



Board of Directors

Members:

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

Lily Baldwin-Garduno
Jessie Gunn
Ryan Kippes
Dr. Rick Levine
Jason McGill
Shawn Morris

Nicole Patina
Chuck Prosper
Bonnie Ross
Councilmember Marilyn Scott
Mark Tompkins

Staff Members:

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

Draft Agenda

Time	Topic	Purpose	Lead
10:00 a.m.	Welcome and Meeting Agenda <ul style="list-style-type: none">• Welcome & Land Acknowledgement• Group Agreements	Welcome	Kevin
10:05 a.m.	Morning Connection	Relationship Building	Kevin
10:25 a.m.	Consent Agenda <ul style="list-style-type: none">• Motion: to approve October 2025 Board Meeting minutes• Motion: to accept October Financials as approved from Finance Committee Attachment A) October Meeting Minutes Attachment B) October Financials	Vote	Kevin



North Sound ACH

Board of Directors
December 12, 2025
10:00 a.m. – 3:00 p.m.
Skagit County Public Health
301 Valley Mall Way
Zoom Link

Time	Topic	Purpose	Lead
10:30 a.m.	<p>Committee Updates</p> <ul style="list-style-type: none">Executive Committee Report (5 min)<ul style="list-style-type: none">CEO Search UpdateFinance Committee Report (50 min)<ul style="list-style-type: none">October Financials Walk Through2026 BudgetGovernance Committee Report (10 min)<ul style="list-style-type: none">BylawsOfficer Slate2026 Governance & Board CalendarNominating Task Force (10 min)<ul style="list-style-type: none">Slate of Board Nominees <p>Attachment C) 2026 Budget Attachment D) Bylaws Attachment E) 2026 Officer Slate Attachment F) 2026 Governance & Board Calendar Attachment G) Slate of Board Nominees</p>	Vote / Updates	Kevin / Committee Chairs
11:45 p.m.	Public Comment		Kevin
11:55 p.m.	Break (Group Photo)		
12:05 p.m.	<p>CEO Report</p> <ul style="list-style-type: none">Executive Limitations 3 <p>Attachment H) CEO Report & Supporting Documents</p>	Vote	Liz
12:35 p.m.	<p>Proposal: Strategic Goals 2026-2028</p> <p>Attachment I) strategic plan</p>	Vote	Kevin (Liz)
1:15 p.m.	Lunch		



North Sound ACH

Board of Directors
December 12, 2025
10:00 a.m. – 3:00 p.m.
Skagit County Public Health
301 Valley Mall Way
Zoom Link

Time	Topic	Purpose	Lead
1:45 p.m.	Operations Update Attachment J Operations & Communications Update	Update	Kevin (Liz)
2:30 p.m.	Upcoming Meetings: <ul style="list-style-type: none">Executive Committee Jan 8th Feb 12Finance Committee Jan 9th Feb 12thGovernance Committee Jan 13thdrop-in hour with Tiffany Jan 15th Jan 26thLegislative Day Feb 18th & 19thBoard meeting Feb 27 *Virtual*	Updates	Kevin
2:35 p.m.	Adjourn		Kevin

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

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



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

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

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

Group Agreements

- Remember our commitments to *Curiosity, Courage, Connection, Care, and Compassion*
- Be reflective, not reactive, about our own positionality and biases
- Embrace complexity - create space for multiple truths and recognize power dynamics
- Practice vulnerability and lean into discomfort
- Practice emotional intelligence and empathy
- Listen to *listen*, not to respond
- Use first-person language
- What is said here stays here; what is learned here leaves



Board of Directors

Members:

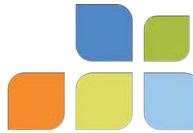
● Kevin Riley (Chair)	● Lily Baldwin-Garduno	● Jason McGill
● Laurel Lee (Vice Chair)	● Jessie Gunn	● Shawn Morris
● Jacque Julien (Secretary)	○ Lona Johnson	○ Nicole Patina
	● Ryan Kippes	○ Chuck Prosper
	● Dr. Rick Levine	● Bonnie Ross
	○ Councilman Nickolaus Lewis	● Councilmember Marilyn Scott
		○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

Staff Members:

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

Draft MINUTES

Topic
Welcome and Meeting Agenda <ul style="list-style-type: none">● Welcome & Land Acknowledgement provided by Kevin● Reviewed Group Agreements
Morning Connection <ul style="list-style-type: none">● Shared books and learning opportunities that members are currently enjoying
Consent Agenda <ul style="list-style-type: none">● Motion: to approve August 2025 Board Meeting minutes● Motion: to accept August Financials as approved from Finance Committee● Motion: Board Approves presented Consent Agenda, made by Bonnie; seconded by Lily. All in favor, no objection or abstentions. Motion carries.
CEO Report Board Goals <ul style="list-style-type: none">● Liz walked through her slide deck in detail● Board had brief discussion regarding interpretation



Topic

- Motion: Board agrees with CEO Interpretation of Board Goals, made by Laurel; seconded by Dr. Levine. All in favor, no objections or abstentions. Motion carries.
- Board had discussion regarding social impact analysis and to include that work as well.
- Motion: Board agrees that CEO is in compliance with the Board Goals, made by Ryan; second by Laurel. All in favor, no objections or abstentions. Motion carries.

Committee Updates

- Executive Committee Report
 - CEO Search Update
 - > Frances, HR manager, walked through next steps in continuing the CEO search and current recommendations
 - > Consensus feedback:
 - Board would like to know what the staff is looking for in a CEO
 - Incorporate more discussion time with fellow board members
 - Incorporate Liz's perspective and feedback during process
 - Agrees with presented recommendations
- Nominating Task Force
 - Reviewed applications for interested potential board members. Interviews will start in November with a slate of nominees coming forward in December.
- Finance Committee Report
 - Petra walked through financial deck in detail
 - Met with Waycross to review summary of investments and have a performance of 6.2% improvement
 - Reviewed first draft of 2026 budget, will review it two more times before coming to the board for approval.
- Governance Committee Report
 - Walked through Governance Policy 3, with minor changes
 - No discussion
 - Motion: to accept presented changes to Governance Policy#3: Annual Calendar Planning, made by Jason; second by Laurel. No objections or abstentions. Motion carries.
 - Reviewed Governance Policy 4 with no recommended changes.
 - No discussion
 - Motion: to accept Governance Policy 4: Board Chair's Role without changes, made by Ryan; second by Dr. Levine. All in favor; no objections or abstention. Motion carries.
 - Motion carries.

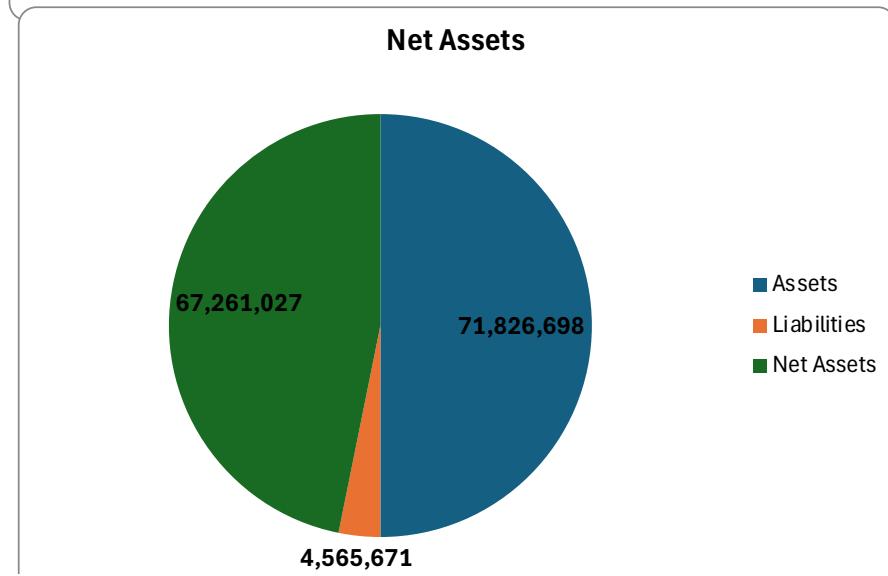
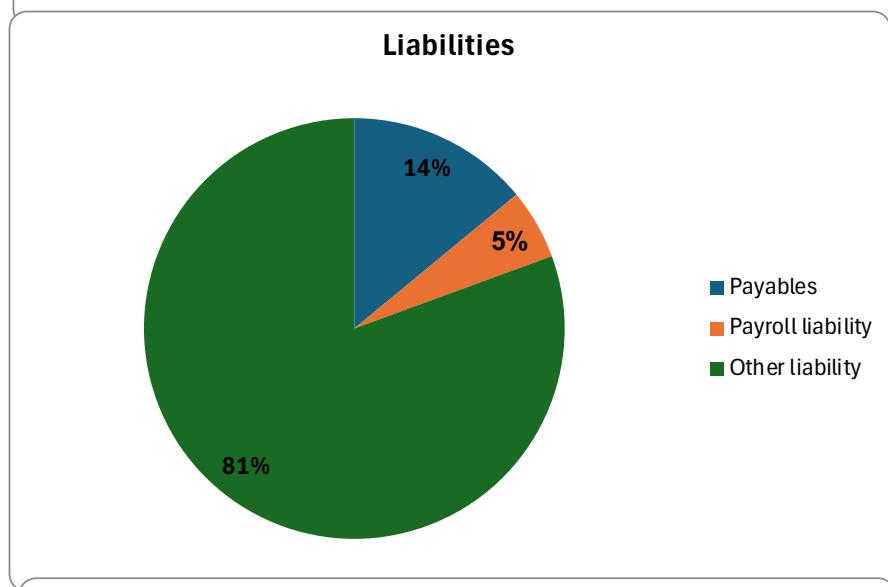
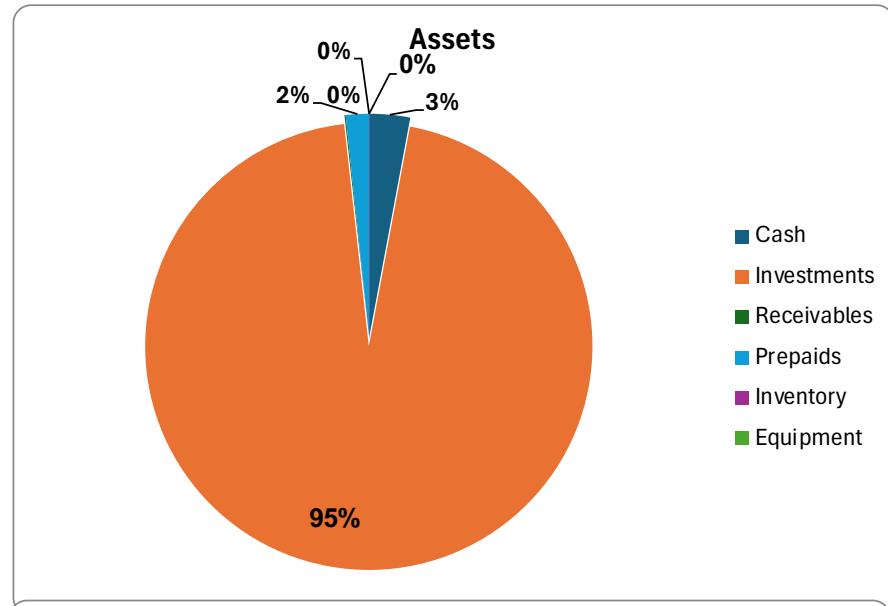


Topic
<ul style="list-style-type: none">• Tribal Alignment Committee<ul style="list-style-type: none">- Committee meeting was cancelled.- Planned on discussing board appointments from Tribes when turnover occurs.- Recommendation from Councilmember Scott, to remove members if no longer in that position until we hear back regarding a new appointment letter.
Operations Update <ul style="list-style-type: none">• Walked through draft 3-year strategic goals with Board• Brief discussion• Final presentation to come in December with vote.• Developing strategy for HR1 to remain nimble as an organization and show up for the region.• Continue to work with DH for communications work• Shared update on CHW Convening hosted earlier this month
Adjourned at 12:34p.m.

