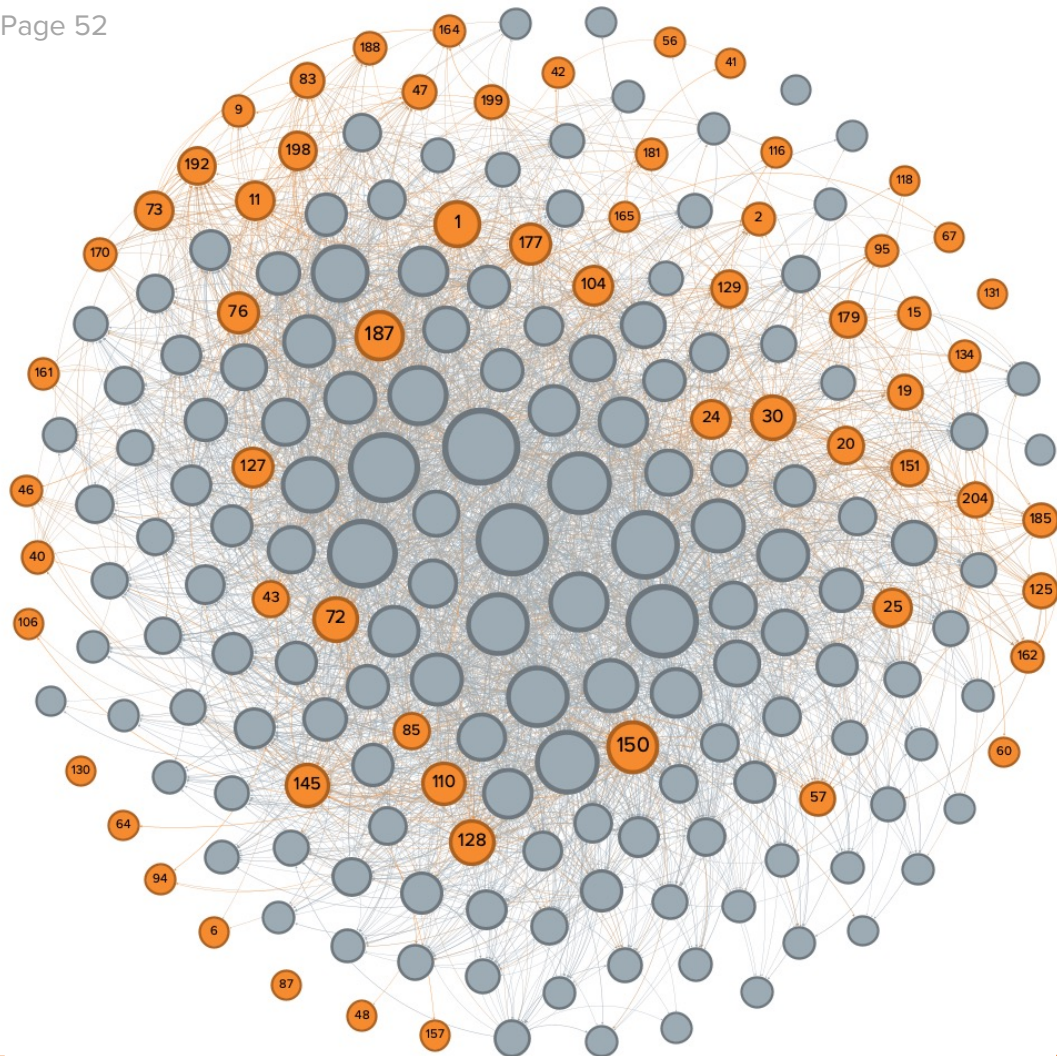
Percent of the Network:
>1%



Changes in the Collaborative Action Network

In late 2024 the Oral Health Local Impact Network (Oral Health LIN) shifted from the Local Impact Network model developed by the Arcora Foundation to a North Sound ACH-facilitated community of practice. Outreach to bring more oral health partners into the Collaborative Action Network began shortly after, and continues at the writing of this report.

ID	Organization	County
14	Best Dental Help	Multiple



Resource Center

Total number of organizations:
62

Percent of the Network:
30%

ID	Organization	County
1	Allied Arts of Whatcom County	Whatcom
2	Alzheimers Association - WA State Chapter	Snohomish
6	Baron Visuals	Multiple
9	Bellingham Girls Rock Camp	Whatcom
11	Bellingham Queer Collective	Whatcom
15	BRE Innovative Solutions	Snohomish
19	Camp Fire Snohomish County	Snohomish
20	Cares of Washington	Multiple
24	Center for Independence	Multiple
25	Center for Justice Social Work	Multiple
30	Communities of Color Coalition (C3)	Multiple
40	EARTH: Empowering All Relatives to Heal	Whatcom
41	Electric Beauty LLC	Whatcom
42	Electrolysis NW	Whatcom
43	Empower Next Generations	Multiple
46	Fatherhood the Foundation	Whatcom
47	Ferndale Community Services	Whatcom

48	Fob & Dongle Productions	Multiple
56	Heels and Confidence	Island
57	Helping Hands Project Organization	Snohomish
60	Hooks Global	Snohomish
64	Imagine YOUiversity	Snohomish
67	IP3	Multiple
72	Joyce L Sobel Family Resource Center	San Juan
73	KMRE 88.3FM (Kulshan Community Media)	Whatcom
76	LAW Advocates	Whatcom
83	Make.Shift Art Space	Multiple
85	Media for Development International	Multiple
87	MFR Law Group	Multiple
94	Mutual Aid Solidarity/Neighbors in Action	Multiple
95	NAACP Snohomish County	Multiple
104	North Sound Race and Health Equity Alliance	Whatcom

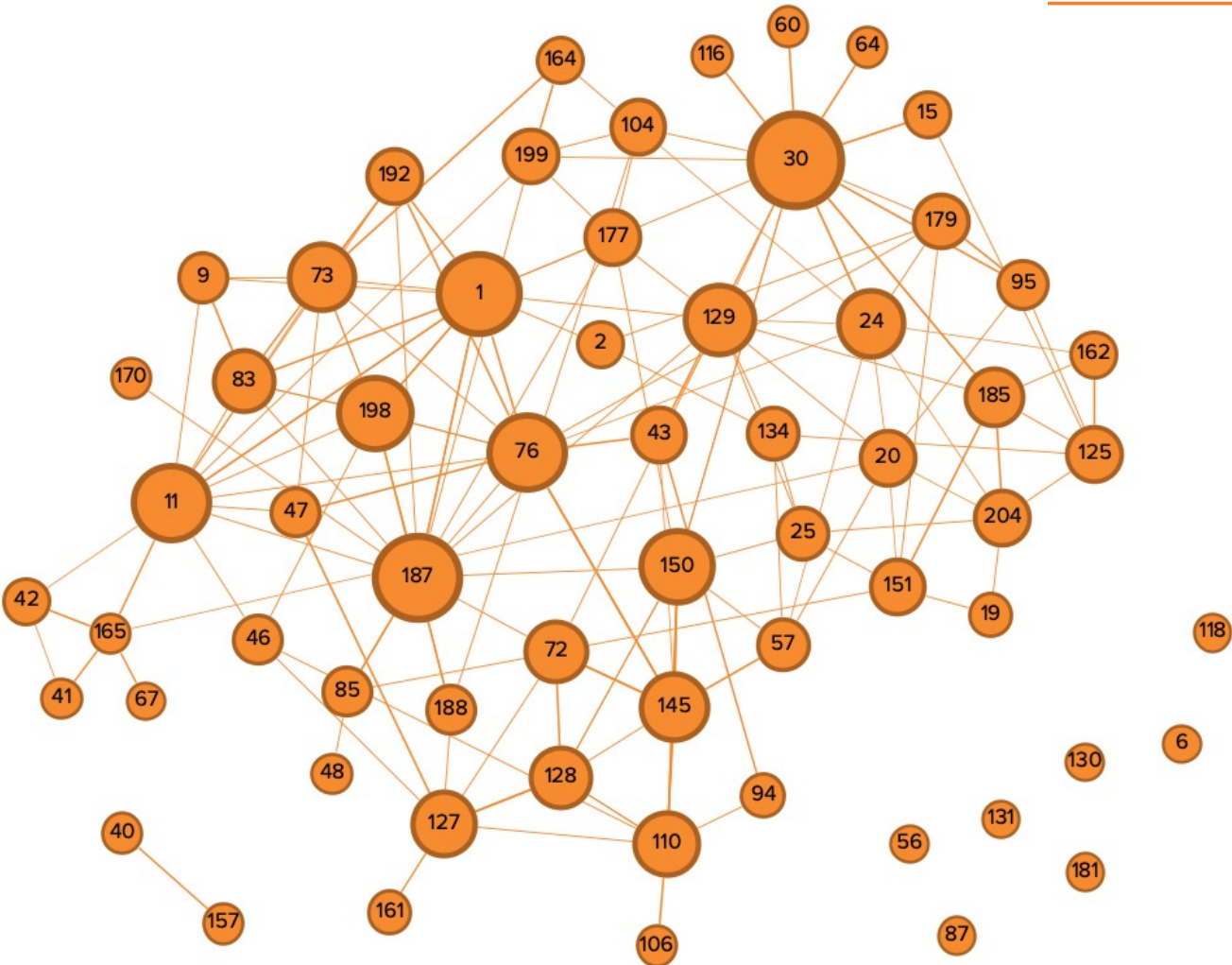
106	Northwest Credible Messengers	Multiple
110	O.U.R. Journey	Skagit
116	Participatory Justice	Snohomish
118	Pasado's Safe Haven	Snohomish
125	Project Girl Mentoring Program	Whatcom
127	Recovery Café Bellingham	Skagit
128	Recovery Café Skagit	Snohomish
129	Refugee & Immigrant Services Northwest	Whatcom
130	Resonance Path Consulting	Multiple
131	Retrospect Productions	Snohomish
134	Ruthless Ryderz Foundation	Multiple
145	Skagit Legal Aid	Skagit
150	Skagit YMCA	Skagit
151	Sno-Isle Libraries	Multiple
157	Suburbia Rising	Snohomish
161	Sxwilisen House of Healing	Whatcom
162	The ACCESS Project	Island
164	The Black Experience	Whatcom
165	Trans-Wa	Whatcom

170	Unbridled Spirit 7	Whatcom
177	Vamos Outdoor Project	Multiple
179	Vets Place NW	Snohomish
181	Washington Family Engagement	Multiple
185	Washington West African Center	Snohomish
187	Whatcom Center for Early Learning	Whatcom
188	Whatcom Coalition for Antiracist Education (Whatcom CARE)	Whatcom
192	Whatcom County Library System	Whatcom
198	Whatcom Peace and Justice Center	Whatcom
199	Whatcom Waves	Whatcom
204	YWCA Seattle King Snohomish	Snohomish