Balance Sheet	10/31/25	1/1/25	Change	% Change
Assets				
Current Assets				
Cash and cash equivalents	2,117,877	4,848,432	-2,730,555	-56%
Accounts receivable (net)	62,967	5,311,080	-5,248,113	-99%
Prepaid expenses and deposits	1,202,156	257,046	945,110	368%
Inventory	0	0	0	100%
Total Current Assets	3,383,000	10,416,558	-7,033,557	-68%
Non-current Assets				
Investments	68,442,964	54,333,080	14,109,884	26%
Total Non-current Assets	68,442,964	54,333,080	14,109,884	26%
Fixed Assets				
Equipment (net)	734	4,401	-3,667	-83%
Total Fixed Assets	734	4,401	-3,667	-83%
Total Assets	71,826,698	64,754,038	7,072,660	11%
Liabilities & Net Assets				
Liabilities				
Accounts payable	640,045	917,810	-277,765	-30%
Accrued payroll expenses	246,155	142,113	104,042	73%
Taxes payable	0	3,431	-3,431	-100%
Funds held for Others	71,138	61,848	9,290	15%
Deferred Revenue	3,608,333	4,056,716	-448,384	-11%
Total Liabilities	4,565,671	5,181,918	-616,247	-12%
Net Assets				
Without Donor restriction	67,260,558	59,571,651	7,688,907	13%
With Donor restriction	469	469	0	0%
Total Net Assets	67,261,027	59,572,120	7,688,907	13%
Total Liabilities & Net assets	71,826,698	64,754,038	7,072,660	11%

Balance as of October 31, 2025

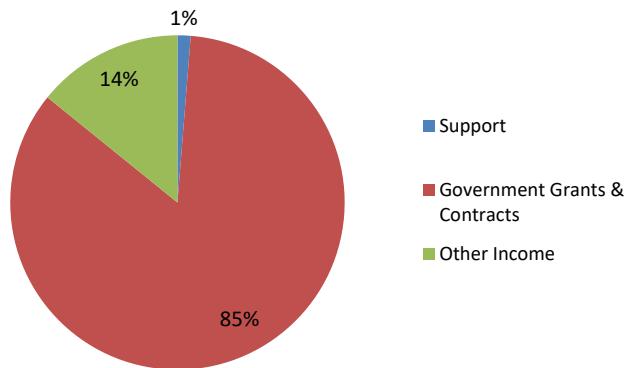
Cash	2,117,877
Investments	68,442,964
Receivables	62,967
Prepays	1,202,156
Inventory	0
Equipment	734
Assets	71,826,698
Payables	640,045
Payroll liability	246,155
Other liability	3,679,471
Liabilities	4,565,671
Net Assets	67,261,027



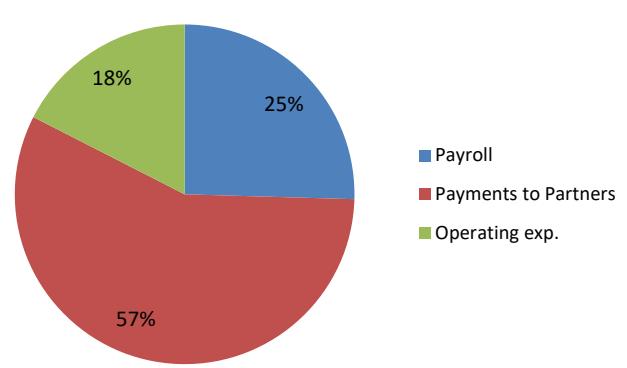
31-Oct-25		Year to Date Results: Comparison to Budget				Results for the year through 10/31			
Statement of Revenues and Expenses	2025 Budget	Current Year Actual	YTD Budget	Variance	% Variance	Current Year Actual	Prior Year Actual	Variance	% Variance
Support and Revenue									
Corporate Donations	175,000	15,350	145,833	(130,483)	-89%	15,350	75,000	(59,650)	-80%
Private Contributions	75,000	1,131	62,500	(61,369)	-98%	1,131	-	1,131	100%
In-Kind Contributions	-	10,600	-	10,600	100%	10,600	-	10,600	100%
Gov't Contract	16,650,000	16,989,973	13,875,000	3,114,973	22%	16,989,973	19,340,069	(2,350,096)	-12%
Total Support and Revenue	16,900,000	17,017,054	14,083,333	2,933,721	21%	17,017,054	19,415,069	(2,398,015)	-12%
Other Income									
Interest and Dividend Income	2,216,013	1,822,955	1,846,678	(23,723)	-1%	1,822,955	1,334,667	488,288	37%
Total Other Income	2,216,013	1,822,955	1,846,678	(23,723)	-1%	1,822,955	1,334,667	488,288	37%
Total Income	19,116,013	18,840,008	15,930,011	2,909,998	18%	18,840,008	20,749,735	(1,909,727)	-9%
Expenses									
Salaries and wages	4,261,840	3,244,873	3,551,533	(306,661)	-9%	3,244,873	2,828,732	416,140	15%
Benefits and Payroll Taxes	890,955	683,248	742,463	(59,215)	-8%	683,248	569,488	113,760	20%
Total Payroll Expenses	5,152,795	3,928,120	4,293,996	(365,876)	-9%	3,928,120	3,398,220	529,900	16%
Operating Expenses									
Administrative Expenses									
Business Expenses	223,410	250,024	186,175	63,849	34%	250,024	89,024	161,000	181%
Travel & Meetings	546,053	280,512	455,044	(174,533)	-38%	280,512	295,438	(14,927)	-5%
Professional Services	2,105,000	1,732,786	1,754,167	(21,381)	-1%	1,732,786	1,270,153	462,633	36%
Professional Development	149,800	116,397	124,833	(8,436)	-7%	116,397	64,152	52,245	81%
IT Expenses	435,138	502,275	362,615	139,660	39%	502,275	259,272	243,003	94%
Office Expenses	74,600	49,464	62,167	(12,703)	-20%	49,464	25,818	23,646	92%
Other Expenses	5,300	4,418	4,417	2	0%	4,418	(26,144)	30,562	-117%
Total Administrative Expenses	3,539,301	2,935,877	2,949,418	(13,541)	0%	2,935,877	1,977,714	958,162	48%
Payments to Partners									
HUB Services	7,300,000	2,285,226	6,083,333	(3,798,107)	-62%	2,285,226	1,292,402	992,824	100%
Capacity Building	4,250,000	3,308,779	3,541,667	(232,888)	-7%	3,308,779	2,752,175	556,604	20%
Total Payments to Partners	11,550,000	5,594,005	9,625,000	(4,030,995)	-42%	5,594,005	4,044,577	1,549,428	38%
Total Operating Expenses	15,089,301	8,529,882	12,574,418	(4,044,536)	-32%	8,529,882	6,022,292	2,507,590	42%
Total Expenses	20,242,096	12,458,002	16,868,413	(4,410,411)	-26%	12,458,002	9,420,512	3,037,490	32%
Net Income before Investment Gain/Loss	(1,126,083)	6,382,007	(938,402)	7,320,409	-780%	6,382,007	11,329,224	(4,947,217)	-44%
Realized/Unrealized Investment Income									
Gain/Loss on Investments	575,696	1,306,901	479,747	827,154	172%	1,306,901	577,594	729,306	126%
Total Investment Income	575,696	1,306,901	479,747	827,154	172%	1,306,901	577,594	729,306	126%
Total Net Income	(550,387)	7,688,907	(458,656)	8,147,563	-1776%	7,688,907	11,906,818	(4,217,911)	-35%

Actual: January through October 2025

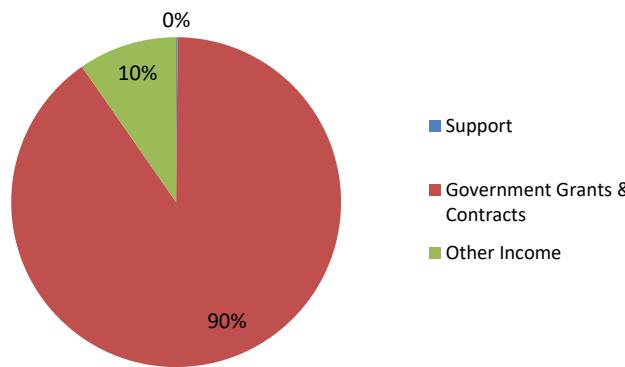
2025 Budget by Revenue Source



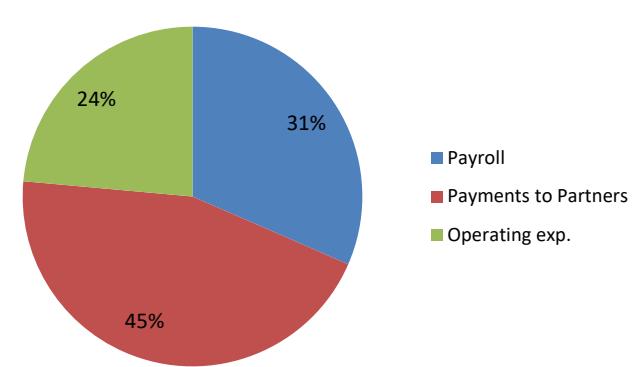
2025 Budget by Expense category



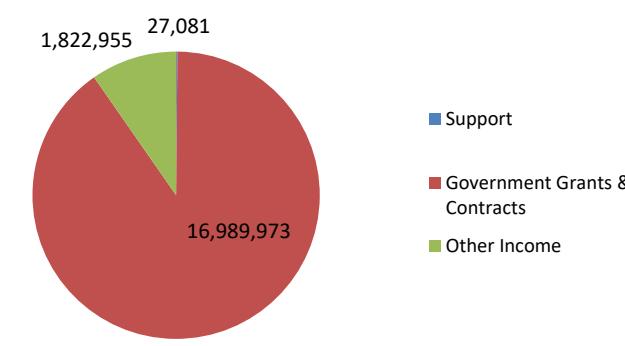
Actual by Revenue Source



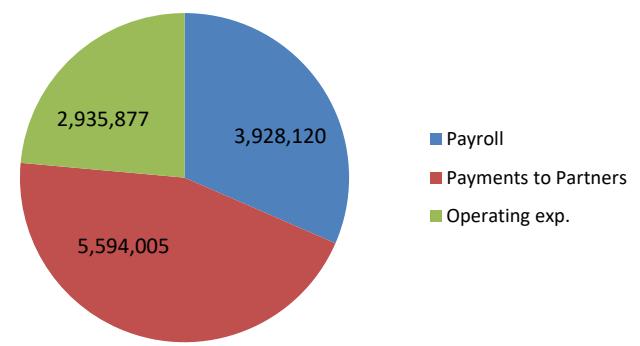
Actual by Expense category



Actual - Total Income \$17,910,784



Actual - Total Expenses \$11,114,973



2026 Budget Assumptions	
1	We hold two large state contracts, one with Health Care Authority (HCA) with end date of June 30, 2028; the other with Department of Commerce ending June 30, 2026
2	Both the HCA and Commerce contracts follow the State fiscal year end of June 30, causing a misalignment with our organization's fiscal year end of 12/31. Therefore, revenue assumptions built into this budget are based on the respective state agencies shared information for their fiscal year ends of both 2026 and 2027.
3	We are including any remaining balance of MTP 2.0 infrastructure for Demonstration Year 10 paid out in 2025 as carryover revenue. Similarly, remaining balance of Demostration Year 11 paid out in July 2026 will carry over.
4	The cadence of funds release to HCA contract is as follows: in July of each WA state fiscal year, infrastructure funds for twelve (12) months are released to the ACH; HRSN service dollars for care coordination services are released on a monthly basis at a rate of \$2.68 PMPM.
5	Washington HCA has recently indicated it will pursue a waiver renewal for 2028, but it is unclear of its chances of success in this current federal climate.
6	We will continue to be paid through the Financial Executor Portal (a third party managed payment platform) by HCA. Funds received in the Financial Executor Portal are immediately drawn down and moved to local financial institutions for better fiscal management in line with prior board direction.
7	Investment Manager (Waycross) is overseeing long term investments that began with ~\$25M in 2024 with assumed interest and dividends of about 4% based on current investment holdings with projected investment balances. In 2025 we added to the funds being managed by Waycross resulting in a decreased management fee percentage of account value held (\$43 million with 5% ROI).
8	We are not solely trying to grow an investment fund. The goal is to leverage those funds to foster returns that can be invested in the region.
9	We seek opportunities in diversifying our revenue stream through corporate sponsorships, government grants and in-kind contributions.
10	Anticipating need for 42 positions Staff, incl. 5 C-Suite (Executive, Operations, Equity, Transformation, Finance), 4 Directors, 14 Managers, 19 Specialists. New hires to be phased in throughout first quarter of 2026.
11	Incorporating on average a 3.5% overall wage adjustment (performance review increases effective 1/1/26)
12	Continuing agreements with primary consultants into 2025 (including Community Initiatives, Seed Collaborative, IP3). Adding HIPAA compliance contract (staff and partner training, compliance, risk assessment); expanding HUB branding/marketing campaign.
13	We will continue to lease office space in Whatcom and Snohomish Counties, downsizing to one storage unit in Skagit county.
14	Support for 10 days of in-person convenings include: up to four in-person board meetings, three days of large in-person convenings of network partners; one day for North Sound Race and Health Equity Conference, one day for in-person Community based Health Worker Gathering
15	Assumed support for board members and staff are included in formulas in these line items - travel, mileage, lodging, meeting expense and professional development.
16	Community Investment expenses includes HUB contractors (20), referral support network partners, Be*Well Fund, Capacity Building Awards, Emergent Needs Response, and other targeted efforts to elevate community voices.
17	Growth and success of the North Sound Community Hub is driving majority of increase of expenses (HUB partners up to 20 from 13, IT software, ACH staffing to support the growth, HUB branding and public relations campaign).
18	We are investing in improving our payroll, timekeeping, expense reimbursement systems, eliminating inefficiencies by consolidating hiring, payroll, time recording into one system.
19	Restructured chart of accounts to support detailed management reporting, and increase ability to perform analysis of cost for each strategic porfolio.

Category	Detail	2026 DRAFT	Notes	2025 BUDGET	Variance	Variance %
Support and Revenue						
Private Support	19,500	Corporate contributions, sponsorships.		250,000	(230,500)	-92%
In-Kind Contributions	6,000	Donated space, supplies, medical aid kits, etc.		0	6,000	100%
Government Grants & Contracts	16,568,794			16,650,000	(81,207)	0%
Gov't Grant	150,000	<i>Philanthropy NW Thriving Communities EPA federal grant</i>		0	150,000	100%
Gov't Contract	30,000	<i>Skagti Youth Homelessness Diversion grant from Dept. of Commerce (ends June 2026)</i>		750,000	(720,000)	-96%
Gov't Contracts 2.0 Infr	6,896,357	<i>MTP Demonstration Year 10 and 9% reduction in DY 11 funding.</i>		6,900,000	(3,644)	0%
Gov't Contracts 2.0 Srvcs	9,492,437	<i>Same amount as current year</i>		9,000,000	492,437	5%
Interest Income	871,326	Interest and dividend income (4%) less management fees (0.25%).		2,216,013	(1,344,687)	-61%
Total Support & Revenue	17,465,620			19,116,013	(1,650,394)	-9%
Administrative Expenses						
Payroll Expenses	5,435,581			5,152,795	282,786	5%

Category	Detail	2026 DRAFT	Notes	2025 BUDGET	Variance	Variance %
	Wages	4,387,519	<i>42 headcount, down by 6 FTE from 2025 budget. (5 C-Suite, 4 Directors, 14 managers, 19 specialist), 3.5% step increase with satisfactory performance review</i>	4,261,840	125,679	3%
	Taxes and Benefits	1,048,061	<i>Employer \$500 annual contribution to FSA account, and \$1500 HSA contribution. 401k plan match of up to 4%. Medical insurance renews on 8/1/26 at 10% increase. ACH pays 50% of dependent premiums.</i>	890,955	157,106	18%
Business Expenses		528,519		223,410	305,109	137%
	Insurance	107,359	<i>Professional insurance, including auto insurance, cybersecurity, officers, directors. Assumes 15% increase at renewal - 6/1/2026.</i>	100,000	7,359	7%

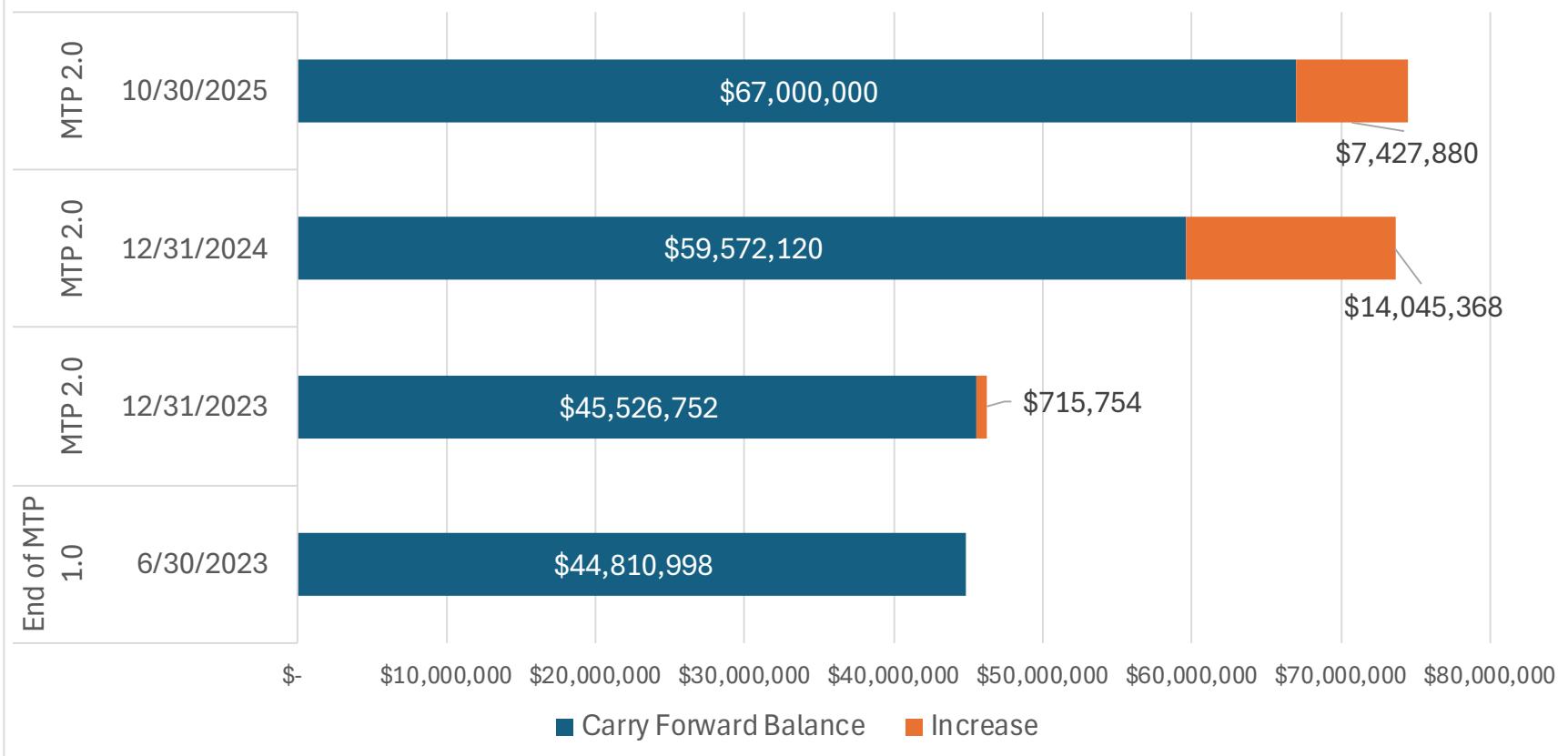
Category	Detail	2026 DRAFT	Notes	2025 BUDGET	Variance	Variance %
	<i>Lease/Rent</i>	88,360	<i>Two shared office spaces (Bellingham, Everett), two storage units - downsizing to 1 unit in Q1. Event space rental for Partner Convenings, BOD meetings, HUB partner meetings (prioritizing fee space).</i>	48,000	40,360	84%
	<i>Utilities</i>	0	<i>Staff utilities stipend part of taxable wages @ \$150/month, covers phone, internet, utilities.</i>	66,360	(66,360)	-100%
	<i>Facility Maintenance</i>	2,500	<i>Small repairs.</i>	4,000	(1,500)	-38%
	<i>Advertising/Marketing</i>	167,500	<i>Care Coordination HUB campaign, ads on transit, ferry, press. Includes 9% sales tax - new in 2026.</i>	0	167,500	100%
	<i>Dues/Subscriptions</i>	157,800	<i>Coalition of ACH dues, plus other smaller professional org. dues.</i>	50	157,750	315500%
	<i>Taxes/Licenses</i>	5,000	<i>Sales tax not remitted at source and filed and paid quarterly.</i>	5,000	0	0%
Travel and Meetings		149,932	<i>Staff mileage paid at IRS rate, lodging, other travel to meetings, food for staff & board meetings.</i>	546,053	(396,121)	-73%

Category	Detail	2026 DRAFT	Notes	2025 BUDGET	Variance	Variance %
Professional Services		1,313,913		2,105,000	(791,087)	-38%
	<i>Audit Services</i>	35,000	<i>Retaining same audit firm in 2026 (Greenwood Ohlund)</i>	0	35,000	100%
	<i>Legal Services</i>	16,500	<i>Barron Law</i>	0	16,500	100%
	<i>Payroll Services</i>	19,200	<i>Paychex processing fees</i>	0	19,200	100%
	<i>Other Professional Services</i>	1,243,213	<i>Subcontractor services include website & Resource Library management, HUB ad development and placement, branding & messaging, Convening facilitation, Communities of Practice consultant, HIPAA services, Media support and storytelling, Tribal learning.</i>	2,105,000	(861,787)	-41%
Professional Development		223,666	Staff & Board. Mileage, lodging, transportation, conference registration, books, online courses.	149,800	73,866	49%
IT Expenses		708,712	HUB referal platform, Google, Zoom, DocuSign, Adobe, other cloud-based applications.	435,138	273,574	63%
Community Investments		15,920,400		11,550,000	4,370,400	38%

Category	Detail	2026 DRAFT	Notes	2025 BUDGET	Variance	Variance %
	<i>Hub Service</i>	8,350,000	<i>20 HUB contractors, 8 Tribes. Other partners participating in referral system.</i>	7,300,000	1,050,000	14%
	<i>Hub onboarding</i>	2,000,000	<i>Assistance to increase the reach of social network partners and pipeline for partner integration into the</i>	0	2,000,000	100%
	<i>Honorariums</i>	70,400	<i>Speaker fees: Convenings, Race Health Equity Conference, Community based health worker gathering.</i>	0	70,400	100%
	<i>Capacity Building Fund</i>	4,000,000	<i>Awards to partners - Partner Network directed.</i>	4,250,000	(250,000)	-6%
	<i>Grants and Sponsorships</i>	1,500,000	<i>ACH directed emergency response, event sponsorships, emerging leaders support.</i>	0	1,500,000	100%
Office Expenses		38,500	Office supplies, small furnishings, copy/postage. Small equipment (laptops, hdmi cables, mouse, etc.)	74,600	(36,100)	-48%
Other Expenses		1,040	Bank fees, merchant fees.	5,300	(4,260)	-80%
Total Administrative Expenses		24,320,262		20,242,096	4,078,166	20%
Net Income before Inv. Inc.		(6,854,643)		(1,126,083)	(5,728,560)	509%

Category	Detail	2026 DRAFT	Notes	2025 BUDGET	Variance	Variance %
Investment Income		(2,342,574)	Unrealized gain, assuming slow down in the market (5% of managed portfolio).	(575,696)	(1,766,878)	307%
Net Income (Loss)		(4,512,069)		(550,387)	(3,961,682)	720%

NSACH Long-Term Funding Strategy - Carry Forward Balance



2026 Salary Ranges - No adjustment after Comp Review

2025 Salary Ranges

	Minimum	Midpoint	Maximum
Chief Executive Officer	\$ 167,556	\$ 197,125	\$ 226,694
Other C Suite	\$ 127,068	\$ 149,492	\$ 171,195
Director	\$ 98,454	\$ 115,828	\$ 133,203
Manager	\$ 78,124	\$ 91,910	\$ 105,697
Specialist	\$ 68,417	\$ 80,491	\$ 92,565

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

Adopted February 13, 2015

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

**Restated December 17, 2021, Amended December 9, 2022, Amended December 15, 2023,
Amended December 13, 2024**

**SECTION I
NAME AND PURPOSE**

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

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

**SECTION II
ORGANIZATION PURPOSE**

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

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

**SECTION III
MEMBERSHIP**

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

**SECTION IV
BOARD OF DIRECTORS**

4.1 – Board role, size and compensation. Management of all the affairs, property and interest of The North Sound ACH shall be vested in a Board of Directors. The Board of Directors is responsible for overall policy and direction of the Organization and can delegate responsibility for

day-to-day operations to the staff and committees. The Board of Directors shall have no more than (23) twenty-three, and no fewer than (9) nine members. Board members receive no compensation other than reasonable expenses.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.18.2. such action is set forth in a written consent form and signed by all of the Board members entitled to vote. Such written consent shall have the same force and effect of any

decision made at a regular meeting of the Board. Any such written consent shall be inserted in the minutes as if it were a decision made at a meeting of the Board.

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

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

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

SECTION V OFFICERS

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

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

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

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

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

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

5.7 – Removal. The officers of the North Sound ACH shall hold office until their successors are chosen and qualified. An Officer may be removed by the Board with or without cause by the affirmative vote of a majority of the entire Board. A successor may be elected at any regular meeting of the Board or at any special meeting called for that purpose.

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

SECTION VI COMMITTEE FORMATION/DISSOLUTION

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

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

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

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

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

The Executive Committee may include additional Board members. Except for the power to amend the articles of incorporation and bylaws, the Executive Committee shall have all the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors for

time sensitive matters, and is subject to the direction and control of the full board. Decisions made by the Executive Committee will be presented and voted on at the next full Board meeting.