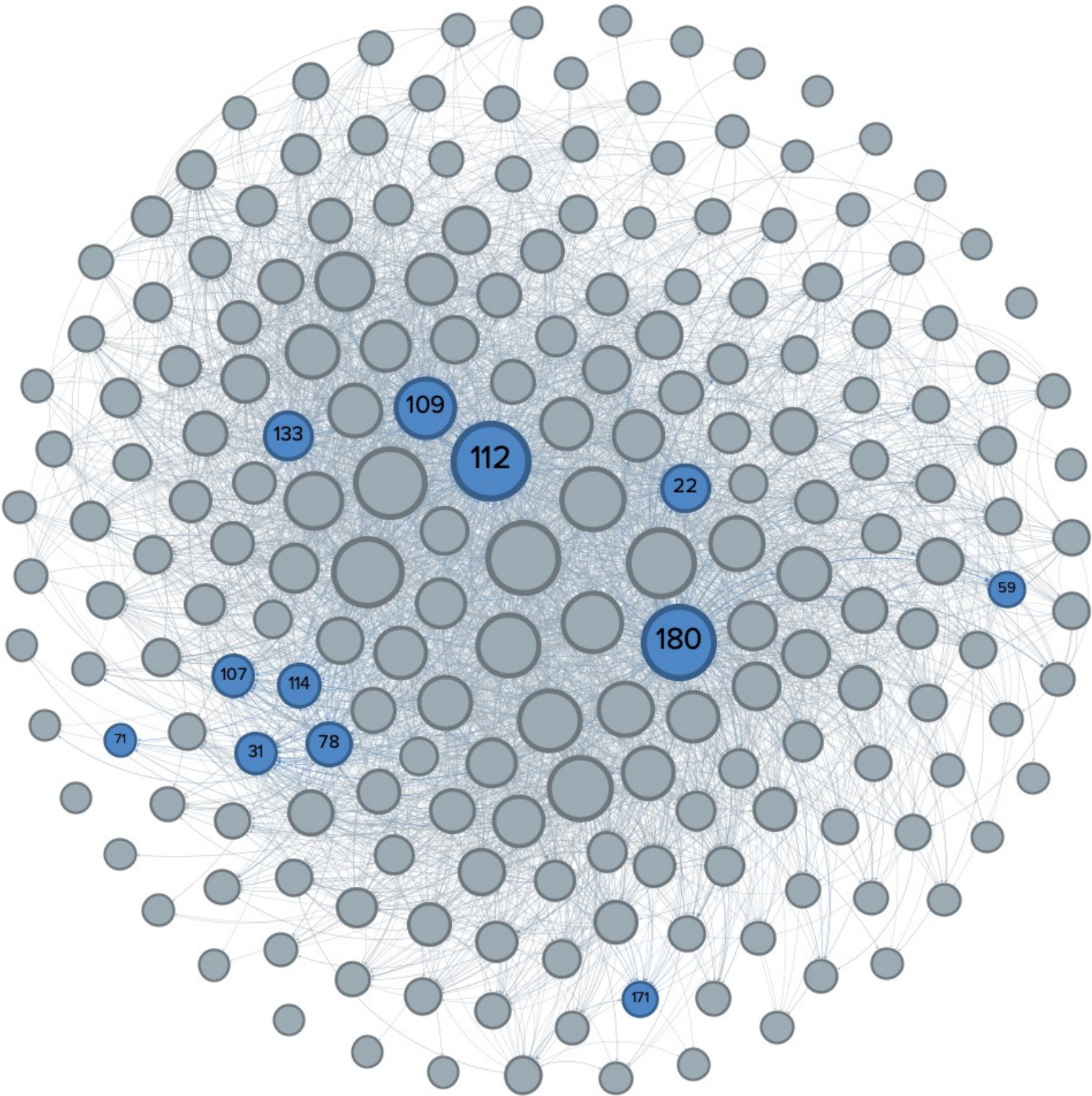
Resource Center

Total number of organizations:
62

Percent of the Network:
30%



ID	Organization	County
1	Allied Arts of Whatcom County	Whatcom
2	Alzheimers Association - WA State Chapter	Snohomish
6	Baron Visuals	Multiple
9	Bellingham Girls Rock Camp	Whatcom
11	Bellingham Queer Collective	Whatcom
15	BRE Innovative Solutions	Snohomish
19	Camp Fire Snohomish County	Snohomish
20	Cares of Washington	Multiple
24	Center for Independence	Multiple
25	Center for Justice Social Work	Multiple
30	Communities of Color Coalition (C3)	Multiple
40	EARTH: Empowering All Relatives to Heal	Whatcom
41	Electric Beauty LLC	Whatcom
42	Electrolysis NW	Whatcom
43	Empower Next Generations	Multiple
46	Fatherhood the Foundation	Whatcom
47	Ferndale Community Services	Whatcom
48	Fob & Dongle Productions	Multiple
56	Heels and Confidence	Island
57	Helping Hands Project Organization	Snohomish
60	Hooks Global	Snohomish
64	Imagine YOUiversity	Snohomish
67	IP3	Multiple
72	Joyce L Sobel Family Resource Center	San Juan
73	KMRE 88.3FM (Kulshan Community Media)	Whatcom
76	LAW Advocates	Whatcom
83	Make.Shift Art Space	Multiple
85	Media for Development International	Multiple
87	MFR Law Group	Multiple
94	Mutual Aid Solidarity/Neighbors in Action	Multiple
95	NAACP Snohomish County	Multiple
104	North Sound Race and Health Equity Alliance	Whatcom
106	Northwest Credible Messengers	Multiple
110	O.U.R. Journey	Skagit
116	Participatory Justice	Snohomish
118	Pasado's Safe Haven	Snohomish
125	Project Girl Mentoring Program	Whatcom
127	Recovery Café Bellingham	Skagit
128	Recovery Café Skagit	Snohomish
129	Refugee & Immigrant Services Northwest	Whatcom
130	Resonance Path Consulting	Multiple
131	Retrospect Productions	Snohomish
134	Ruthless Ryderz Foundation	Multiple
145	Skagit Legal Aid	Skagit
150	Skagit YMCA	Skagit
151	Sno-Isle Libraries	Multiple
157	Suburbia Rising	Snohomish
161	Sxwilisen House of Healing	Whatcom
162	The ACCESS Project	Island
164	The Black Experience	Whatcom
165	Trans-Wa	Whatcom
170	Unbridled Spirit 7	Whatcom
177	Vamos Outdoor Project	Multiple
179	Vets Place NW	Snohomish
181	Washington Family Engagement	Multiple
185	Washington West African Center	Snohomish
187	Whatcom Center for Early Learning	Whatcom
188	Whatcom Coalition for Antiracist Education (Whatcom CARE)	Whatcom
192	Whatcom County Library System	Whatcom
198	Whatcom Peace and Justice Center	Whatcom
199	Whatcom Waves	Whatcom
204	YWCA Seattle King Snohomish	Snohomish



Social Services

Total number of organizations:
12

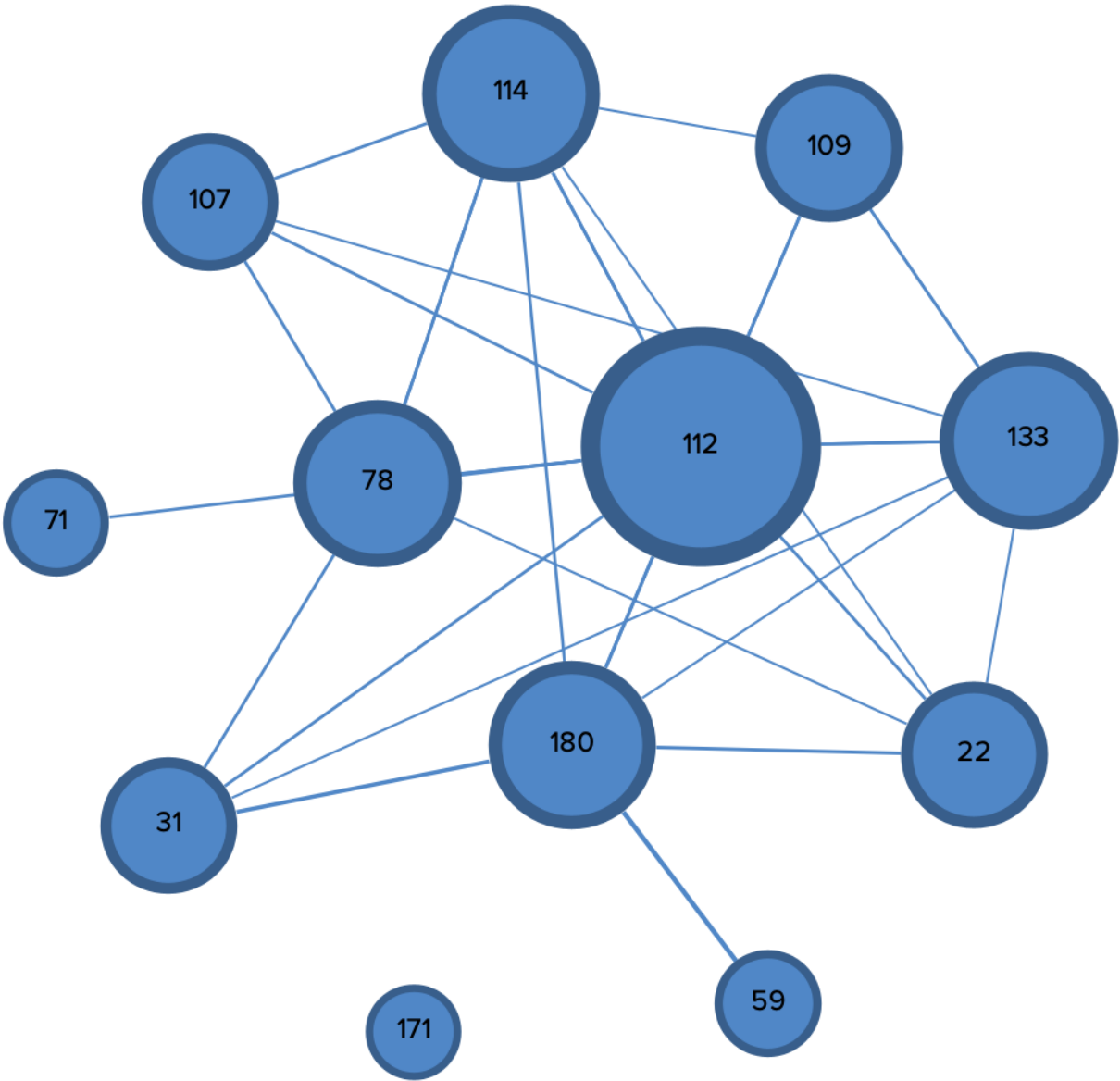
Percent of the Network:
6%

ID	Organization	County
22	Catholic Community Services	Multiple
31	Community Action of Skagit County	Skagit
59	Homage Senior Services	Snohomish
71	Island Senior Resources	Island
78	Lopez Island Family Resource Center	San Juan
107	Northwest Regional Council	Multiple
109	Northwest Youth Services	Multiple
112	Opportunity Council	Multiple
114	Orcas Community Resource Center	San Juan
133	Road2Home	Whatcom
171	Underground Ministries	Multiple
180	Volunteers of America Western Washington	Multiple

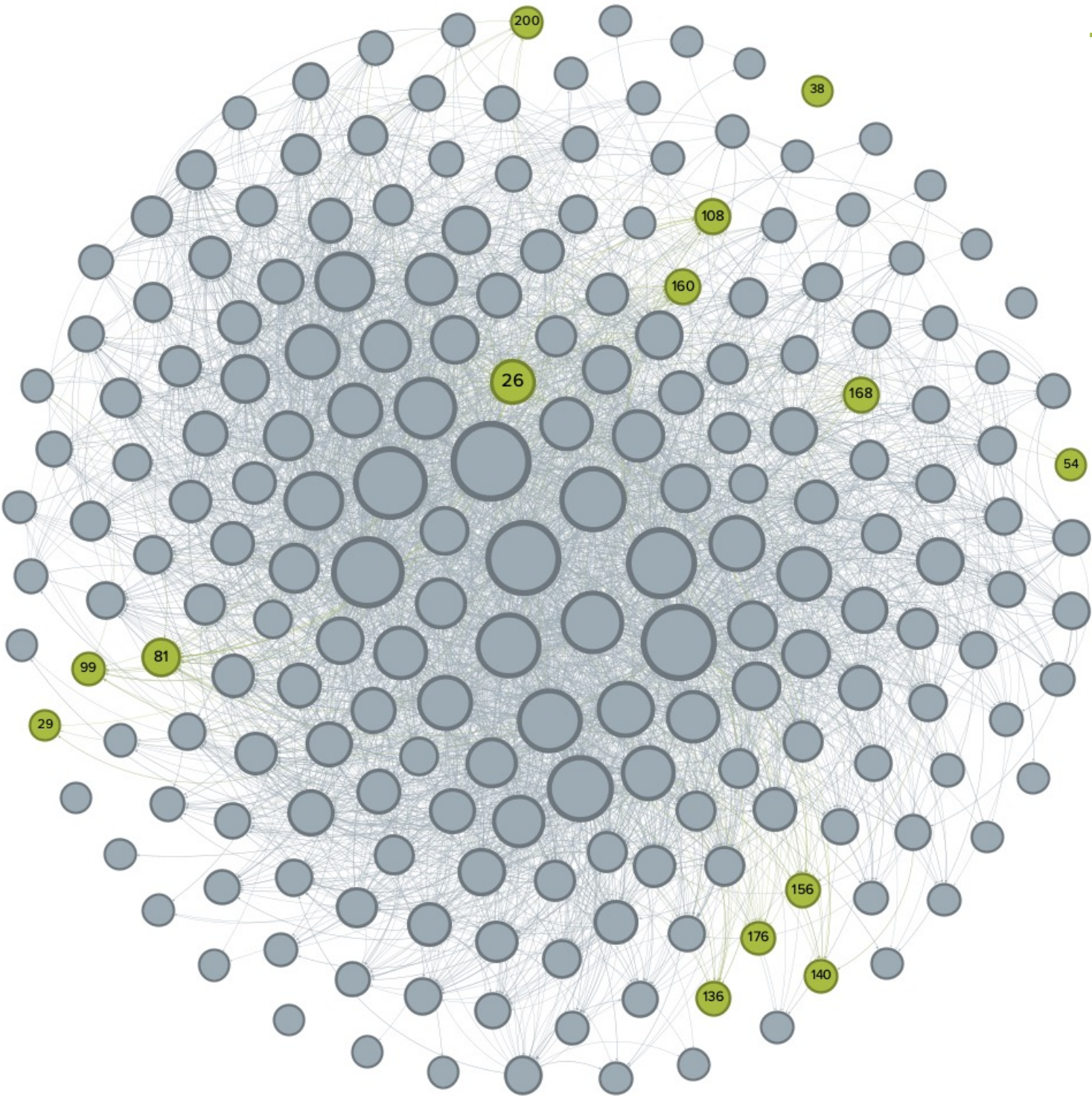
Social Services

Total number of organizations:
12

Percent of the Network:
6%



ID	Organization	County	ID	Organization	County	ID	Organization	County
22	Catholic Community Services	Multiple	78	Lopez Island Family Resource Center	San Juan	114	Orcas Community Resource Center	San Juan
31	Community Action of Skagit County	Skagit	107	Northwest Regional Council	Multiple	133	Road2Home	Whatcom
59	Homage Senior Services	Snohomish	109	Northwest Youth Services	Multiple	171	Underground Ministries	Multiple
71	Island Senior Resources	Island	112	Opportunity Council	Multiple	180	Volunteers of America Western Washington	Multiple