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

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

SECTION VII CONFLICT OF INTEREST POLICY

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

SECTION VIII INDEMNIFICATION

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

SECTION IX AMENDMENTS

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

CERTIFICATION

These bylaws were approved at a meeting of the Board of Directors by a two-thirds majority vote on December 13, 2024

Board Secretary

Date



2026 Slate of Officers

2 - Year Term Effective January 1, 2026

Board Chair - Kevin Riley

Vice Chair - Laurel Lee

Secretary - Jason McGill



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



May	<ul style="list-style-type: none">• Board Learning & Engagement• Review Governing Process Policy #2: Board Job Products• Review Board-Management Delegation Policy #2: Unity of Control• Review Exec. Lim. #6: Asset Protection• Review Exec. Lim. #7: Compensation & Benefits• Discuss Nominating Task Force or relaunch O.R.E. Com.	
June		<ul style="list-style-type: none">• Board assessment on skills, competencies, and background• Board Learning & Engagement• Board review Board Goals• CEO report on Executive Limitation Policy #5: Emergency CEO Succession PlanningCEO report on Executive Limitation Policy #4: Financial Planning and Budgeting• CEO report on Executive Limitation Policy #6: Treatment of Asset Protection
July	<ul style="list-style-type: none">• Board Learning & Engagement• Review Board-Management Delegation Policy 1: Global Governance-Management Connection• Review Executive Limitation Policy #2: Treatment of Staff• Review Board-Management Delegation Policy #4: Delegation to the CEO• Review Executive Limitation #8: Communication and Support to the Board	
August	<ul style="list-style-type: none">• Develop board performance evaluation survey• Release board performance evaluation survey• Review Governing Process Policy #7: Governance Development & Investment	<ul style="list-style-type: none">• Board Learning & Engagement• CEO report on Board Goals



September	<ul style="list-style-type: none">• Review results from board performance evaluation survey• Board Officer nominations• Bylaw review• Review Governing Process Policy #4: Board Chair's Role• Review Governing Process Policy #3: Annual Calendar Planning• Draft board education plan	
October		<ul style="list-style-type: none">• Board Learning & Engagement• CEO report on Executive Limitation Policy #8: Communication and Support to the Board• CEO report on Executive Limitation Policy #3: Design and Implementation• CEO report on Executive Limitation Policy 1: Global Executive Restraint
November	<ul style="list-style-type: none">• Finalize recommendations of board officers• Board Learning & Engagement• Review Governance Committee Charter and 2026 Performance• Draft 2027 board calendar	
December		<ul style="list-style-type: none">• Vote on board candidates and new officers• Provide annual charge/guidance to each committee• Review results from board performance evaluation survey• Review 2027 board calendar



2026 Slate of Board Nominees

5 Year Term Effective January 1, 2026

New Member(s) – 1st Term:

1. Ahmad Hilal Abid (he/him) – At Large Seat
2. Chris Chord (he/him) – At Large Seat
3. Dania Lopez Jaramillo (she/her) – At Large Seat
4. Walter Topete (he/him) – At Large Seat



Ahmad Hilal Abid (He/Him/His)

Ahmad Hilal Abid is an Afghan American youth leader and the Founder and CEO of The House of Wisdom, a nonprofit providing tutoring, mentorship, mental-health-informed youth support, and digital literacy programs open to all students, with a focus on immigrant and refugee youth across Snohomish and King Counties. He

launched the organization in 2020 in his parents' garage in Lynnwood, Snohomish County, and has grown it into a multi-site education hub serving more than 200 children and youth each year.

Ahmad's leadership extends across education and governance. At Edmonds College, he served in senior student government roles and was honored with the 2022 Governor's Student Leadership Award and a bipartisan Washington State Senate Resolution. At the University of Washington, he serves in the UW Senate while completing a degree in Political Science with a concentration in Law, Society & Justice.

As a youth who immigrated to the United States from Afghanistan in 2018, Ahmad is committed to building equitable, culturally grounded pathways for immigrant and multilingual youth especially in academic success, mentorship, and emotional well-being. His work has earned national recognition, including the National Courage Award and the Gilman International Scholarship.



Chris Chord (He/Him)

Chris Chord was born and raised in Skagit County and graduated from high school in Anacortes. He then completed a Bachelor's degree in Finance at Brigham Young University, and a Master's of Health Administration at Cornell University.

His interest in health care focused on payment model reform, population health, and value-based care programs. Prior to his role that brought him back to Washington, Chris served in many roles for

Trinity Health System in Michigan, ranging from Medicare/Medicaid innovation, digital health transformation, and managing a health innovation investment portfolio for the 100+ hospital system that served 27 different states.

Throughout his time at Trinity Health, Chris was most enthusiastic about programs that engaged community voice, worked with their community-based clinics and improved the lives of those most disconnected from our traditional healthcare systems. As Superintendent for the Orcas Island Health Care District, Chris works to bridge his medical systems knowledge with community voices to address the care needs of his community.

Chris is also a shareholder of Cook Inlet Region, Inc. (CIRI) an Alaskan Native Corporation. His maternal grandfather is Unangax̂ and maternal grandmother is Alutiiq. Chris has served in mentorship roles and been a member of the shareholder engagement committee for CIRI since 2021.



Dania Jaramillo (she/her)

Dania Jaramillo is a Mexican immigrant, educator, and community advocate in Skagit Valley. She holds a B.A. in Interdisciplinary Studies, *Resisting Schools Through Radical Love* (Western Washington University, 2020), and an M.Ed. in Leadership and Educational Policy Studies

(University of Washington, 2023). As the Executive Director of the Foundation for Academic Endeavors (FAE), she works to advance educational equity and immigrant rights, and co-authored a chapter on Latinx higher education.

Dania is a wife, mother of two boys, and lifelong advocate for justice and opportunity.



Walter Topete (he/him)

Walter Topete is a Bellingham-Based community member that works hard to foster inclusivity and joy within his professional and personal circles. With a colorful work history spanning seven different states, he is proud to be calling the Pacific Northwest his home and is excited to hold space for difficult conversation while working to address injustices propagated by a system that often forgets too many.



North Sound ACH

CEO Report: Policy 3.0 Design and Implementation

North Sound ACH Board of Directors
Dec 12, 2025



Executive Limitation 3: Design and Implementation

The CEO shall ensure that:

- 1) Approaches that advance equity, reduce disparities, and address racism are growing across the ACH region.
- 2) Community, provider, tribal and stakeholder input are incorporated into the development and implementation of organizational and operational strategies.
- 3) The organization adheres to and completes deliverables of all contracts, optimizing positive impact on community and providers, and achieving highest level of earning to the region.
- 4) Opportunities for partnerships and collaboration among governmental and private organizations increase across the region, advancing ventures that align with the organization's purpose.
- 5) Opportunities for collaborative investment in communities and organizations, are identified using the frameworks adopted by the organization.
- 6) The organization utilizes strategies that remains dynamic, nimble, clearly articulated and transparent to the team, board and community.

Executive Limitation 3: Design and Implementation

CEO Interpretation

- Advancing equity and well-being is included in education, strategies at all levels of the organization – facing externally and internally.
- The organization will have strategies that incorporate community, provider, tribal and stakeholder input.
- North Sound ACH will meet or exceed all required deliverables.
- North Sound ACH will continue to demonstrate and expand partnerships across the region.
- North Sound ACH will explore collaborative investments.
- North Sound ACH will present strategies to the board as a living source of information and inspiration for the board, our team and partners.

Discussion; Vote on Interpretation

Draft Motion:

Board is in agreement with CEO Interpretation
of Executive Limitation Policy #3.

Executive Limitation 3: Supporting Information

- North Sound Collaborative Action Network membership is expanding. (Link to [website](#), [Resource Library](#) and [current member list](#))
- Received a planning award to support an Environmental Justice Community of Practice (EPA funding via Philanthropy Northwest). Executed contract attached.
- Working in partnership with The Skagit North Star Steering Committee to find funds that will support their innovative approach to county and city collaboration. Weave application attached.
- Worked with team leadership and team members to draft a 3-year set of strategic goals, objectives and outcomes, being presented to the Board in December 2025. Materials attached in board packet.
- Provided emergency funds in Q4 of 2025 to support by/for organizations who are trusted community sources for food during the federal government shutdown. (List attached)
- Completed an analysis of a Social Impact Investing approach, with support of Seed Collaborative. (Summary attached)

Executive Limitation 3: Supporting Information

- Successful in-person Partner Convenings in January and [August of 2025](#).
- Co-sponsorship of clinician-led conference on Race and Health Equity; includes support of a Scholarship Fund to support students of color entering health professions.
- Convening of community foundations from across the five counties, leading to Whatcom Community Foundation considering a replication of the 15:50:5 Snohomish investment. (fifteen BIPOC organizations each receiving \$50,000/year for 5 years).
- Third year completed of awards made to partners with award decisions made by a Review Committee representing the Collaborative Action Network.
- Successful year of the Waycross managed investment fund portfolio – with a goal to earn funds that can continue to be pushed out to community.
- The 2025 budget included dedicated staff to provide capacity building funds to support organizations who can grow to become Medicaid reimbursable for health related social needs services.
- Social Network Analysis completed to review connections among network members. ([Link to document](#))
- Well-being survey beta tested, with plans to launch in late 2026 region wide. ([link to report](#))

Discussion; Vote on Compliance

Draft Motion:

Board agrees that CEO is in compliance with
Executive Limitation Policy #3.



North Sound ACH

THRIVING COMMUNITIES REGION 10

FIXED AMOUNT SUBAWARD AGREEMENT

Federal Awarding Agency: United States Environmental Protection Agency	
Pass-Through Entity: Philanthropy Northwest 600 University Street, Suite 1725 Seattle, WA 98101-4120	Subrecipient: North Sound Accountable Community of Health 2219 Rimland Drive, Suite 301 Bellingham, Washington 98227-8660
Pass-Through Entity Representatives: Project Manager: Meredith Higashi mhigashi@philanthropynw.org	Subrecipient Representatives: Primary Contact: Emily Blue Grants@NorthSoundACH.org
Signatory Contact: Jill Nishi jnishi@philanthropynw.org	Signatory Contact: Elizabeth Baxter Liz@NorthSoundACH.org
Primary Award No.: 02J63901	Subaward No.: R-2025-00755
Project Title: North Sound Regional Environmental Justice Assessment	
Subaward Budget Period: Start: date this agreement is fully executed	Subaward Amount End: 11/16/2026 \$150,000

THIS FIXED AMOUNT SUBAWARD AGREEMENT (the “**Agreement**”) is entered into as of the date of execution of this agreement (the “**Effective Date**”), by and between PHILANTHROPY NORTHWEST, 600 University Street, Suite 1725, Seattle, WA 98101-4120 (“**PHILANTHROPY NORTHWEST**”) with principal offices in Washington, and North Sound Accountable Community of Health, a Washington Non-Profit organization with principal offices at 2219 Rimland Drive, Suite 301 Bellingham, Washington 98227-8660 (“**Subrecipient**”). This Agreement shall govern certain activities and responsibilities to be carried out by Subrecipient on behalf of PHILANTHROPY NORTHWEST, as a grantee of the U.S. Environmental Protection Agency (“**EPA**”).

WHEREAS, PHILANTHROPY NORTHWEST has been awarded a grant to ensure the equitable distribution of Thriving Communities resources to historically underserved communities to improve environmental and community health and wellbeing through a pass-through subgrant program, with a project period of November 1, 2024, through October 31, 2027, by the EPA, Grant No. 02J63901 (the “**Prime Award**”);

WHEREAS Subrecipient will deliver the proposed project: North Sound Regional Environmental Justice Assessment

WHEREAS, PHILANTHROPY NORTHWEST desires to grant a fixed-price “subaward” (as defined in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR 200 (the “**Uniform Guidance**”)) of the Prime Award (the “**Subaward**”) to Subrecipient in accordance with the requirements of the Uniform Guidance, 2 CFR Part 1500, and the regulations and guidelines promulgated thereunder and EPA, as well as other applicable law; and

WHEREAS, certain information required by the Uniform Guidance, to be included in this Agreement with respect to the Subaward is set forth in the subaward data attached hereto as **Exhibit B** (the “**Subaward Data**”) and is incorporated herein by reference.

NOW, THEREFORE, in consideration of the mutual covenants contained herein and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, PHILANTHROPY NORTHWEST and Subrecipient hereby agree as follows:

1. TERM. This Agreement shall govern the performance of the parties for the period beginning on the date the agreement is fully executed by both parties and ending on November 16, 2026, unless earlier terminated by either party in accordance with the terms of this Agreement (the “**Agreement Term**”).