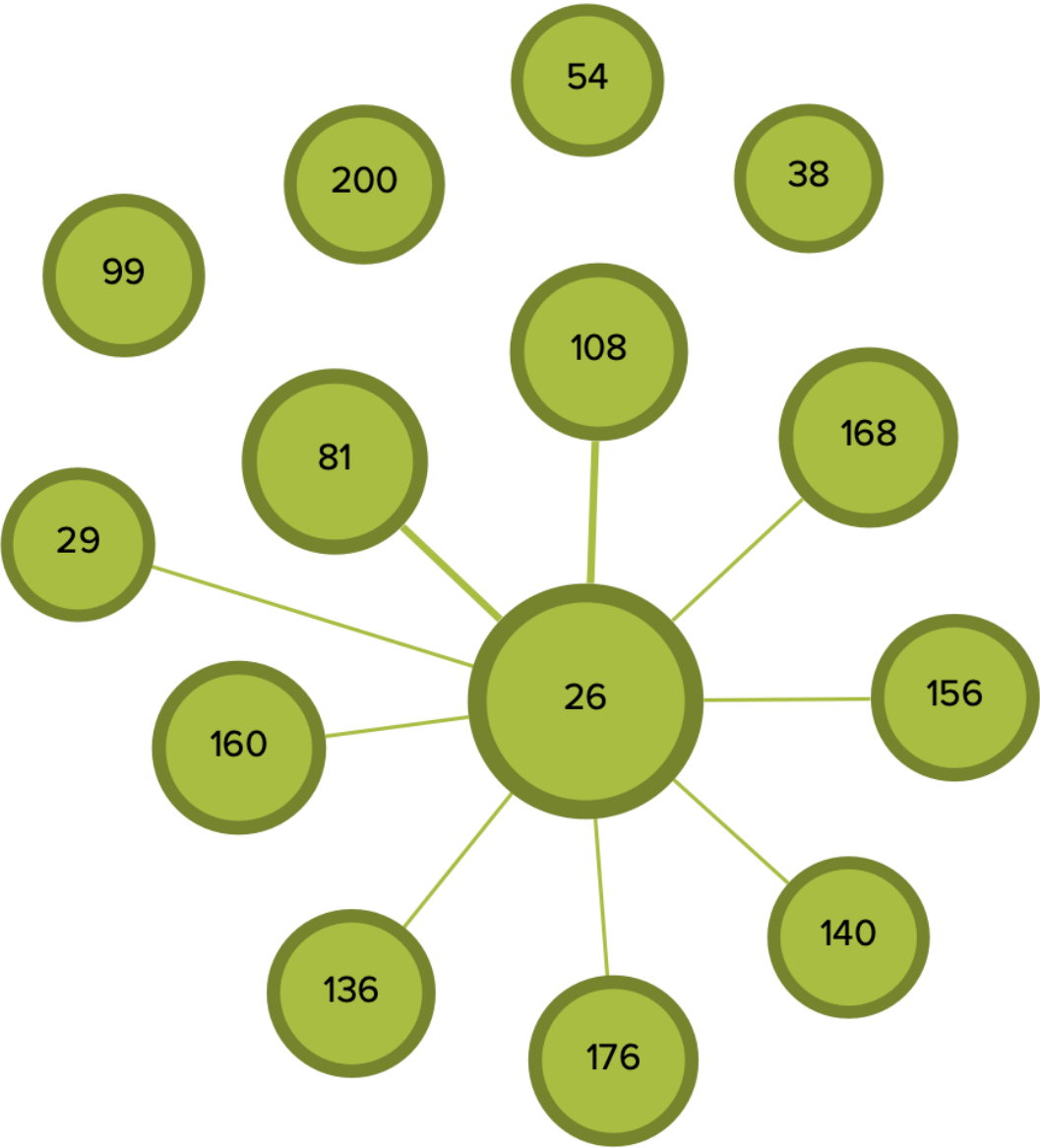


Tribal Organizations & Health Centers

Total number of organizations:
14

Percent of the Network:
7%

ID	Organization	County
26	Children of the Setting Sun Productions	Whatcom
29	Coast Salish Youth Coalition	San Juan
38	Decolonize Sports	Whatcom
54	Healing Through Hope	Whatcom
81	Lummi Nation Health Center	Whatcom
99	Nooksack Health Department Medical Clinic	Whatcom
108	Northwest Washington Indian Health Board	Multiple
136	Samish Indian Nation Health Services	Skagit
140	Sauk-Suiattle Indian Tribe Medical & Behavioral Health Clinic	Snohomish
156	Stillaguamish Tribe Wellness Clinic	Snohomish
160	Swinomish Medical Clinic	Skagit
168	Tulalip Health Systems	Snohomish
176	Upper Skagit Tribal Health Clinic	Skagit
200	Whiteswan Environmental	Whatcom



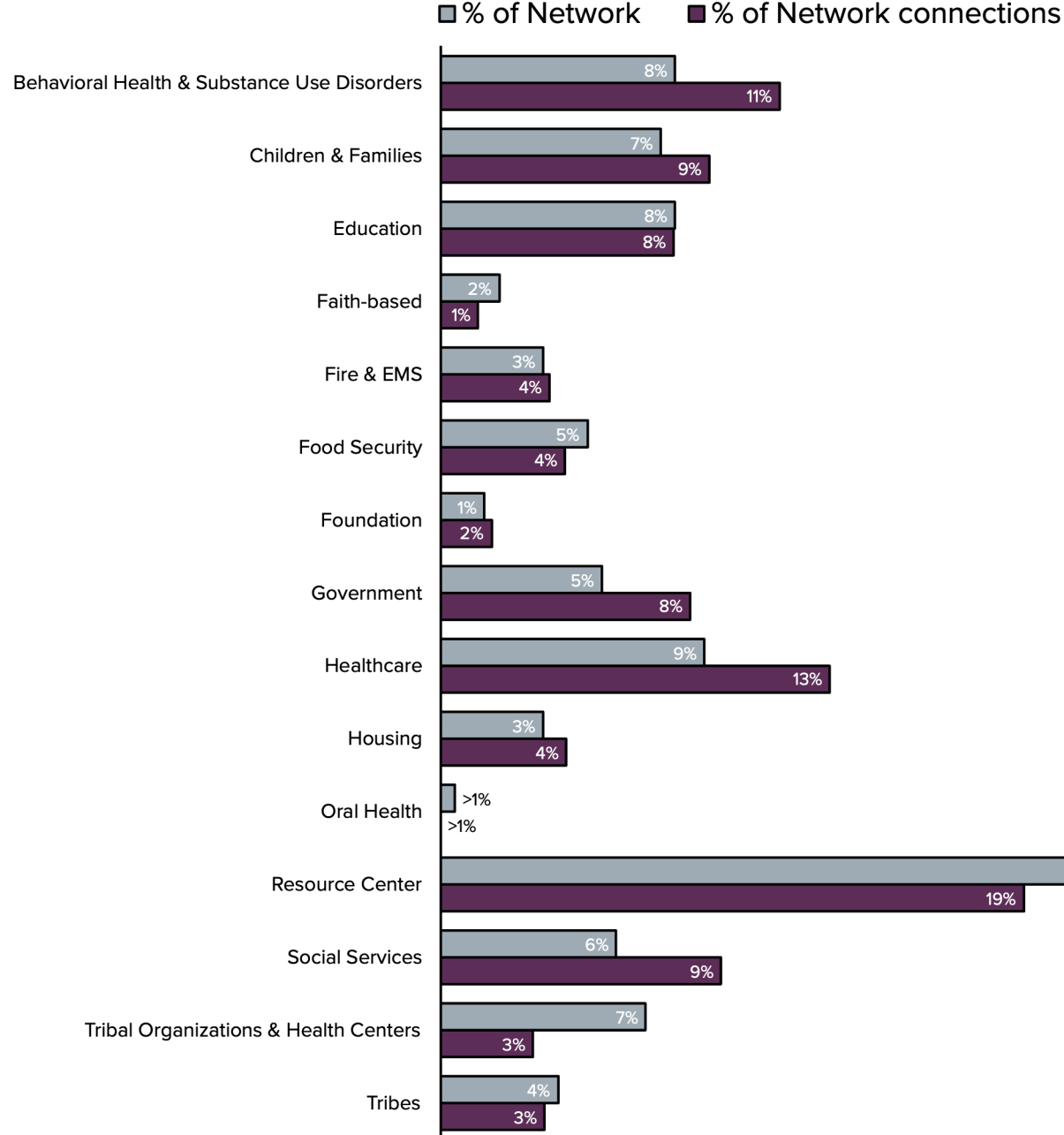
Tribal Organizations & Health Centers

Total number of organizations: 14

Percent of the Network: 7%

ID	Organization	County	ID	Organization	County	ID	Organization	County
26	Children of the Setting Sun Productions	Whatcom	99	Nooksack Health Department Medical Clinic	Whatcom	156	Stillaguamish Tribe Wellness Clinic	Snohomish
29	Coast Salish Youth Coalition	San Juan	108	Northwest Washington Indian Health Board	Multiple	160	Swinomish Medical Clinic	Skagit
38	Decolonize Sports	Whatcom	136	Samish Indian Nation Health Services	Skagit	168	Tulalip Health Systems	Snohomish
54	Healing Through Hope	Whatcom	140	Sauk-Suiattle Indian Tribe Medical & Behavioral Health Clinic	Snohomish	176	Upper Skagit Tribal Health Clinic	Skagit
81	Lummi Nation Health Center	Whatcom				200	Whiteswan Environmental	Whatcom

Sector's percentage of the Network compared to percentage of the Network's connections



About half of the sectors in the Network have similar shares of the Network and its connections.

A sector's share of the Network, or the footprint it occupies, will be within 1% of that sector's total share of connections in the Network in just over half of all sectors. In the other half of sectors, there is a discrepancy between the sector's network footprint and its overall connectedness.

The clearest example of this phenomenon is the Resource Center sector, which has a network footprint of 30%, (30% of all Collaborative Action Network organizations are resource centers), while that sector is only responsible for 19% of the Network's 6,722 connections.

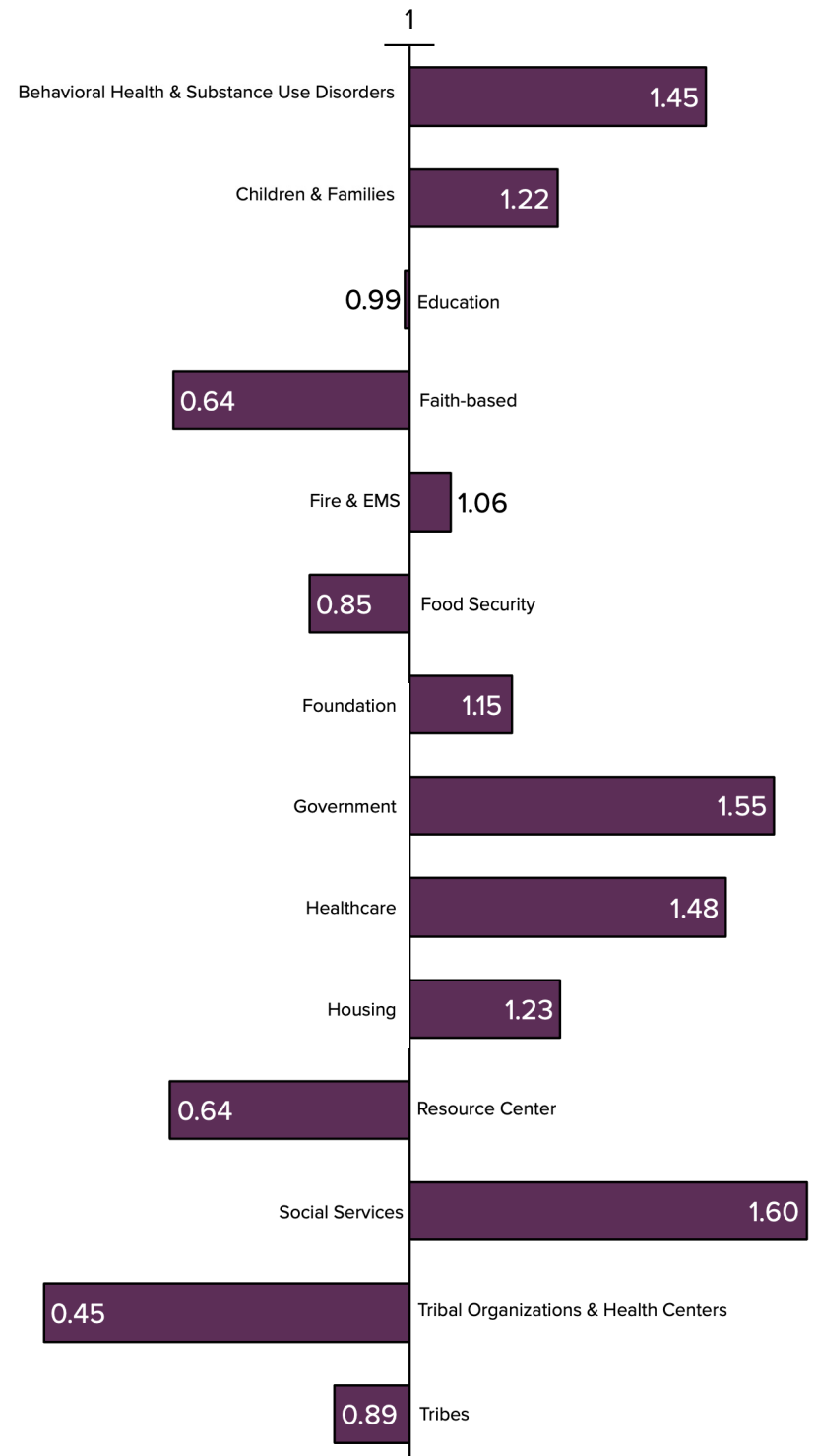
Alternatively, the Social Services sector makes up 6% of the Network but 9% of its total connections, meaning Social Services organizations experience a higher rate of connectivity and are more 'plugged-in' to the Network than other sectors.