2. SCOPE OF SERVICES; PRIOR APPROVAL FOR CHANGES.

a. **Scope of Services.** Subrecipient shall, in a satisfactory manner as determined by PHILANTHROPY NORTHWEST, perform all activities described in the scope of services as approved by PHILANTHROPY NORTHWEST and attached hereto as **Exhibit C**, as may be

amended from time to time (the “**Approved Services**”) in accordance with the Milestone Payment Schedule attached hereto as **Exhibit D**.

b. Independent Contractor Relationship. The relationship of Subrecipient to PHILANTHROPY NORTHWEST is that of an independent contractor and not of an employee/employer. It is expressly understood that any individual performing services under this Agreement solely on behalf of Subrecipient shall not be deemed to be an employee or independent contractor of PHILANTHROPY NORTHWEST, and such individual shall not be entitled to tax withholding, workers’ compensation, unemployment compensation or any employee benefits, statutory or otherwise, from PHILANTHROPY NORTHWEST. The Subrecipient agrees that it is solely responsible for the reporting and payment of income, social security, and other employment taxes, if any, due to the proper taxing authorities with respect to such personnel. Subrecipient agrees to indemnify, defend and hold harmless PHILANTHROPY NORTHWEST and its directors, officers, employees and agents from and against any and all costs, losses, damages, liabilities, expenses, demands and judgments, including court costs and attorney’s fees, relating to the reporting and payment of income, social security and other employment taxes and the provision of employee benefits (including but not limited to workers’ compensation, unemployment insurance and health insurance coverage or assessable payments required under the Patient Protection and Affordable Care Act, P.L.111-148) with respect to such individual performing services under this Agreement solely on behalf of Subrecipient. This provision shall survive the expiration or termination of this Agreement.

c. Prior Approval for Changes. In accordance with 2 CFR 200.308(f), Subrecipient shall obtain prior written approval from PHILANTHROPY NORTHWEST prior to any of the following:

- i. Any changes to the scope of the Project objective or program, directly or indirectly;
- ii. Any changes in key personnel that are identified by name or position in this Agreement;
- iii. Any disengagement from the Project for more than three months or a twenty-five (25%) reduction in time and effort devoted to the federal award over the course of the performance period;
- iv. Subaward activities not proposed in the application and approved in accordance with the Prime Award;
- v. Any need for additional federal funds as necessary to complete the Project;
- vi. A no-cost extension to the performance period under this Agreement. Such extension request additionally requires submission at least ten (10) days prior to the expiration of the performance period under this Agreement.

3. COMPENSATION.

a. Payment of Funds. PHILANTHROPY NORTHWEST agrees to issue payment to Subrecipient in several fixed partial payments. Such payments shall be made at such time as the Subrecipient accomplishes performance milestones in accordance with the performance schedule as set forth in **Exhibit D** (Milestone Payment Schedule) of this Agreement, in a total amount not to exceed \$AMOUNT (the “**Subaward Amount**”). Payment is subject to the approval of PHILANTHROPY NORTHWEST of the achievement as provided by Subrecipient. Such approval shall not be unreasonably withheld. The Subaward Amount, however, is subject to

adjustment by PHILANTHROPY NORTHWEST if a substantial change is made in the Approved Services that affects this Agreement or if this Agreement is terminated prior to the expiration of the Agreement as provided in Section 1 above. Program funds shall not be expended prior to the Effective Date or following sixty (60) days after the earlier of the expiration or termination of this Agreement. Payments made by PHILANTHROPY NORTHWEST to the Subrecipient shall only be necessary and allowable to carry out the purposes and activities of the Approved Services and may not exceed the total fixed amount of \$150,000 under this Agreement. Expenses charged against the Subaward Amount shall be incurred in accordance with the Uniform Guidance, the Prime Award and the authorizations, restrictions and requirements contained in the Notice of Prime Award and any amendments thereto and other applicable laws, regulations, grant terms and conditions or policies. The Milestone Payment Schedule for this Agreement shall be as follows and set forth in **Exhibit D**. Milestone descriptions are to be incorporated by reference upon approval by PHILANTHROPY NORTHWEST's Thriving Communities Program Director.

Illustrative example for Milestone Payment Schedule:

MILESTONE	PROGRESS	PAYMENT
Milestone #1	Contract Signing	5% Payment
Milestone #2	Workplan, Budget, and Milestones Finalized	10% Payment
Milestone #3	25% Project Completed	25% Payment
Milestone #4	50% Project Completed	25% Payment
Milestone #5	75% Project Completed	25% Payment
Milestone #6	Project Completed and Final Report Approved	10% Payment

b. **Request for Payment**. Upon completion of a Milestone as set forth in **Exhibit D** and as may be specified elsewhere in this Agreement, Subrecipient shall submit to PHILANTHROPY NORTHWEST a Request for Payment in a form reasonably prescribed by PHILANTHROPY NORTHWEST.

- i. The request for payment will detail the milestone(s) that have been achieved and the amount of the funds for which the subrecipient is requesting to be paid. At a minimum, such pay requests shall include the deliverable completed and milestone payment amount, Subaward number, and the certification required under 2 CFR 200.415(a).
- ii. Reporting on milestone(s) must occur first. Information reported must be verified before a payment can be completed.

c. **PHILANTHROPY NORTHWEST'S Disallowance Right**. Within ten (10) working days from the date it receives such request for payment, PHILANTHROPY NORTHWEST may disapprove the requested compensation. If the compensation is so disapproved, PHILANTHROPY NORTHWEST shall notify Subrecipient as to the disapproval. If payment is approved, no notice will be given and PHILANTHROPY NORTHWEST will pay such payment request promptly.

d. **Use of Grant Funds**. Subrecipient will use the Subaward funds solely for the Purposes of this Subaward Agreement. Subrecipient will repay to PHILANTHROPY NORTHWEST any portion of the amount disbursed to Subrecipient that is not used for these

Purposes. If the EPA or PHILANTHROPY NORTHWEST determines that any amount paid to the Subrecipient was for an unallowable expenditure, the Subrecipient is required to refund the monies for the identified unallowable expenditure.

e. Program Income. Subrecipient shall report to PHILANTHROPY NORTHWEST any program income (as defined at 2 C.F.R. 200.1 and 200.307) generated in performance of this Agreement. Program income earned in performance of this Agreement shall be considered added to the total amount of this subaward and its expenditure is subject to all the terms and conditions applicable to the federal funds provided under this subaward.

f. Cost Share. There is no cost share requirement under this Agreement.

g. Availability of Funds Limitation. The continuation of this Agreement and payments hereunder shall be subject to the availability of federal funds to PHILANTHROPY NORTHWEST under the Prime Award. PHILANTHROPY NORTHWEST shall promptly notify Subrecipient, in writing, of any (i) termination of the Prime Award or (ii) modification of funding available under the Prime Award that might negatively impact this subaward.

h. Grant Purpose. Subrecipient acknowledges that the EPA has reserved the right to curtail or terminate the Grant at any time if the EPA determines that the Grant Purposes or terms and conditions of the Grant Agreement are not being met or are unlikely to be met. In the event of curtailment or termination of the Grant by the EPA, Subrecipient agrees to cooperate with PHILANTHROPY NORTHWEST in returning all unspent or uncommitted funds to the EPA as of the date of the EPA's notice of curtailment or termination.

i. Up-Front Costs. In the event that Subrecipient requires up-front costs to carry out performance obligations pursuant to this Agreement, upfront costs required by Subrecipient shall make up no more than twenty-five percent (25%) of the overall amount of this subaward, without the express written consent of PHILANTHROPY NORTHWEST.

j. Contingency/Return of Funds. The payment of funds to Subrecipient under the terms of this Agreement shall be contingent on the receipt of such funds by PHILANTHROPY NORTHWEST from applicable state and federal funding sources and shall be subject to Subrecipient's continued eligibility to receive funds under the applicable provisions of state and federal laws and the Notice of Prime Award. If the amount of funds that PHILANTHROPY NORTHWEST receives from state and federal funding sources is reduced, PHILANTHROPY NORTHWEST reserves the right to proportionally reduce the amount of funds awarded under this Agreement. PHILANTHROPY NORTHWEST also reserves the right to delay payment for Subrecipient's expenditures for Approved Services where payment requests and/or other reports are not submitted by the deadlines specified Sections 3.b and 4.a below, except for good cause shown for any such delay.

If a state or federal funding source demands the return of funds from PHILANTHROPY NORTHWEST that PHILANTHROPY NORTHWEST has disbursed to Subrecipient, Subrecipient shall return to PHILANTHROPY NORTHWEST all such funds that Subrecipient has not spent in accordance with the terms of this Agreement. Furthermore, in such case, Subrecipient shall cooperate with PHILANTHROPY NORTHWEST in connection with any legal proceedings that may arise from such demand from a state or federal funding source. Subrecipient's cooperation includes but is not limited to providing documentation or information as requested by PHILANTHROPY NORTHWEST.

4. FINANCIAL ACCOUNTABILITY AND GRANT ADMINISTRATION.

a. Financial and Other Reports. Subrecipient shall submit to PHILANTHROPY NORTHWEST such reports and back-up data as may be required by EPA or PHILANTHROPY NORTHWEST, including without limitation such reports which enable PHILANTHROPY NORTHWEST to submit its own quarterly financial, performance, and annual programmatic reports to EPA in accordance with the Prime Award. All performance reporting by Subrecipient shall be in accordance with 2 CFR 200 and 2 CFR 1500, absent a case specific exception in accordance with the Prime Award.

This provision shall survive the expiration or termination of this Agreement with respect to any reports which Subrecipient is required to submit to PHILANTHROPY NORTHWEST following the expiration or termination of this Agreement.

b. Improper Payments. Any item of expenditure by Subrecipient under the terms of this Agreement which is found by auditors, investigators, and other authorized representatives of PHILANTHROPY NORTHWEST, EPA, the U.S. Government Accountability Office or the Comptroller General of the United States to be improper or in violation of federal or state law or the terms of the Notice of Prime Award or this Agreement, or involving any fraudulent or deceptive representations or activities of Subrecipient, shall become Subrecipient's liability, to be paid by Subrecipient. This provision shall survive the expiration or termination of this Agreement.

c. Subrecipient agrees to maintain books, records, documents, and other evidence pertaining to all costs and expenses incurred, revenues acquired, and performance of agreed upon milestones in accordance with this Agreement. Unless extended by PHILANTHROPY NORTHWEST, these Records shall be maintained for a period of three years after the final payment is issued under this Agreement. Notwithstanding the foregoing, Subrecipient agrees to maintain all Records for equipment and real property purchased with Subaward funds for the earlier of 1) three years after the final disposition of such equipment (see 2 C.F.R. § 200.334) or for a period of 6 years after the final financial report is submitted and approved by PHILANTHROPY NORTHWEST.

d. Subrecipient shall provide timely and unrestricted access to its books and accounts, files and other records related to Subrecipient's activities set forth herein for inspection, review, and audit by PHILANTHROPY NORTHWEST and its authorized representatives.

e. The provisions of this Section shall survive the expiration of this Agreement.

5. COOPERATION IN MONITORING AND EVALUATION.

a. PHILANTHROPY NORTHWEST Responsibilities. PHILANTHROPY NORTHWEST shall monitor, evaluate, and provide guidance and direction to Subrecipient in the conduct of Approved Services performed under this Agreement. PHILANTHROPY NORTHWEST has the responsibility to reasonably determine whether Subrecipient has spent funds in accordance with applicable laws, regulations, including the federal audit requirements and agreements and shall monitor the activities of Subrecipient to ensure that Subrecipient has met such requirements. PHILANTHROPY NORTHWEST may require Subrecipient to take corrective action if deficiencies are found.

b. Subrecipient Responsibilities

i. Subrecipient shall permit PHILANTHROPY NORTHWEST to carry out monitoring and evaluation activities of the milestones under this Agreement, including any performance measurement system required by applicable law, regulation, funding sources guidelines or by the terms and conditions of the applicable Notice of Prime Award, and Subrecipient agrees to ensure, to the greatest extent possible, the cooperation of its agents, employees and board members in such monitoring and evaluation efforts. This provision shall survive the expiration or termination of this Agreement.

ii. Subrecipient shall cooperate fully with any reviews or audits of the activities under this Agreement by authorized representatives of PHILANTHROPY NORTHWEST, EPA, the U.S. Government Accountability Office or the Comptroller General of the United States and Subrecipient agrees to ensure to the extent possible the cooperation of its agents, employees, and board members in any such reviews and audits. This provision shall survive the expiration or termination of this Agreement.

iii. Subrecipient agrees to provide PHILANTHROPY NORTHWEST with access to all Subaward records, so that PHILANTHROPY NORTHWEST and/or a designated federal auditor may verify Subrecipient's compliance with 2 CFR 200.332, 2 CFR Part 200, Subpart D, Post Federal Award Requirements for Financial and Program management, and 2 CFR Part 200, Subpart F, Audit Requirements. Subaward records which PHILANTHROPY NORTHWEST shall have access to include, but are not limited to Subrecipient financial statements and reports, performance reports including information on any environmental results obtained pursuant to this Agreement, and any findings of any audit conducted by the Subrecipient pursuant to this Agreement, the Notice of Prime Award, or related to the Project.

iv. Internal Controls. Subrecipient shall maintain an internal control protocol as necessary to ensure that the Subrecipient only requests payment upon achievement of milestones as agreed upon in Section 3 of this Agreement, and in accordance with the Milestone Payment Schedule attached as Exhibit D.

6. COMPLIANCE WITH GRANT AGREEMENT AND APPLICABLE LAWS.

a. Compliance with Prime Award and Subaward. Subrecipient shall perform all activities funded by this Agreement in accordance with: (i) the Notice of Prime Award, including any amendments thereto; (ii) the Subaward Data, including any amendments thereto; (iii) the Approved Services, including any amendments thereto; (iv) the Approved Budget, including any amendments thereto; (v) the General Terms and Conditions for Grants and Cooperative Agreements, attached hereto as Exhibit E ("EPA Terms and Conditions"); and (vi) the applicable contract provisions for non-federal entity contracts under federal awards required under Appendix II to the Uniform Guidance and attached hereto as Exhibit F ("Appendix II," and, together with the EPA's Terms and Conditions, referred to herein as the "**Required Contract Provisions**") (each of (i) – (vi) above is hereby incorporated by reference into this Agreement). In addition, Subrecipient shall make best efforts to cooperate fully with PHILANTHROPY NORTHWEST in its efforts to comply with the requirements of the Notice of Prime Award, including any amendments thereto.

b. Eligible Activities. Subrecipient shall only receive payments provided under the Primary Award and this Agreement for activities that are authorized by Section 138 of the Clean Air Act and the Notice of Prime Award.

c. Compliance with Applicable Laws. Subrecipient shall perform all activities funded by this Agreement in accordance with all applicable federal, state, and local laws, including without limitation laws which regulate the use of funds allocated under the Prime Award. The term “federal, state and local laws” as used in this Agreement shall mean all applicable statutes, rules, regulations, executive orders, directives or other laws, including all laws as presently in effect and as may be amended or otherwise altered during the Agreement Term, as well as all such laws which may be enacted or otherwise become effective during the Agreement Term. The term “federal, state and local laws” shall include, without limitation:

- i. Authorizing Statute. Section 138 of the Clean Air Act, 42 U.S.C. 7438;
- ii. Regulatory Authority 2 CFR 200, 2 CFR 1500, and 40 CFR 33;
- iii. Administrative Requirements; Cost Principles; Audit Requirements. The Uniform Guidance, as adopted and supplemented by the EPA in 2 CFR Part 400, found at www.ecfr.gov;
- iv. Certifications and Assurances. Subrecipient hereby makes the certifications in Exhibit G, attached hereto and incorporated herein;
- v. UEI Number. Subrecipient agrees and acknowledges that PHILANTHROPY NORTHWEST may not grant the Subaward and Subrecipient may not receive the Subaward unless Subrecipient has provided its Unique Entity Identifier (“UEI”) number to PHILANTHROPY NORTHWEST. The UEI number is the twelve character alpha numeric identifier assigned by the US government to uniquely identify business entities;
- vi. Federal Funding Accountability and Transparency Act of 2006. Subrecipient agrees to provide PHILANTHROPY NORTHWEST with all information requested by PHILANTHROPY NORTHWEST that is necessary to enable PHILANTHROPY NORTHWEST to comply with the reporting requirements of the Federal Funding Accountability and Transparency Act of 2006 as amended by the Digital Accountability and Transparency Act of 2014 (Pub. L. 113-101) and other Public Laws, hereafter referred to as the “Transparency Act”;
- vii. Licenses, Certifications, Permits, Accreditation. Subrecipient shall procure and keep current any license, certification, permit, or accreditation required by federal, state, or local law and shall submit to PHILANTHROPY NORTHWEST proof of any licensure, certification, permit or accreditation upon reasonable request; and
- viii. Certification of Completion. In compliance with 2 CFR 200.201, at the end of this Agreement and completion of the fixed-amount Subaward, Subrecipient must certify, in writing, that the Project and Scope of Services included within this Agreement were completed in accordance with the terms of this Agreement, as well as the Prime Award. Subrecipient must further certify that all expenditures incurred pursuant to Subrecipients performance under this Agreement were incurred in accordance with 2 CFR 200.403. If, at the time the Agreement ends, there remain incomplete activities, including unachieved milestones, the Subrecipient shall provide PHILANTHROPY NORTHWEST with written notice of incomplete activities, including a list of such incomplete activities and/or milestones.

7. EMPLOYMENT LAWS AND POLICIES.

a. Non-Discrimination in Employment. Consistent with federal law, Subrecipient shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, religion, disability, sex (including pregnancy), sexual orientation, gender identity, age, military status, or marital status. Subrecipient shall comply with all applicable provisions of federal, state, and local laws prohibiting discrimination in employment.

b. Salary Limitation. Funds provided to Subrecipient under this Agreement shall not be used to pay salaries that are not reasonably commensurate with the level of work. All costs must be reasonable to be allowable under 2 CFR 200.403 and 200.404.

8. CONFIDENTIALITY; PROTECTION OF PERSONALLY IDENTIFIABLE INFORMATION.

PHILANTHROPY NORTHWEST and Subrecipient acknowledge that all information and documents made available to it by the other Party solely for purposes of this Agreement are confidential, and the receiving Party undertakes to treat them as such. PHILANTHROPY NORTHWEST and Subrecipient also acknowledge that the confidentiality obligation provided herein will survive until the earlier of the first anniversary of the termination of this Agreement or the occurrence of one of the events described in subsection (a) or (b) of this section.

The duty of confidentiality does not apply to the following information:

- (a) information that is or becomes known to the public without any fault or action on the part of the receiving Party;
- (b) information that is or becomes available to the receiving Party in a non-confidential context through a third party, provided that such disclosure by the third party to the receiving Party does not contravene any contractual or legal obligation of that third party to the providing Party in relation to that information.

Subrecipient shall reasonably protect and safeguard personally identifiable information created, obtained, or maintained in the course of providing services under this Agreement in compliance with federal, state, and local laws.

9. PUBLICITY; PUBLIC ANNOUNCEMENTS; SIGNAGE. Subrecipient agrees to acknowledge EPA support of Thriving Communities Region 10 including funding contributions and sponsorship, on all information relating to the Subaward in accordance EPA regulations and policy, and in the Notice of Prime Award, including applicable EPA terms and conditions.

10. INTELLECTUAL PROPERTY RIGHTS.

a. Title to the results and proceeds of the services performed by Subrecipient under this Agreement (the “Deliverables”) developed with funds from this Agreement vests in Subrecipient.

b. Title to writings, technology, inventions, discoveries, processes, techniques, methods, ideas, concepts, research, proposals, and materials, and to all other work product of any nature whatsoever, that are created, prepared, produced, authored, conceived, or reduced to

practice in the course of performing the Services by Subrecipient (collectively, and including the Deliverables, "Work Product") developed with funds from this Agreement vests in Subrecipient.

c. Title to all patents, copyrights, trademarks (together with the goodwill symbolized thereby), trade secrets, and other confidential or proprietary information, and other intellectual property (collectively and including Work Product, "Materials") developed by Subrecipient with funds from this Agreement vests in Subrecipient.

d. Notwithstanding the foregoing paragraphs 10(a), 10(b), and 10(c), to the extent that any of the Subrecipient's pre-existing materials are incorporated in or combined with any Materials or otherwise necessary for the use or exploitation of any Materials, Subrecipient hereby grants to PHILANTHROPY NORTHWEST and EPA, a revocable, royalty-free, non-exclusive license to use, publish, reproduce, perform and display, such Materials. Additionally, Subrecipient hereby authorizes PHILANTHROPY NORTHWEST and EPA, a revocable, royalty-free non-exclusive license to authorize others to use the Materials for federal purposes. Upon reasonable request, Subrecipient shall provide PHILANTHROPY NORTHWEST with copies of all Materials produced under this Agreement. Subrecipient represents and warrants that all Materials are original and do not infringe on the rights of any third party. Subrecipient further agrees to indemnify and hold harmless PHILANTHROPY NORTHWEST against any damages or losses related to any claims of intellectual property infringement by the Materials. This provision shall survive the expiration or termination of this Agreement.

e. Title to the results and proceeds of the services performed exclusively by PHILANTHROPY NORTHWEST under this Agreement developed with funds from this Agreement vest in PHILANTHROPY NORTHWEST.

f. Title to writings, technology, inventions, discoveries, processes, techniques, methods, ideas, concepts, research, proposals, and materials, and to all other work product of any nature whatsoever, that are created, prepared, produced, authored, conceived, or reduced to practice in the course of performing services exclusively by PHILANTHROPY NORTHWEST developed with funds from this Agreement vests in PHILANTHROPY NORTHWEST.

g. Title to all patents, copyrights, trademarks (together with the goodwill symbolized thereby), trade secrets, and other confidential or proprietary information, and other intellectual property developed exclusively by PHILANTHROPY NORTHWEST with funds from this Agreement vests in PHILANTHROPY NORTHWEST.

11. INDEMNIFICATION. Subrecipient shall defend and hold PHILANTHROPY NORTHWEST, its employees, officers, directors, agents and representatives harmless from any and all costs, losses, damages, liabilities, expenses, demands, and judgments, including court costs and attorney's fees, which they may suffer arising from any intentional or grossly negligent act or omission of Subrecipient, its employees, officers, directors, agents or representatives, or anyone else for whose acts Subrecipient may be responsible, in the performance of Subrecipient's obligations under this Agreement. This provision shall survive the expiration or termination of this Agreement.

12. EQUIPMENT. In the event that Subrecipient acquires equipment in excess of \$10,000, Subrecipient is required to provide PHILANTHROPY NORTHWEST with reports on the condition, location, and status of the equipment. Such reports are required for individual equipment

purchases in excess of \$10,000 procured during performance of the grant Project, or the aggregate supplies exceeding \$10,000 at the time the grant ends.

13. DISPOSITION. At the time when equipment purchased under this Agreement is no longer needed for the purpose of the underlying Grant Award, the Subrecipient is required to dispose of the equipment in accordance with 2 CFR 200.313.

14. INSURANCE. Subrecipient shall, at all times throughout the Agreement Term, carry insurance in such form and in such amounts as PHILANTHROPY NORTHWEST may from time to time reasonably require against other insurable hazards and casualties that are commonly insured against in the performance of similar services as are to be provided under this Agreement. At a minimum, Subrecipient shall maintain during the Agreement Term at least the following types and limits of insurance coverage:

- a. Workers' compensation in amounts no less than required by law; for purposes of this Section 14, workers include employees, independent contractors, and volunteers;
- b. Employer's Liability Insurance with a limit of \$1 million;
- c. Commercial general liability insurance, including personal injury, contractual liability, and property damage, with limits of \$1 million per occurrence and \$2 million aggregate; and
- d. Umbrella liability insurance with a limit of \$1 million per occurrence.
- e. Pollution Liability as required by law and as is reasonable for the type of work involved.

Subrecipient may secure insurance beyond the limits required by this Agreement, however, Subrecipient's election to secure such additional insurance shall not limit or otherwise affect Subrecipient's duties, responsibilities, or liability to the PHILANTHROPY NORTHWEST under this Agreement.

All policies (other than workers' compensation and employer's liability insurance) providing such coverage shall name PHILANTHROPY NORTHWEST as an additional insured with respect to Subrecipient's performance of services under this Agreement. Subrecipient shall provide PHILANTHROPY NORTHWEST with certificates of insurance evidencing such coverage within sixty (60) days after execution of this Agreement, which certificates shall provide that PHILANTHROPY NORTHWEST shall receive thirty (30) days' advance written notice of any pending cancellation or non-renewal of any of the coverages required by PHILANTHROPY NORTHWEST pursuant to this Agreement. Insurance coverages that expire before the expiration of the Agreement Term shall be promptly renewed by Subrecipient so that there is no gap in coverage and upon request, certificates of insurance evidencing such renewal coverage shall be provided to PHILANTHROPY NORTHWEST (by a copy provided to PHILANTHROPY NORTHWEST pursuant to the notice provisions set forth in Section e) as soon as practicable upon renewal. Subrecipient's failure to maintain insurance in the form and/or amounts required by PHILANTHROPY NORTHWEST pursuant to this Agreement shall be deemed a material breach of this Agreement and PHILANTHROPY NORTHWEST shall have the right thereupon to terminate this Agreement immediately in addition to any other remedy provided herein.