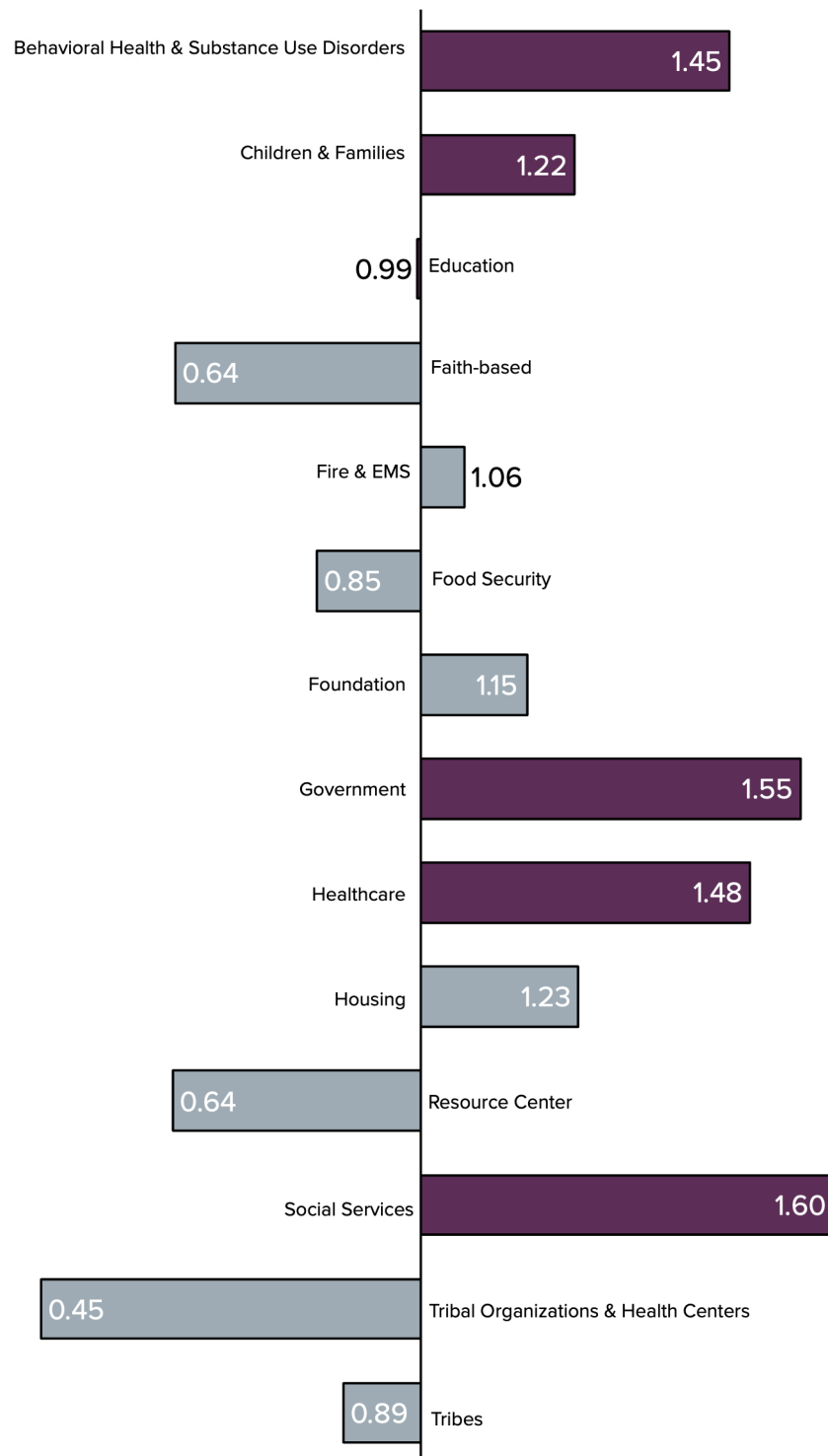
Quantifying a sector's rate of connection

To look at the relationship between network footprint and network connections another way, we can use the percentages on the previous page to discover the rate at which sectors are connecting to the rest of the Network compared to their network footprint. In this chart, sectors to the left of the middle axis connect to the Network at a rate lower than their network footprint, while those to the right of the axis connect at a higher rate. The farther from the center axis a sector is, the more extreme the rate of difference between network footprint and share of network connections.

For example, the Education sector, who's Network footprint and share of Network connections are each 8% (rounded to the whole), has a connection rate of 0.99, almost 1:1. The Social Services sector, however, makes up 6% of the Network, but 9% of the Network's total connections, meaning it connects with the Network at a rate 1.6x higher than its Network footprint. Through this method we can identify the sectors that more effectively connect with the rest of the Network, and those that are less connected.

With this method we see that the Behavioral Health & Substance Use Disorders, Government, Healthcare, Housing, and Social Services sectors are the most connected sectors in the Network, while the Faith-based, Resource Center and Tribal Organizations & Health Center sectors are the least connected.





Top 10 Most Connected Organizations

The table below shows the top 10 most connected organizations in the Network, with their corresponding sectors shaded purple on the graph.

In general, the most connected organizations in the Network are from sectors that are connecting at a rate higher than their network footprint. The exception is the Education sector, which is accounted for by Skagit Valley College's higher than average amount of connections for its sector; though even this sector is connected to the rest of the Network close to the same rate as it's footprint, almost 1:1.

ID	Organization	Connections	County	Sector
141	Sea Mar Community Health Centers	121	Multiple	Healthcare
112	Opportunity Council	117	Multiple	Social Services
202	Within Reach	116	Multiple	Children & Families
180	Volunteers of America Western Washington	103	Multiple	Social Services
90	Molina Healthcare of Washington, Inc.	102	Multiple	Healthcare
191	Whatcom County Health and Community Services	101	Whatcom	Government
120	PeaceHealth	100	Multiple	Healthcare
63	Ideal Option	97	Multiple	Behavioral Health & Substance Use Disorders
122	Pioneer Human Services	92	Multiple	Behavioral Health & Substance Use Disorders
149	Skagit Valley College	92	Multiple	Education



Collaborative Action Network:

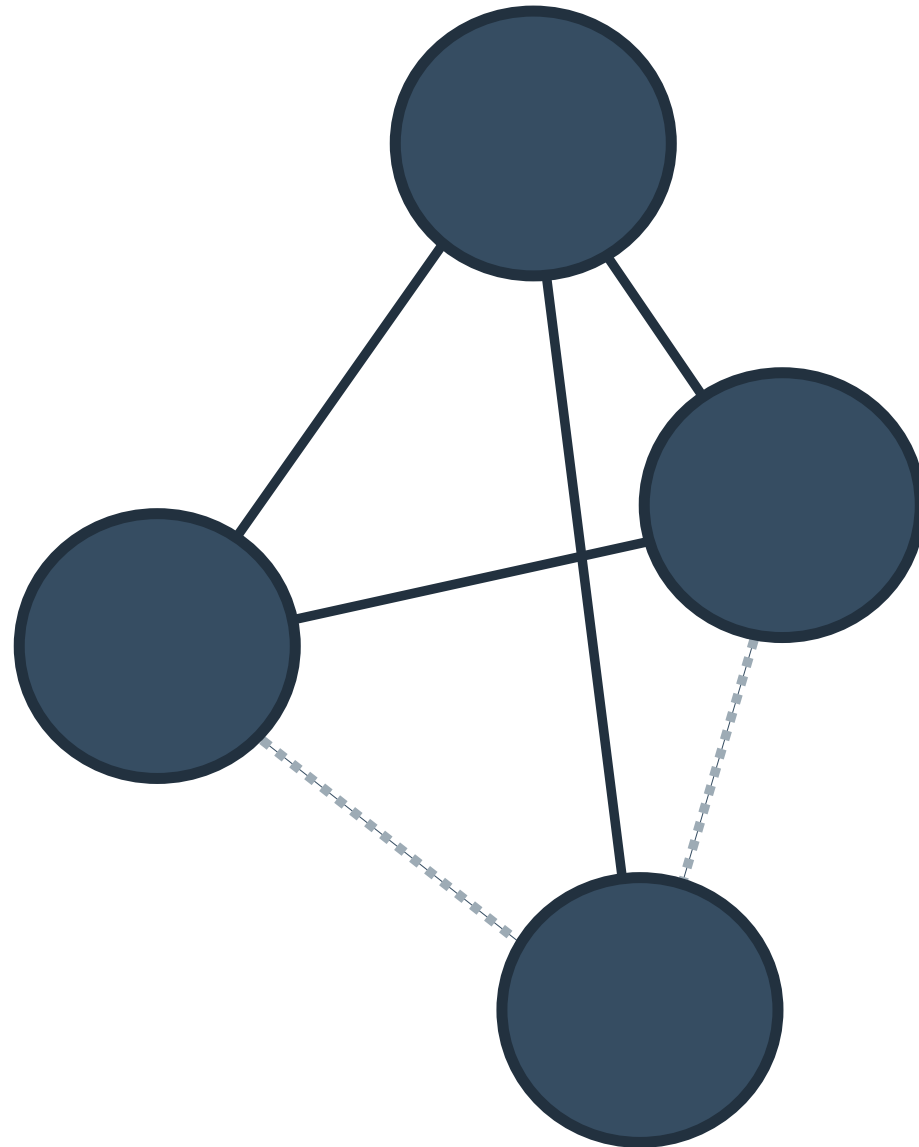
Network Density

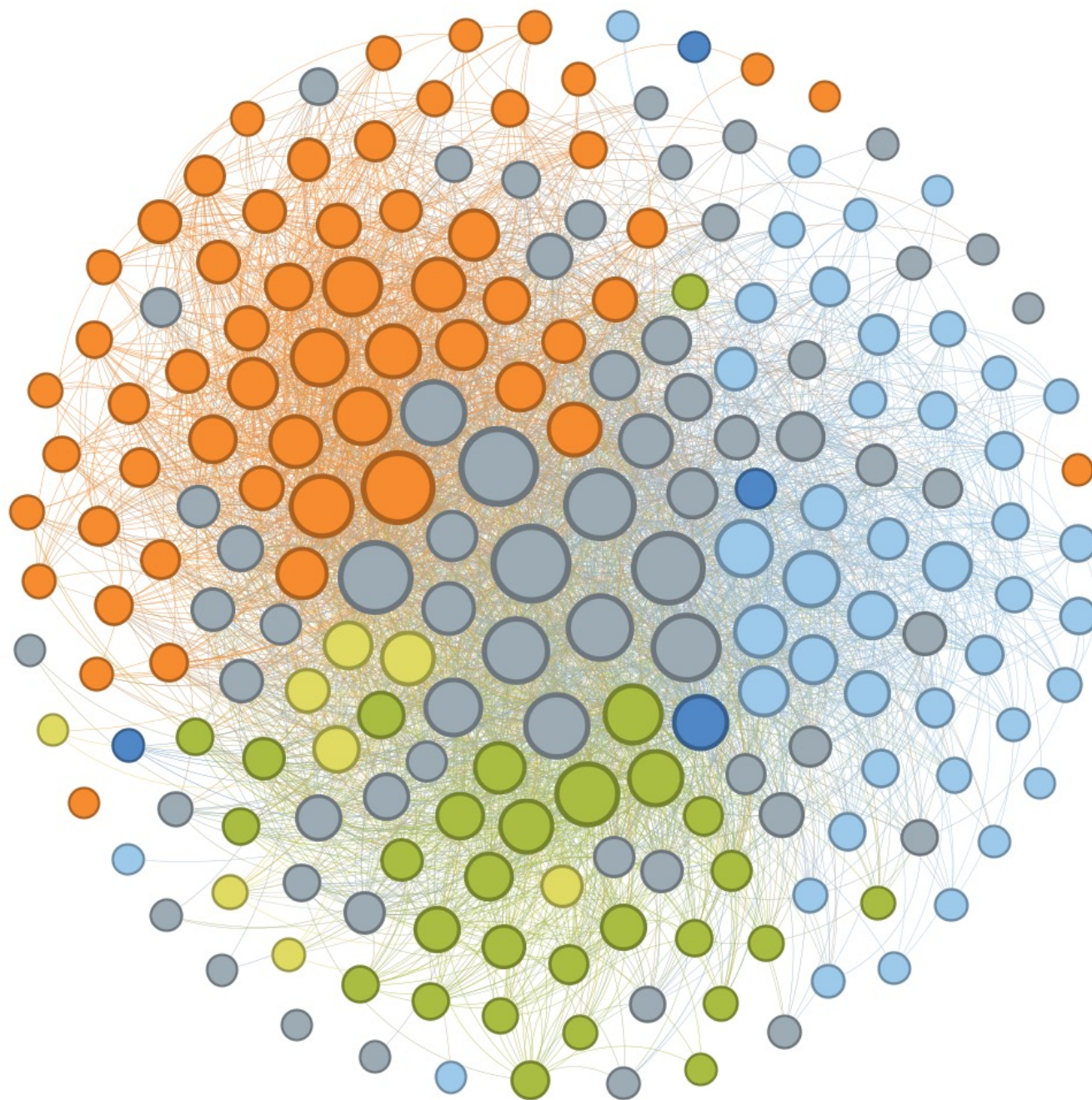
What is network density?

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 solid lines between the two nodes, and possible connections shown with 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%.





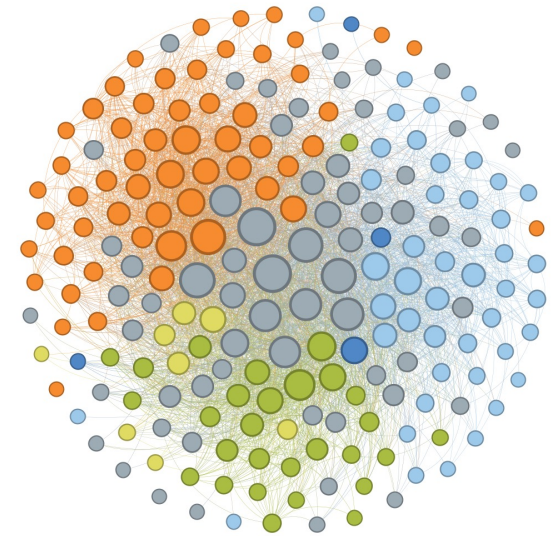
Collaborative Action Network density: **16%**

The Network as a whole is a low-density 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.

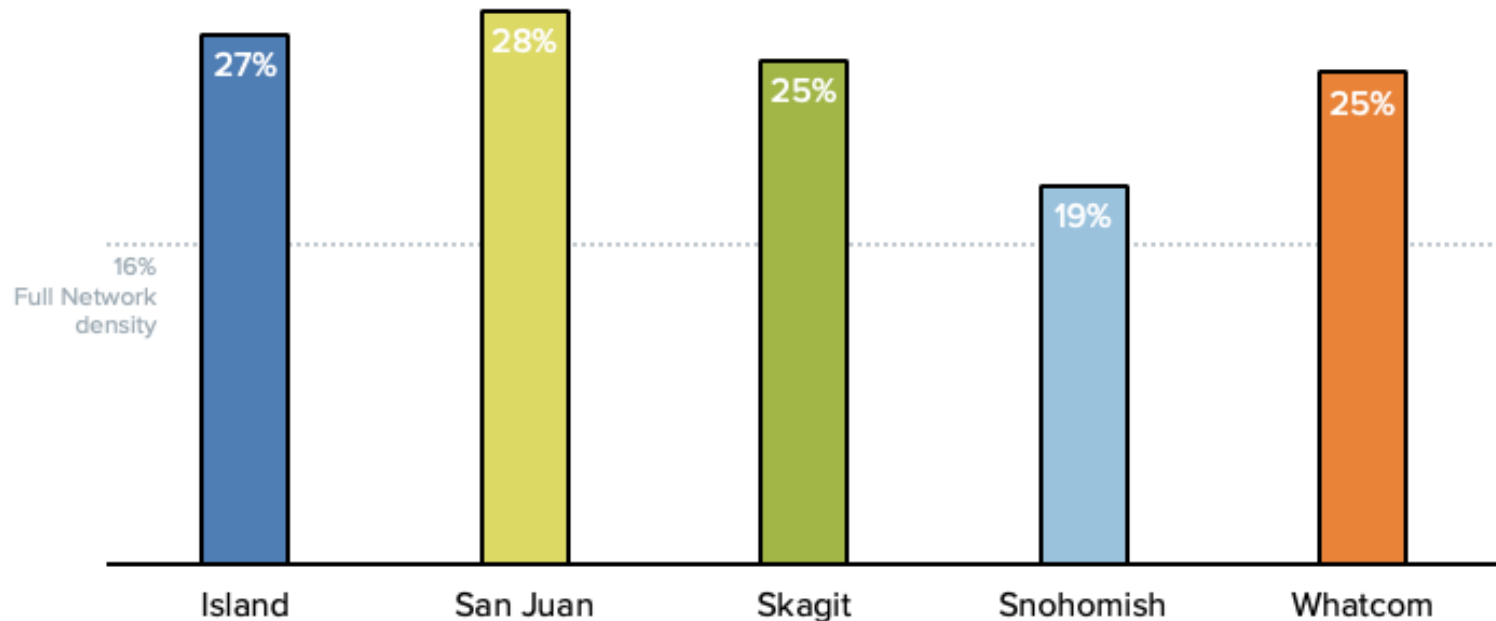
Participants in a low-density network tend to experience more freedom and flexibility, though some may experience isolation from the greater network and face barriers to collaboration and communication.

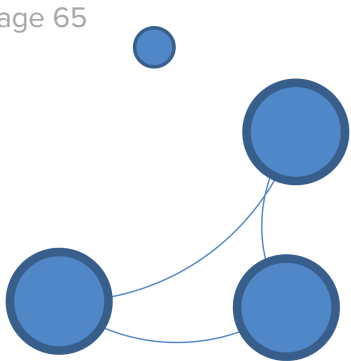
County networks are consistently higher density than the full Network's density of 16%

Counties tend to group together into dense hubs. While connections between different counties exist, there is more often connection within counties.

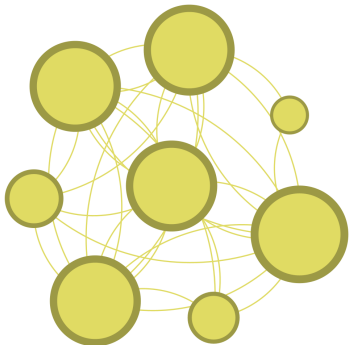


Density of County networks compared to the full Network

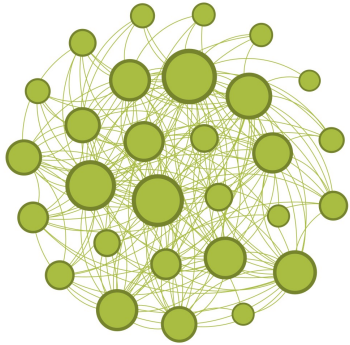




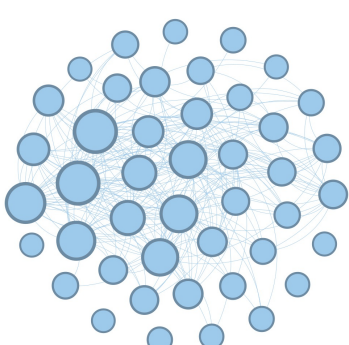
Island County
density:
50%



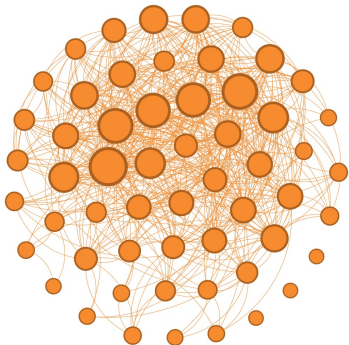
San Juan County
density:
75%



Skagit County
density:
42%

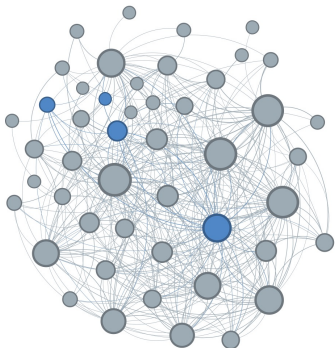


Snohomish
County density:
24%

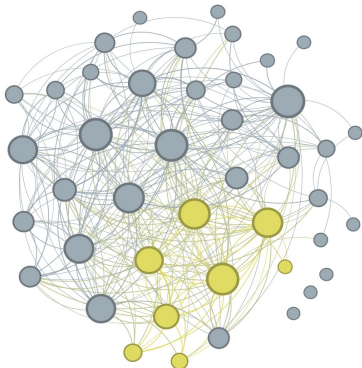


Whatcom County
density:
33%

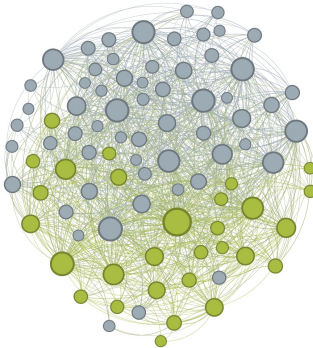
Island and
multiple county
density:
27%



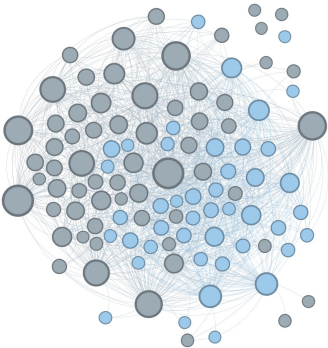
San Juan and
multiple county
density:
28%