15. TERMINATION.

a. By PHILANTHROPY NORTHWEST, for CAUSE. PHILANTHROPY NORTHWEST may, by giving written notice to Subrecipient, terminate this Agreement in whole or in part for cause, which shall include, without limitation: (i) failure for any reason of Subrecipient to fulfill timely and properly any of its obligations under this Agreement, including failure to comply with any provision of Section 6 of this Agreement; (ii) Subrecipient's default, breach or any intervening casualty which poses an immediate threat to life, health or safety; (iii) Subrecipient's breach of its representations, warranties and certifications contained in this Agreement; (iv) the suspension or debarment or determination that Subrecipient or any of its principals are ineligible to participate in federal assistance awards or contracts; (v) Subrecipient's failure to maintain the insurance coverage in the form and/or amounts required by PHILANTHROPY NORTHWEST pursuant to this Agreement unless such failure is cured within fifteen (15) days of notice of such failure by PHILANTHROPY NORTHWEST; (vi) the submission by Subrecipient to EPA or PHILANTHROPY NORTHWEST of reports that are incorrect or incomplete in any material respect; (vii) improper use by Subrecipient of funds received under this Agreement (viii) the necessity for termination of this Agreement so as to make any terms of this Agreement consistent with federal, state or local laws; (ix) fraudulent activities on the part of Subrecipient; and (x) the filing of bankruptcy, receivership or dissolution by or with respect to Subrecipient.

b. By PHILANTHROPY NORTHWEST, for CONVENIENCE. PHILANTHROPY NORTHWEST may, by giving written notice to Subrecipient, terminate this Agreement in whole or in part for its convenience, which shall include, without limitation: (i) the pausing, suspension, termination, in whole or in part of, or absence of appropriations for, grants or reimbursements to PHILANTHROPY NORTHWEST under the Prime Award, and (ii) the freezing of funding by the federal awarding agency, or any other action by the federal awarding agency that renders funding unavailable.

c. Transfer of Performance Upon Termination. Upon giving or receiving notice of termination, PHILANTHROPY NORTHWEST may require Subrecipient to ensure that adequate arrangements have been made for the transfer of performance of the Approved Services to another entity or to PHILANTHROPY NORTHWEST.

d. Disposition of Property. In the event of any termination of this Agreement, all property and finished or unfinished documents, data, studies, and reports purchased or prepared by Subrecipient that are not the Intellectual Property of Subrecipient under this Agreement shall be disposed of according to the requirements of the Uniform Guidance and Prime Award, and Subrecipient shall be entitled to compensation for any unreimbursed expenses reasonably and necessarily incurred in satisfactory performance of this Agreement during the Agreement Term.

e. Liability for Default. Whether or not this Agreement is terminated, Subrecipient shall be liable to PHILANTHROPY NORTHWEST for actual damages sustained by PHILANTHROPY NORTHWEST by virtue of any breach of this Agreement by Subrecipient. This shall include liability of Subrecipient for the disallowance by EPA of the payments to or reimbursement of charges submitted by PHILANTHROPY NORTHWEST for services provided by Subrecipient under this Agreement where the disallowance is solely attributable to Subrecipient's conduct, including the provision or maintenance by Subrecipient of erroneous records or billing documentation of services provided. If any such reimbursement of charges is disallowed as a result of an audit by EPA of Subrecipient or PHILANTHROPY NORTHWEST,

the amount disallowed must be paid by Subrecipient to PHILANTHROPY NORTHWEST, upon demand and at PHILANTHROPY NORTHWEST's sole discretion.

16. REAL PROPERTY ACQUISITION

a. Real Property Acquired in accordance with Uniform Relocation Act. Any Real Property acquired by Subrecipient must comply with the Prime Award and Federal law, including the Uniform Relocation Act, as well as the rules, procedures, and processes as implemented in 49 CFR Part 24.

b. Lien. In the event that Subrecipient acquires or improves any Real Property pursuant to this Agreement or the Prime Award, Subrecipient shall record a lien in the name of EPA, or follow any other appropriate notices of record as necessary under Federal law or the laws of the state wherein the Real Property is located, to indicate that the Real Property has been acquired or improved with a Federal award and that use and conditions apply to the Real Property.

17. PRIME AWARD FLOW DOWN REQUIREMENTS

a. Purpose. The following provisions are imposed onto the Subrecipient by PHILANTHROPY NORTHWEST to ensure that this Agreement is performed in accordance with federal statutes, regulations, and the terms of the EPA Prime Award. The Subrecipient is accountable to PHILANTHROPY NORTHWEST and EPA for compliance with Federal requirements. Subrecipient is subject to the same obligations included in the Prime Award as required by 32 CFR 200.332(b)(2). By executing this Agreement, Subrecipient certifies that it shall include the following provisions within its lower-tier subrecipient agreements as required by federal law and regulation. In addition to the Subrecipient's indemnification obligations set forth elsewhere in this Agreement, Subrecipient shall defend and hold PHILANTHROPY NORTHWEST, its employees, officers, directors, agents and representatives harmless from any and all costs, losses, damages, liabilities, expenses, demands, and judgments, including court costs and attorney's fees, which they may suffer arising from any act or omission of Subrecipient, its employees, officers, directors, agents or representatives, or anyone else for whose acts Subrecipient may be responsible, in the performance of Subrecipient's obligations under this provision. This provision shall survive the expiration or termination of this Agreement.

b. Title VI of the Civil Rights Act of 1964. Subrecipient shall abide by Title VI of the Civil Rights Act of 1964, as well as any applicable Federal statutes and regulations, including EPA regulations as addressed in 40 CFR Part 5 and 40 CFR Part 7, requiring that Subrecipient agree to prohibit discrimination in employment on the basis of race, color, national origin, sex, disability, or age.

c. Executive Order 13798. Subrecipient agrees that Subrecipient shall abide by the requirements of Executive Order 13798, Promoting Free Speech and Religious Liberty, as well as the statutory and policy requirements as referenced under 2 CFR 200.300.

d. Limitation on Consultant Fees. Subrecipient agrees to limitations on individual consultant fees in accordance with the provisions of 2 CFR 1500.10, as well as the Section of the Notice of Prime Award between the EPA and PHILANTHROPY NORTHWEST entitled the "Consultant Fee Cap."

e. Prohibition on Management Fees. Pursuant to this Agreement, as well as section

of the Prime Award entitled “Management Fees,” EPA maintains a prohibition on management fees incurred as part of the scope of work for this Project.

f. Disadvantaged Business Enterprises. Subrecipient shall comply with the EPA regulations as set forth in 40 CFR Part 33, “Participation by Disadvantaged Business Enterprises in U.S. Environmental Protection Agency Programs” as applicable under 40 CFR 33.102, as well as the Prime Award.

g. Procurement Standards. Subrecipient shall abide by procurement standards as listed in 2 CFR Part 200. Such standards require competition when Subrecipient acquires goods and services from contractors (including consultants), as well as domestic preferences for procurements as required under 2 CFR 200.322.

h. Build America, Buy America. Consistent with Federal law, Subrecipient shall comply with the Buy America sourcing requirements under the Build America, Buy America provisions of the Infrastructure Investment and Jobs Act (P.L. 117-58, §§70911-70917).

i. Prohibition of Disqualified Facilities. Consistent with Federal law, Subrecipient shall comply with Section 306 of the Clean Air Act and Section 508 of the Clean Water Act, as implemented by Executive Order 11738. Pursuant to Executive Order 11738, Subrecipient is required to check the System for Award Management ([SAM](#)) to confirm that facilities used in performance of Subrecipient’s obligations under this Agreement are not listed as disqualified from use for violations of the Clean Air Act or Clean Water Act.

j. Reporting under the Federal Funding Accountability and Transparency Act (FFATA). Pursuant to this Agreement, as well as the Section of the Notice of Prime Award entitled “Reporting Subawards and Executive Compensation,” Subrecipient is required to report Subaward and executive compensation information as applicable under 2 CFR Part 170.

18. GENERAL PROVISIONS.

a. Governing Law. This Agreement shall be governed by the laws of the State of Washington, without giving effect to the conflicts of laws provisions thereof.

b. Integration. This Agreement supersedes all oral agreements, negotiations and representations between the parties pertaining to the subject matter of this Agreement.

c. Severability. If any provision of this Agreement is found to be invalid, the remaining provisions shall remain in full force and effect.

d. Waiver of Breach. The waiver by either party of any breach of any provision of this Agreement shall not be deemed a waiver of any subsequent breach by the other party of the same or of different provisions.

e. Binding Effect; Assignment. Except as otherwise provided in this Agreement, every covenant, term, and provision of this Agreement shall be binding upon and inure to the benefit of the parties and their respective and permitted successors, transferees, and assigns. Neither Party shall assign, subcontract, or transfer any of its rights, responsibilities, or obligations under this Agreement without the other Party’s prior written consent, which the other Party may withhold in its sole discretion. Should either Party assign, subcontract or transfer any of its rights, responsibilities or obligations hereunder with such consent from the other Party, that assigning Party and the party to which it proposes to assign or subcontract its responsibilities or services hereunder must enter into a written agreement that is consistent with this Agreement and the

various requirements specified hereunder and that is approved by the other Party prior to its execution.

f. Notices. Notices required by this Agreement shall be made in writing and delivered via U.S. mail (postage prepaid), commercial courier, or personal delivery or sent by facsimile or other electronic means (provided that receipt is confirmed). Any notice delivered or sent as described above shall be effective on the date received. All notices and other written communications under this Agreement shall be addressed to the individuals in the capacities indicated below, unless otherwise modified by subsequent written notice.

g. Davis-Bacon Act. Pursuant to the Clean Air Act Section 314, and applicable Labor Standards codified as 42 U.S.C. § 7614, and the terms of the Prime Award, the Subrecipient must comply with Davis-Bacon Act requirements in accordance with 42 U.S.C. §§ 3141-3144, where construction work is financed in whole or in part with Grant funds. Accordingly, laborers and mechanics employed by contractors or subcontractors on projects assisted under the Prime Award Agreement, as well as this Agreement, shall be paid wages at rates not less than those prevailing for the same type of work on similar construction in the locality as determined by the Secretary of Labor in accordance with 40 USC Subtitle II Part A, Ch. 31, Subchapter IV.

Note, the use of the term “project” in this term and condition is distinct from the use of the term project within the definition of qualified project under Clean Air Act Section 134(c)(3), which is broader and includes “any project, activity, or technology.” 40 CFR 30.103 defines construction as “erection, alteration, or repair (including dredging, excavating, and painting) of buildings, structures, or other improvements to real property, and activities in response to a release or a threat of a release of a hazardous substance into the environment, or activities to prevent the introduction of a hazardous substance into a water supply.”

h. Anti-Terrorism. Subrecipient shall not use any portion of the funds provided under this Agreement, directly or indirectly, to support terrorist acts or individuals or organizations that engage in or support terrorist activities relating to combating terrorism. Subrecipient represents that Subrecipient is not subject to U.S. Trade Controls restrictions, including being identified as, owned by, or controlled by an individual on the U.S. Specially Designated Nationals (www.treasury.gov/sdn) and Blocked Persons List, the U.S. Entity List, the U.S. Denied Persons List, or any other U.S. Trade Controls restricted parties list maintained by the United States (collectively, a “Restricted Person”). Subrecipient further agree and represent that Subrecipient will not engage in any activities or transactions relating to this Agreement (including using any funds provided under this Agreement) with any persons or entities who are Restricted Persons, except as permissible under U.S. law.

i. Cybersecurity Condition.

a. The recipient agrees that when collecting and managing environmental data under this assistance agreement, it will protect the data by following all applicable State or Tribal law cybersecurity requirements.

b. (1) EPA and PHILANTHROPY NORTHWEST must ensure that any connections between the Subrecipient’s network or information system and EPA networks used by the Subrecipient to transfer data under this Agreement, are secure. For purposes of this Section, a connection is defined as a dedicated persistent interface between an EPA IT system and an external IT system for the purpose of transferring information. Transitory, user-controlled connections such as website browsing are excluded from this definition.

If the Subrecipient's connections as defined above do not go through the Environmental Information Exchange Network or EPA's Central Data Exchange, Subrecipient agrees to contact the PHILANTHROPY NORTHWEST and EPA Project Officer (PO) no later than 90 days after the date of this award and work with the designated Regional/Headquarters Information Security Officer and PHILANTHROPY NORTHWEST to ensure that the connections meet EPA security requirements, including entering into Interconnection Service Agreements as appropriate. This condition does not apply to manual entry of data by the recipient into systems operated and used by EPA's regulatory programs for the submission of reporting and/or compliance data.

(2) Subrecipient agrees that any subawards it makes under this Agreement will require its subrecipient to comply with the requirements in (b)(1) if the subrecipient's network or information system is connected to EPA networks to transfer data to the Agency using systems other than the Environmental Information Exchange Network or EPA's Central Data Exchange. The subrecipient will be in compliance with this condition: by including this requirement in its subaward agreements; and during subrecipient monitoring deemed necessary by the recipient under 2 CFR 200.332(e), by inquiring whether the subrecipient has contacted the EPA Project Officer. Nothing in this condition requires the recipient to contact the EPA Project Officer on behalf of a subrecipient or to be involved in the negotiation of an Interconnection Service Agreement between the subrecipient and EPA.

j. Amendment. Any amendment to this Agreement, including to the Approved Services and the Approved Budget, shall be reduced to writing, signed by an authorized representative of each party, and attached to this Agreement.

k. Counterpart Execution; Facsimile Execution. This Agreement may be executed in any number of counterparts with the same effect as if all of the parties had signed the same document. Such executions may be transmitted to the other parties by facsimile or other electronic transmission and such facsimile or other electronic execution shall have the full force and effect of an original signature. All fully executed counterparts, whether original executions or facsimile executions, electronic executions, or a combination of the foregoing, shall be construed together and shall constitute one and the same agreement.

l. Notices. Notices required by this Agreement shall be made in writing and delivered via U.S. mail (postage prepaid), commercial courier, or personal delivery or sent by facsimile or other electronic means (provided that receipt is confirmed). Any notice delivered or sent as described above shall be effective on the date received. All notices and other written communications under this Agreement shall be addressed to the individuals in the capacities indicated below, unless otherwise modified by subsequent written notice.