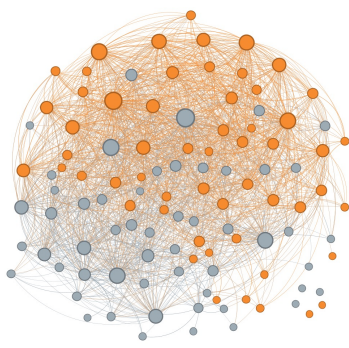
Skagit and
multiple county
density:
25%



Snohomish and
multiple county
density:
19%



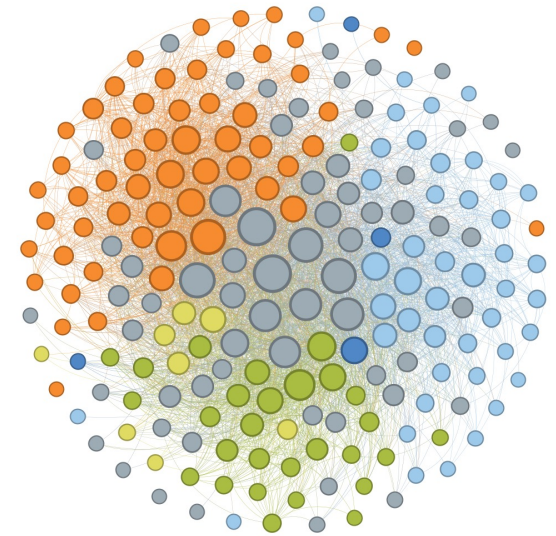
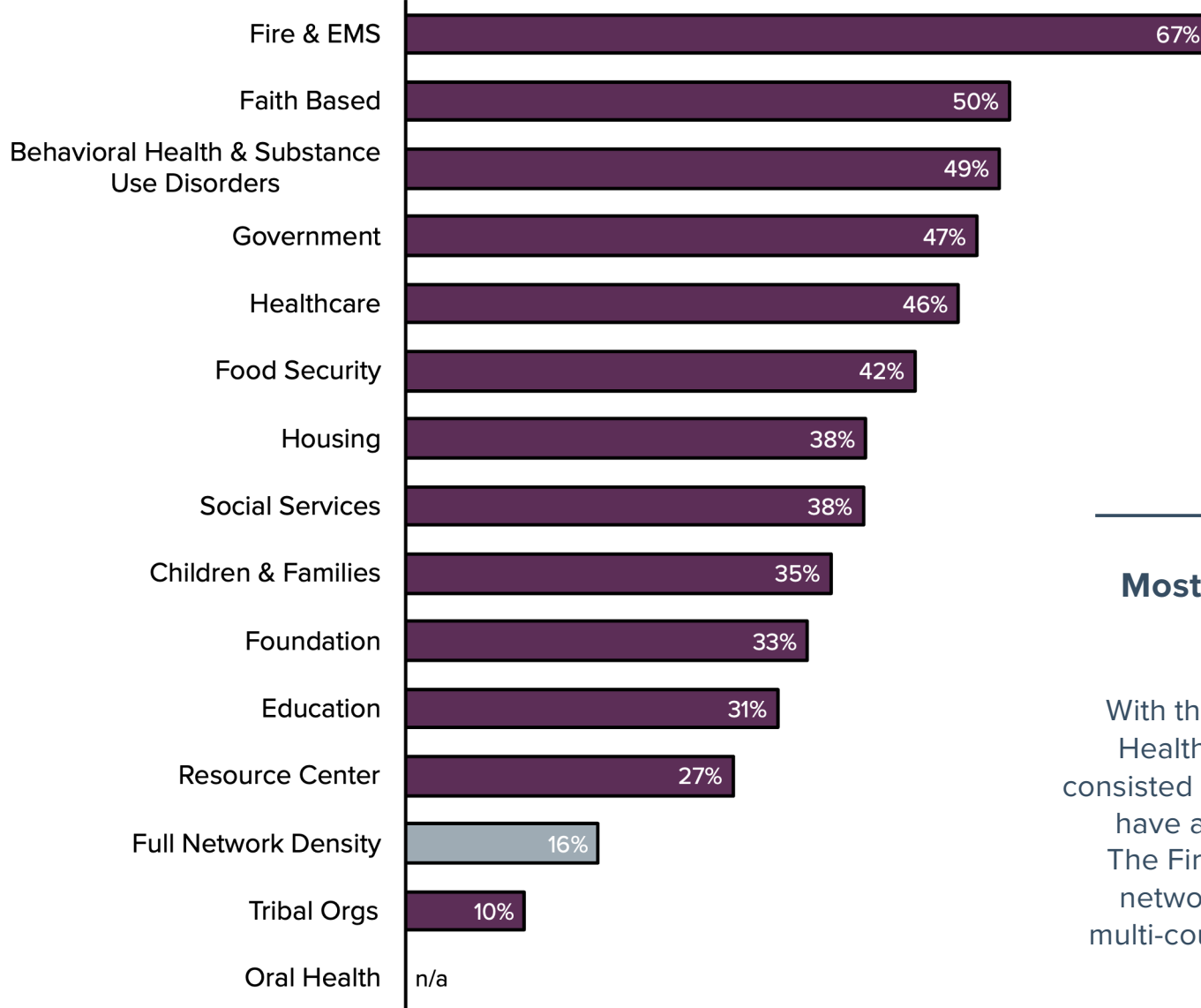
Whatcom and
multiple county
density:
25%



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.

Density of Network sectors



Most sector networks have a higher density than the full Network

With the exception of Tribal Organizations & Health Centers and Oral Health (which only consisted of one organization), sector networks have a higher density than the full Network. The Fire & EMS sector is the highest density network, despite the fact that it contains no multi-county organizations to aid connections across counties.





Collaborative Action Network:

Network Diameter

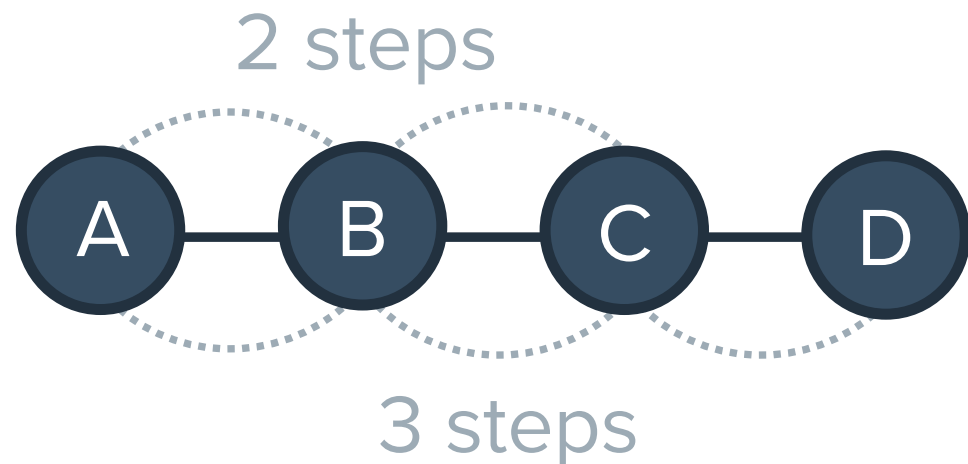
What is average shortest path length and diameter?

The average shortest path length tells us the number of steps, on average, it would take to get from one node in a network to another, and is a useful tool in determining the connectedness of a network. A more connected network will have a lower average path length, as there are more connections to follow from one node to another.

In this example, it takes two steps to get from 'A' to 'C' ($A > B > C$), and three steps to get from 'A' to 'D' ($A > B > C > D$), so 'A' would find it easier to connect to 'C' than 'D'.

A network's diameter is the longest of all calculated shortest paths in a network. A high diameter can show lack of connectivity in a network.

In this example, the diameter of the network would be 3, meaning the longest of the short paths is three steps.



Average shortest path length:

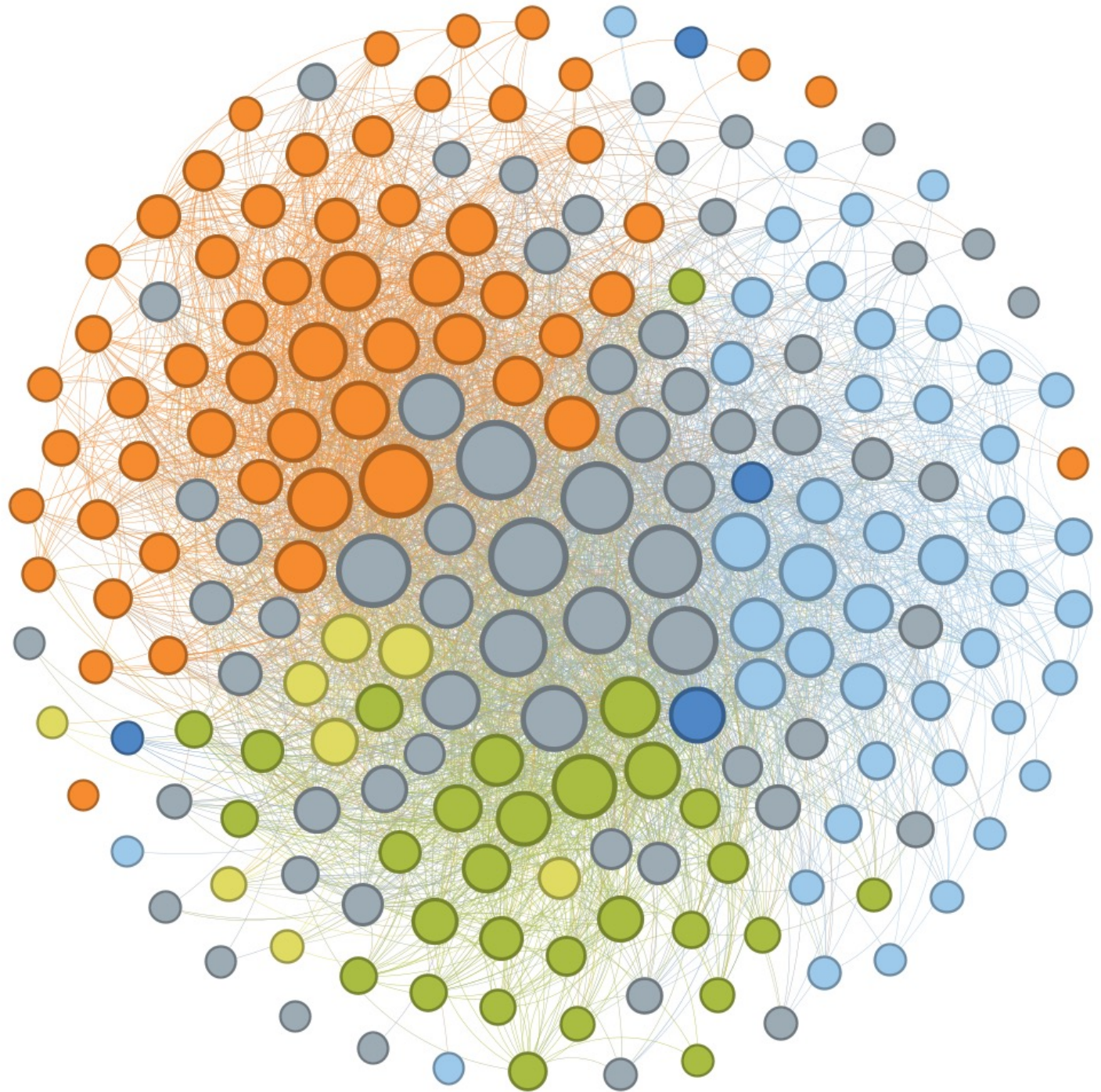
1.96

On average, it would effectively take any randomly chosen organization in the Network two steps to reach any other organization. Networks with a small average path length tend to experience stronger influence and quicker transfer of information between nodes.

Network diameter:

4

The most steps it would take one randomly chosen organization to reach another in the network is four. Networks with a larger diameter will tend to experience some degree of separation between groups.



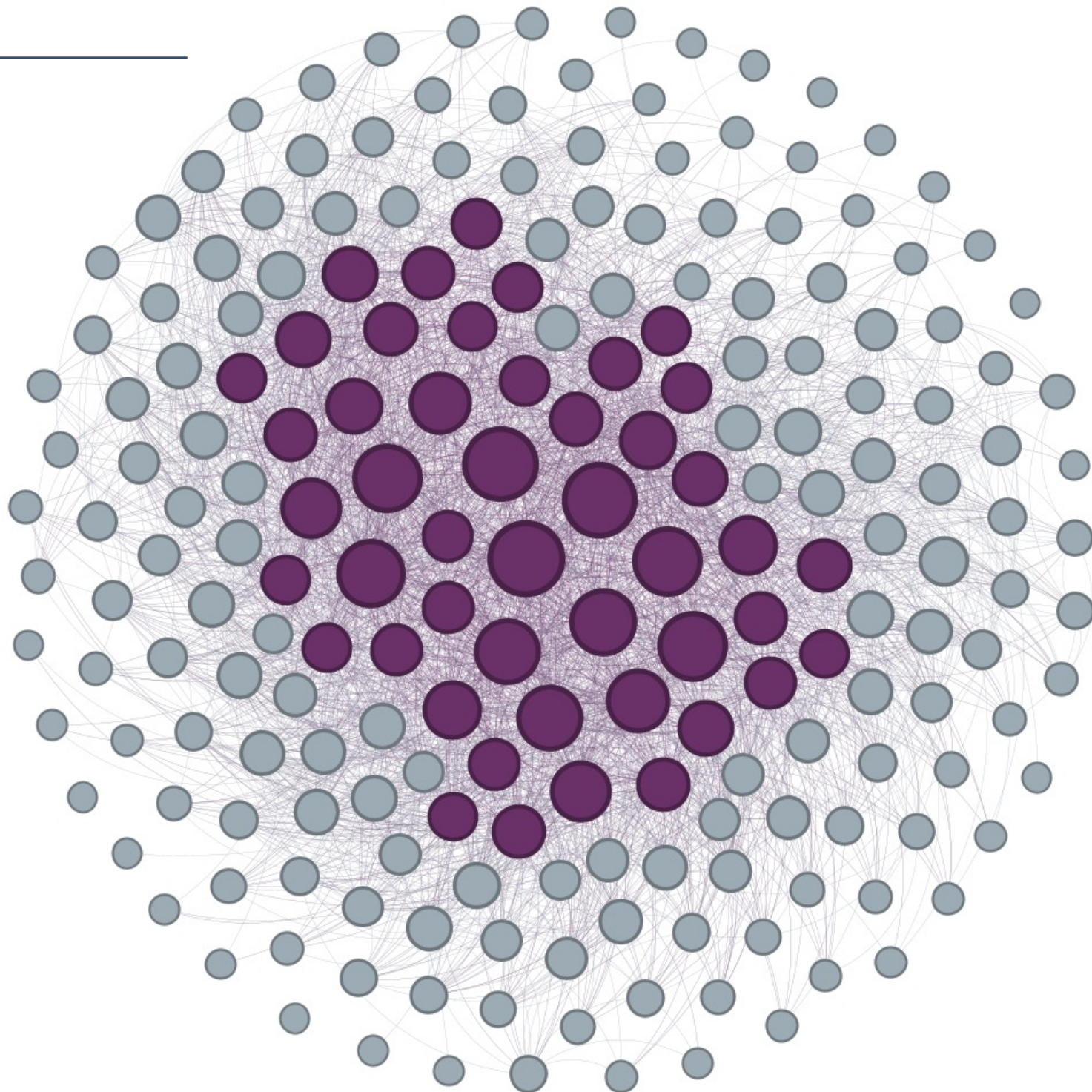


Collaborative Action Network:

Collaboration & Connection

Forty-seven organizations (23% of the Network) are responsible for the top 50% of all Network connections.

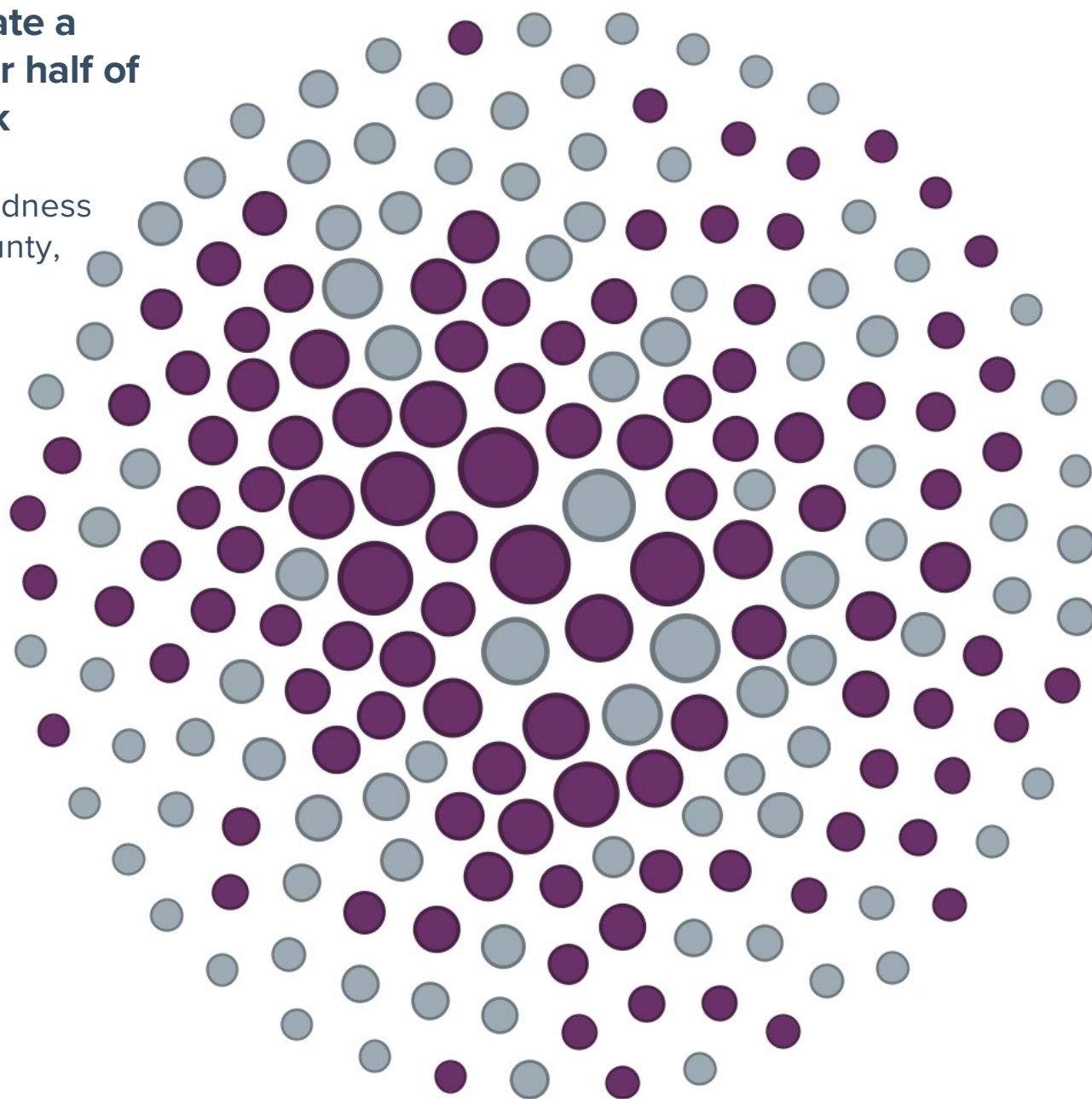
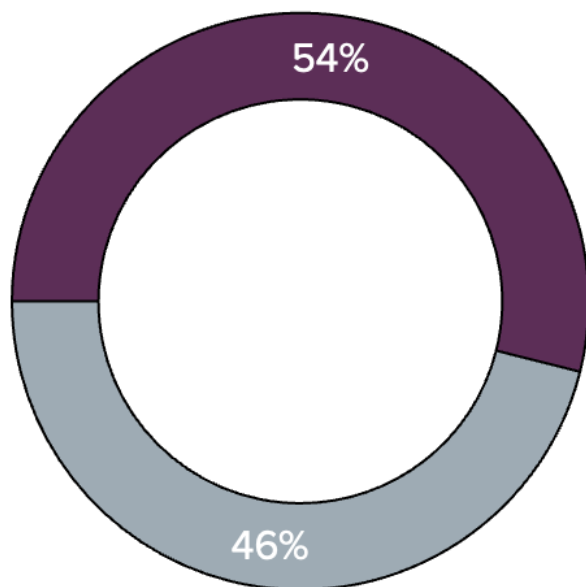
The remaining 157 organizations make up the bottom 50% of Network connections. The organizations making up the top 50% of connections average 71 connections, while those on the bottom half average 21 connections.



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 helped them to connect to another Network partner in some capacity.

■ ACH aided connection ■ ACH did not aid connection



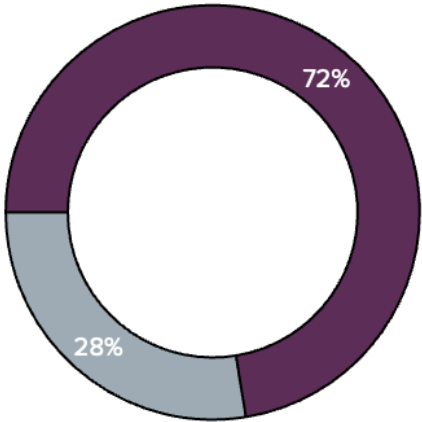
Most ACH-aided connections were cross-county connections.

North Sound ACH plays an important role as a regional connector, helping partner organizations expand their networks beyond county borders. Of the 156 connections that were reported to be aided by North Sound ACH, 72% were connections formed between organizations across counties.

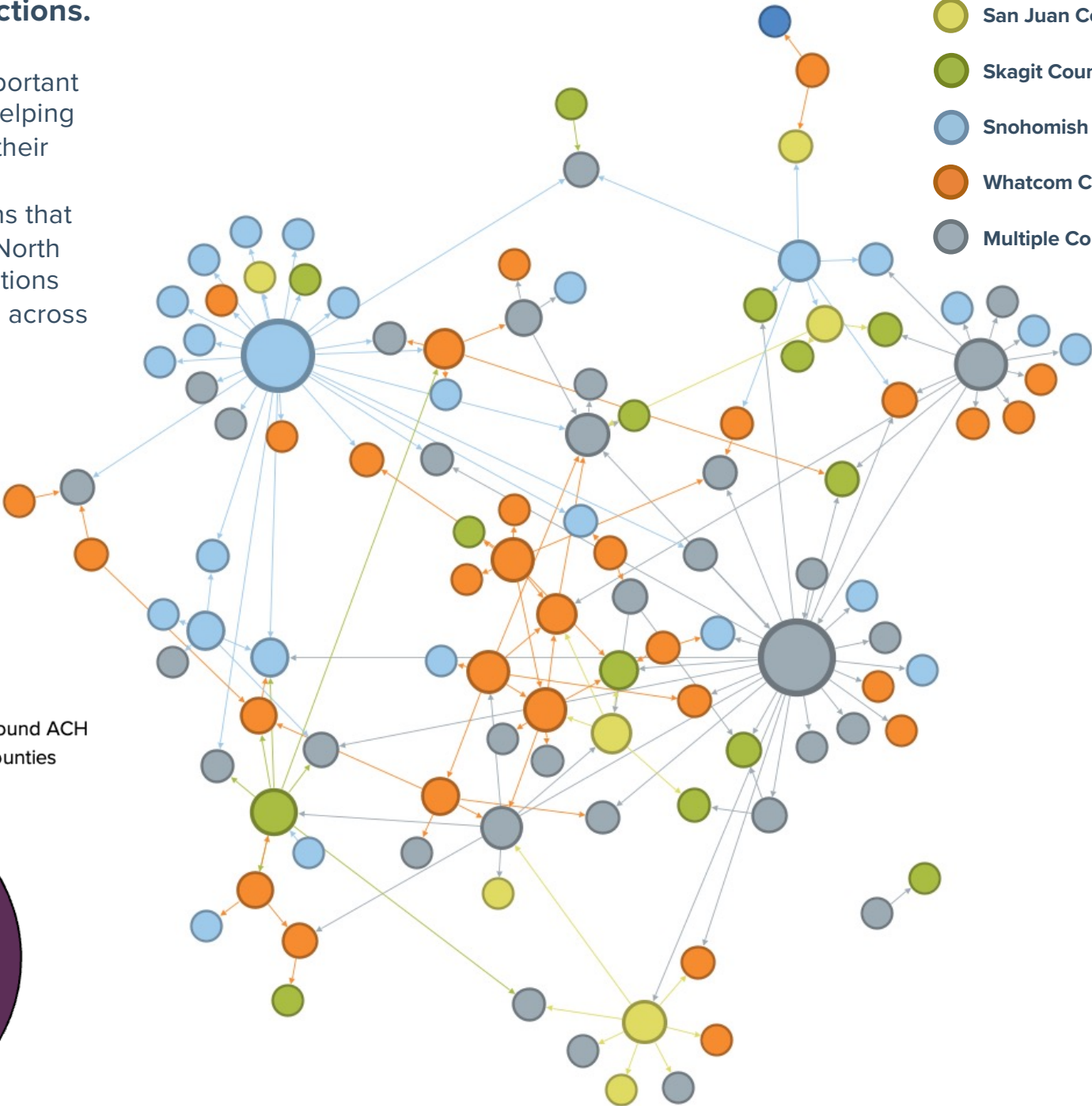


Types of connections facilitated by North Sound ACH

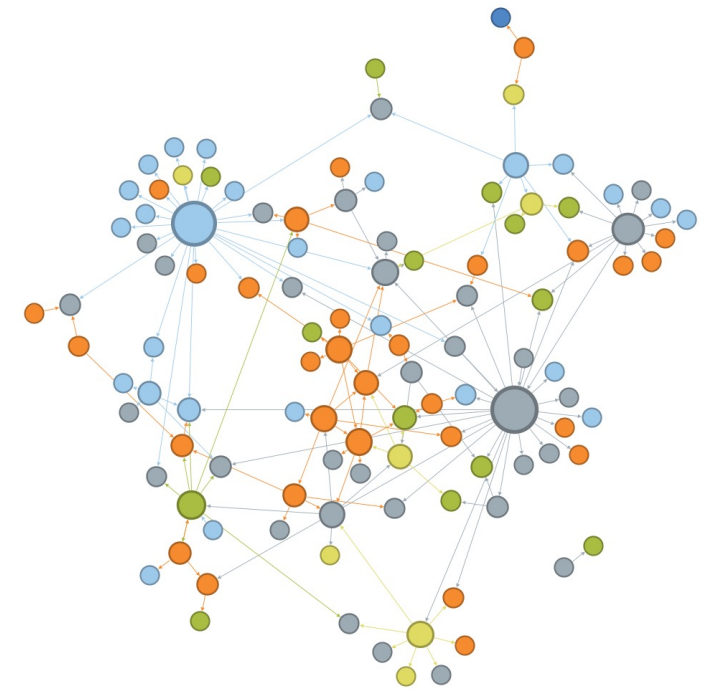
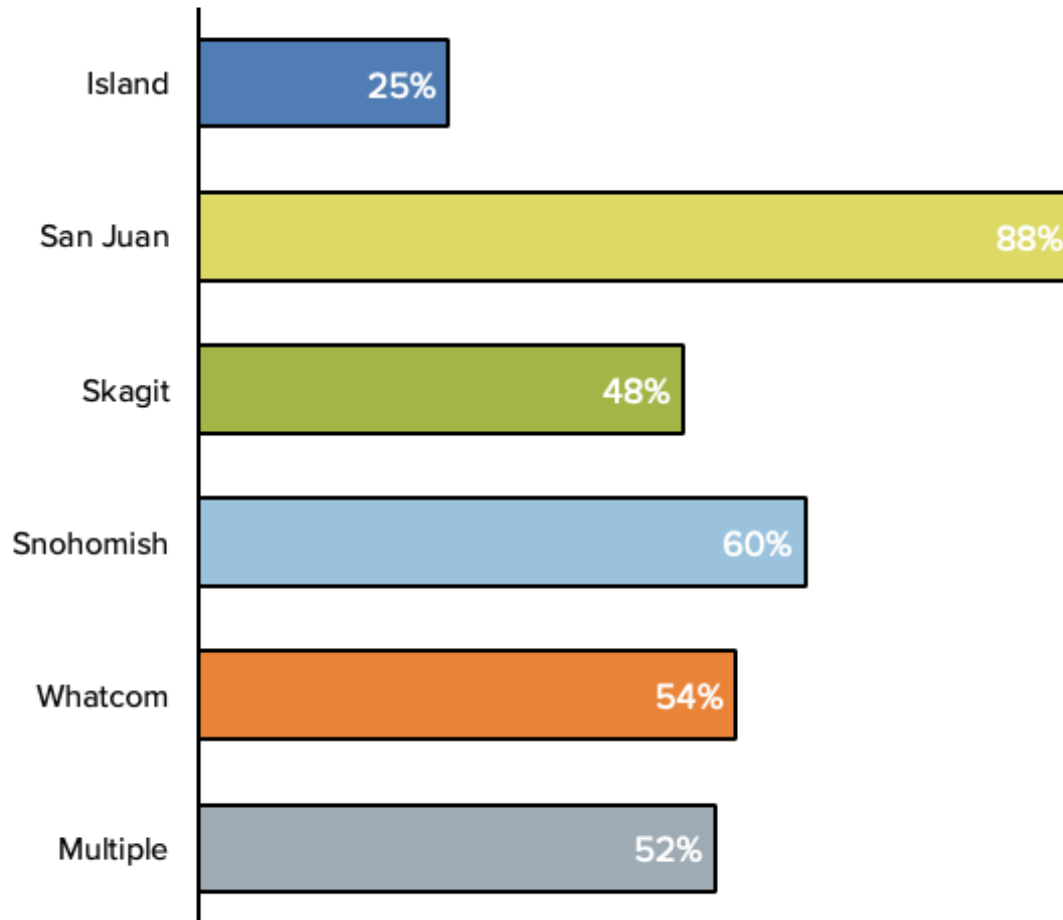
- Between Counties
- Within Counties



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

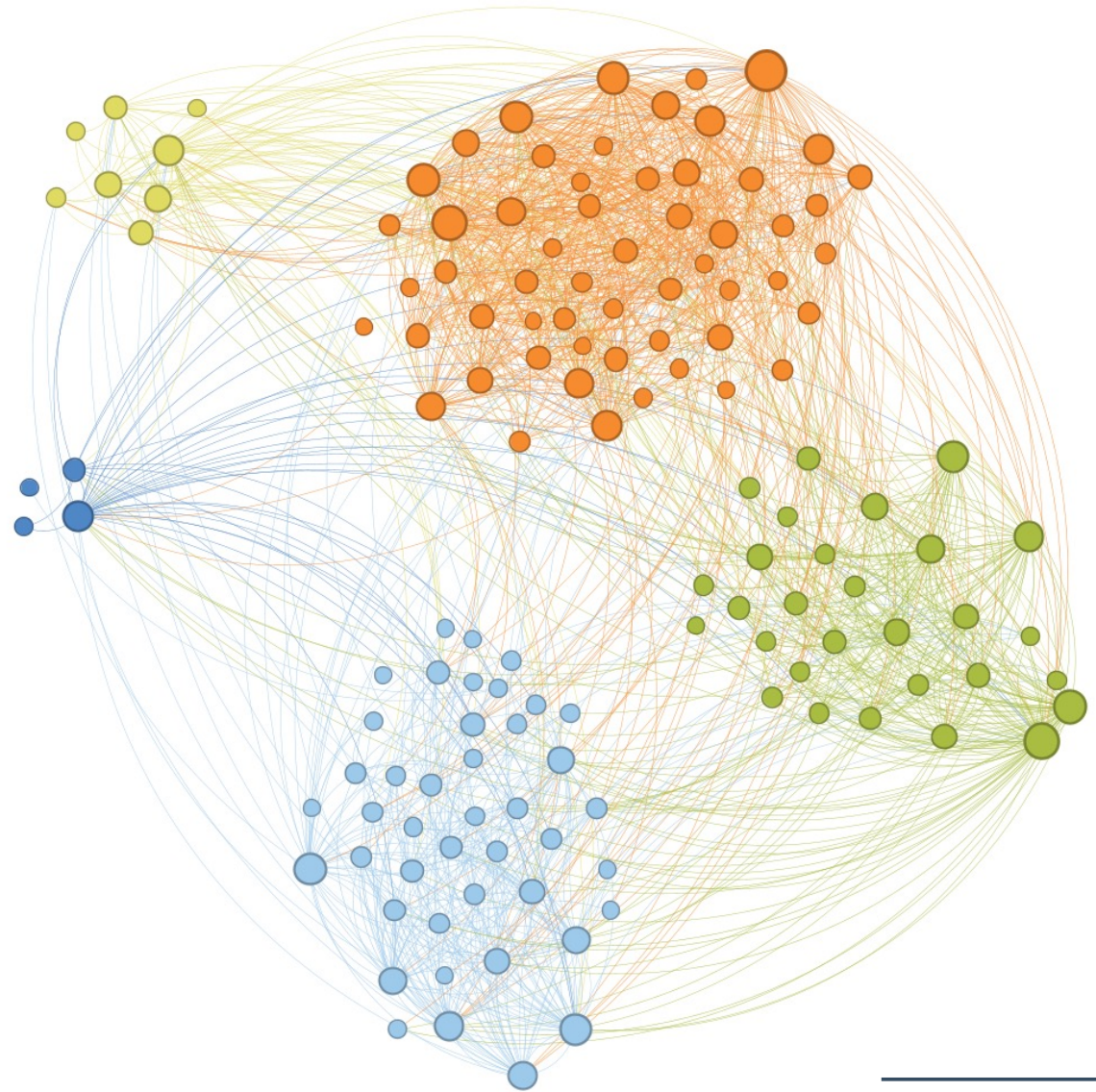


Percentage of Network organizations aided in a connection by North Sound ACH - by county



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.



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

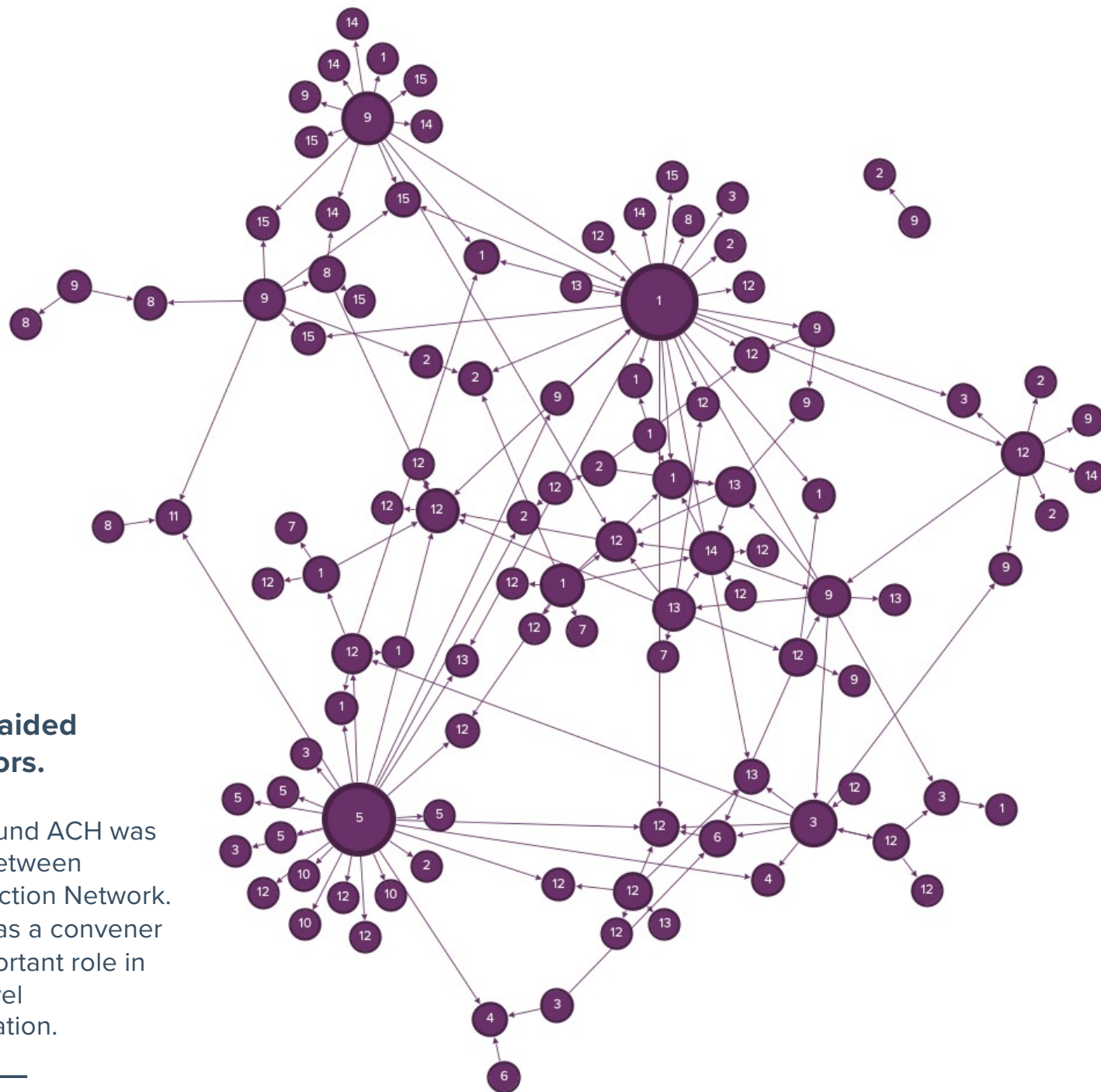
The network's diameter increases from 4 to 5 when multi-county organizations are removed from the network, and the average path length increases from 1.96 to 2.15. While multi-county organizations do not increase the density of internal county networks, they do make a meaningful difference in facilitating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



Collaborative Action Network Sectors – North Sound ACH assistance in connection

North Sound ACH was most effective at assisting cross-sector connections with the Foundation and Oral Health sectors, as well as with the region's tribal nations.

The Education, Food Security, and Government sectors reported the least ACH assistance in connection overall.

Sector	Total Organizations Aided by North Sound ACH	Total In Collaborative Action Network	Percentage of Sector North Sound ACH Aided with Connection
Behavioral Health & SUD	10	16	63%
Children & Families	9	15	60%
Education	6	16	38%
Faith-Based	3	4	75%
Fire & EMS	5	7	71%
Food Security	2	10	20%
Foundation	3	3	100%
Government	4	11	36%
Healthcare Provider	14	18	78%
Housing	3	7	43%
Oral Health	1	1	100%
Resource Center	30	62	48%
Social Services	7	12	58%
Tribal Organizations & Health Centers	6	14	43%
Tribes	7	8	88%



Collaborative Action Network:

Recommendations for the Future



Organizations that only serve Island County are under-represented and under-connected in the Collaborative Action Network as a whole.

At the time this survey was sent out to the Collaborative Action Network, there were 4 partner organizations that served only Island County in the Network, which amounts to 2% of the total Network. Island County was also least connected to the rest of the Network, with only 2% of the mapped connections in the Network connecting to Island County organizations.

Future outreach and recruitment efforts regarding Collaborative Action Network membership should include an emphasis on Island County organizations, and opportunities to connect current Island County Network members to the rest of the Network should be prioritized.



Organizations that only serve Snohomish County are under-represented in the Collaborative Action Network, when accounting for regional population.

Snohomish County, with its population of 827,957¹, contains 64% of the region's population, yet makes up only 22% of the organizations in the Collaborative Action Network. The population of Snohomish County also has the highest demographic percentages of people who identify as Black/African American or Asian than any other county in the region².

Increasing the number of Snohomish County organizations in the Collaborative Action Network would bring the currently low proportion into balance, and would also provide the opportunity to increase representation and raise up voices within the Network from Black and Asian communities.



North Sound ACH plays an important role as a regional and cross-sector connector.

Of all connections that North Sound ACH helped to facilitate, 72% were connections between organizations that serve different counties. Additionally, 85% of the connections that North Sound ACH helped facilitate were across sectors. Single-county networks are all a higher density than the full Network density, showing that organizations will naturally form connections within their counties. The same holds true for all individual sector networks except for Tribal Organizations, which had a less-dense network than the Collaborative Action Network.

The work North Sound ACH does to connect organizations regionally and across sectors, not just within counties and sectors, has shown to be effective and should continue to be a focus in the future.



The Fire & EMS sector has the highest density of all sector networks, despite having no multi-county organizations.

The Fire & EMS sector contains organizations from San Juan, Skagit, Snohomish, and Whatcom counties. Generally, multi-county organizations aid connection between local organizations, but in this sector network the various organizations maintain a high degree of collaboration without multi-county organizations helping to bridge between them.

The methods these organizations use to collaborate should be analyzed, and lessons applied to future ACH efforts to support collaboration in and across other sectors.





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 team@northsoundach.org