If to PHILANTHROPY NORTHWEST:

Name: Jill Nishi
Title: Chief Executive Officer
PHILANTHROPY NORTHWEST
Email: jnishi@philanthropynw.org

If to Subrecipient:

Name: Elizabeth Baxter
Title: CEO
Email: Liz@NorthSoundACH.org

With a copy to:

Name: Emily Blue
Title: Grants Specialist
Email: Grants@NorthSoundACH.org

[Signatures on following page]

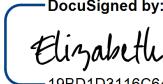
IN WITNESS WHEREOF, each of the parties has executed this Agreement by its duly authorized officer as of the day and year first written above.

PHILANTHROPY NORTHWEST

By: 
Jill Nishi
C08B3DB8285847D...

Name: Jill Nishi
Title: Chief Executive Officer
Date of Signature: 11/11/2025

North Sound Accountable Community of Health

By: 
Elizabeth Baxter
19BD1D3116C6437...

Name: Elizabeth Baxter
Title: CEO
Date of Signature: 11/11/2025

SUBAWARD AGREEMENT

List of Exhibits

Exhibit A **Project Description**

Exhibit B **Subaward Data**

Exhibit C **Approved Services**

Exhibit D **Milestone Payment Schedule**

Exhibit E **EPA Terms and Conditions**

Exhibit F **Appendix II to the Uniform Guidance**

Exhibit G **Certifications and Assurances**

Exhibit H **Notice of Prime Award**

Exhibit A

Project Description

The North Sound region faces significant environmental justice (EJ) challenges, including climate-driven disasters, food insecurity, pollution, clear-cutting of legacy forests, declining salmon runs, and pressures to develop natural spaces into housing due to prolonged shortages and rising levels of homelessness and housing instability. However, there is no coordinated regional effort to assess and prioritize these EJ issues, resulting in fragmented solutions and missed opportunities for systemic change. Many of the region's most impacted communities—particularly rural populations, farmworkers, people who speak languages other than English, and communities of color—have historically been excluded from decision-making processes that affect their health and well-being.

This project will address these challenges by launching an Environmental Justice Community of Practice (EJ CoP)—a collaborative regional effort to map EJ concerns and assets, identify data gaps, and develop community-driven recommendations. The EJ CoP will bring together historically marginalized community leaders, grassroots organizations, and regional partners to define priorities and lay the foundation for future EJ action.

The project will serve Island, San Juan, Skagit, Snohomish, and Whatcom Counties, and the region's eight Tribal nations: Lummi Nation, Nooksack Indian Tribe, Upper Skagit Indian Tribe, Samish Indian Nation, Swinomish Indian Tribal Community, Stillaguamish Tribe of Indians, Tulalip Tribes, and Sauk-Suiattle Indian Tribe. Much of the region is considered rural by various measures, and certain communities—such as FAR Level 4 communities in the San Juan Islands and East Whatcom County—are highly overburdened. Many communities face environmental health challenges exacerbated by extreme income inequality and low access to healthy food.

This project will:

- Catalyze regional coordination, ensuring that those closest to the issues define and drive EJ priorities.
- Assess key EJ challenges and opportunities in the region, and engage a broader network to validate and expand insights—gathering both quantitative and qualitative data to inform future planning.
- Explore feasibility of a community campus as a regional EJ-focused gathering space, as one example of informed community decision-making.
- Synthesize and share findings, giving the region a clear roadmap with data stories and community-driven recommendations to inform future funding, advocacy, and collaborative community development projects addressing EJ priorities.

This project will not only improve environmental justice planning in the North Sound region—it will build civic muscle, strengthen partnerships, and empower historically marginalized communities to lead long-term solutions. By centering the voices of those most impacted,

removing barriers to participation, and fostering collaboration across sectors, this project will lay the groundwork for sustained, community-driven EJ action.

THRIVING COMMUNITIES PROJECT DESCRIPTION

The Prime Award agreement provides funding under the Inflation Reduction Act (IRA) to Philanthropy Northwest (PNW) as a Regional Grantmaker. The purpose of this award is to fund the subsequent award for the pass-through entity, PNW. The recipient, along with partners, will use the subsequent award to ensure the equitable distribution of Thriving Communities resources to historically underserved communities to improve environmental and community health and wellbeing through a pass-through subgrant program. Most of this award will be in the distribution and tracking of the Thriving Communities Subgrants to eligible subrecipients. During the project period, PNW aims to distribute 200 subgrants of four different types: Assessment grants, Planning grants, Project Development grants, and noncompetitive fixed amount subawards for severely capacity constrained organizations. PNW staff will implement a tracking and monitoring plan of the subgrantees that will include training, capacity building, and quarterly reporting to ensure compliance. Additionally, PNW will conduct a program evaluation and highlight successful subgrantee projects by sharing best practices, success stories, and lessons learned from the program. PNW's plan for EPA's Thriving Communities Grantmaking Program is anchored in PNW's core goal to disburse program funds expeditiously and equitably through implementation of a simplified grantmaking process that: centers community voice and participatory grantmaking; leverages the knowledge and relationships of our partners; and addresses environmental issues for communities most in need. The activities in the Subsequent Award Phase include distribution and tracking of the Thriving Communities Subgrants to eligible subrecipients, program evaluation, and grant close-out. The subsequent award will cover the eight months of program management following the end of the initial award which includes personnel, grant management systems, and travel. Prior to distribution of subgrants Philanthropy Northwest will have established policies, including conflict of interest and cap amount award policies, have an approved quality management plan and quality assurance processes in place, and have financial and grant management systems in place. The anticipated deliverables for the subsequent award only, include the distribution of over 200 Thriving Communities Subgrants over 3 years. In Year 1 there will be around 16 Tier 1 grants, 20 Tier 2 grants, and 36 Tier 3 grants awarded. In Year 2 there will be 30 Tier 1 grants and 34 Tier 2 grants awarded plus 60 fixed amount awards to severely capacity constrained entities. The expected outcomes include equitable distribution of subgrants to disadvantaged communities. The majority of the outcomes will be dependent on the subgrants funded but will increase environmental and community health in disadvantaged communities. The intended beneficiaries include disadvantaged communities as defined by the U.S. EPA Inflation Reduction Act (IRA) Disadvantaged Communities Map in Region 10.

The remainder of subawards will be distributed to eligible subrecipients of the Thriving Communities Subgrants which will cover a variety of projects that include but are not limited to: air quality, water quality, small cleanup projects, improving food access, stormwater issues, green infrastructure, lead contamination, pesticides, emergency preparedness and disaster resiliency, environmental job training, and environmental training for youth.

Exhibit B**Subaward Data**

(i)	Subrecipient Name	North Sound Accountable Community of Health
(ii)	Subrecipient Unique Entity Identifier:	HZ3SJDKJC93
(iii)	Federal Award Identification Number (FAIN):	02J63901
(iv)	Federal Award Date of Award to the Recipient by the Federal Agency:	12/20/2024
(v)	Subaward Period of Performance Start Date:	Date of execution of subrecipient agreement
	Subaward Period of Performance End Date:	11/16/2026
(vi)	Amount of Federal Funds Obligated by this Action by the Pass-Through Entity to the Subrecipient:	\$ 150,000
(vii)	Federal Award Project Description:	Establish and support the accessibility and equitable distribution of Thriving Community Resources to historically underserved communities to improve environmental and community health and wellbeing through a pass-through subgrant program.
(viii)	Name of Federal Awarding Agency:	U.S. Environmental Protection Agency
(ix)	Name of Pass-Through Entity:	PHILANTHROPY NORTHWEST
(x)	Contact Information for Federal Awarding Official:	Gina Hildebrand 950 W. Bannock St. Suite 900 Boise, Idaho 83702 Email: Hildebrand.Gina@epa.gov Phone: 208-378-5757
(xi)	Contact Information for PHILANTHROPY NORTHWEST Authorizing Official:	Jill Nishi, CEO jnishi@philanthropynw.org

(xii)	Contact Information for PHILANTHROPY NORTHWEST Project Director:	Meredith Higashi, Chief of Staff and Vice President, Government Engagement mhigashi@philanthropynw.org
(xiii)	CFDA Number and Name:	66.615 Thriving Communities Grantmaking Program
(xiv)	Identification of Whether Subaward is R&D:	SUBAWARD <i>IS NOT</i> R&D

Exhibit C

Approved Services – Statement of Work

Goal Number	Goal
1	Catalyze regional coordination on environmental justice (EJ) through a dedicated community of practice (CoP).
2	Assess key EJ challenges and opportunities in the North Sound region, engaging a broader network to validate and expand insights.
3	Synthesize and share findings to inform future regional EJ coordination and action.

Exhibit D**Milestone Payment Schedule**

Milestone descriptions are to be incorporated by reference upon approval by PHILANTHROPY NORTHWEST's Thriving Communities Program Director.

Illustrative example for Milestone Payment Schedule:

MILESTONE	PROGRESS	PAYMENT
Milestone #1	Contract Signing	5% Payment
Milestone #2	Workplan, Budget and Milestones Finalized	10% Payment
Milestone #3	25% Project Completed	25% Payment
Milestone #4	50% Project Completed	25% Payment
Milestone #5	75% Project Completed	25% Payment
Milestone #6	Project Completed and Final Report Approved	10% Payment

Exhibit E

EPA Terms and Conditions

[T&C found [here](#)]

Exhibit F

Appendix II to the Uniform Guidance Contract Provisions for Non-Federal Entity Contracts Under Federal Awards

- A. Contracts for more than the simplified acquisition threshold, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
- B. All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.
- C. (C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR Part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”
- D. (D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-

Federal entity must report all suspected or reported violations to the Federal awarding agency.

- E. (E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- F. (F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR § 401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.
- G. (G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended - Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- H. (H) Debarment and Suspension (Executive Orders 12549 and 12689) - A contract award (see 2 CFR 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

- I. Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) - Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.
- J. (J) See 2 CFR § 200.323.
- K. (K) See 2 CFR § 200.216.
- L. (L) See 2 CFR § 200.322.

Exhibit G

Certifications and Assurances

By signing the Agreement, the undersigned, on behalf of Subrecipient, certifies to the best of his or her knowledge and belief the following:

Certification Regarding Lobbying (2 CFR 200.450)

No Federal appropriated funds have been paid or will be paid, by or on behalf of Subrecipient, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement in accordance with 2 CFR 200.450, 40 CFR 34.110, and the "Lobbying and Litigation" Term and Condition of the Prime Award between EPA and PHILANTHROPY NORTHWEST.

If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or intending to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, Subrecipient shall complete and submit Standard Form -LLL, "Disclosure Form to Report Lobbying," to PHILANTHROPY NORTHWEST.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Debarment, Suspension, and Other Responsibility Matters (2 CFR 200.214 and 2 CFR 180)

Neither Subrecipient nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency, in accordance with 2 CFR 200.213 and 2 CFR 180, and regulations implementing Office of Management and Budget Guidelines on Governmentwide Debarment and Suspension (Nonprocurement) in Executive Order 12549. Subrecipient further agrees that it will notify PHILANTHROPY NORTHWEST immediately if it or any of its principals is placed on the list of parties excluded from federal procurement or nonprocurement programs available at www.sam.gov

Audit and Access to Records

Subrecipient certifies that it will provide PHILANTHROPY NORTHWEST with notice of any adverse findings which impact the Agreement and/or the Prime Award. Subrecipient certifies compliance with applicable provisions of 2 CFR 200.501-200.521. If Subrecipient is not required

to have a Single Audit as defined by 200.501, Awarding Agency requirements, or the Single Audit Act, then Subrecipient will provide notice of the completion of any required audits and will provide access to such audits upon request. Subrecipient will provide access to records as required by parts 2 CFR 200.337 and 200.338 as applicable.

Program for Enhancement of Contractor Employee Protections (41 U.S.C 4712)

Subrecipient is hereby notified that it is required to: inform its employees working on any federal award that they are subject to the whistleblower rights and remedies of the program; inform its employees in writing of employee whistleblower protections under 41 U.S.C §4712 in the predominant native language of the workforce; and include such requirements in any agreement made with a subcontractor or subgrantee.

Subrecipient shall require that the language of the certifications above in this Exhibit G be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

Use of Name

Neither party shall use the other party's name, trademarks, or other logos in any publicity, advertising, or news release without the prior written approval of an authorized representative of that party. The parties agree that each party may use factual information regarding the existence and purpose of the relationship that is the subject of the Agreement for legitimate business purposes, to satisfy any reporting and funding obligations, or as required by applicable law or regulation without written permission from the other party. In any such statement, the relationship of the parties shall be accurately and appropriately described.

Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment

Pursuant to 2 CFR 200.216, Subrecipient will not obligate or expend funds received under the Agreement to: (1) procure or obtain; (2) extend or renew a contract to procure or obtain; or (3) enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services (as described in Public Law 115-232, section 889) as a substantial or essential component of any system, or as a critical technology as part of any system.

Covenant Against Contingent Fees

Subrecipient represents and warrants that no person or entity has been employed or retained to solicit or secure the Agreement upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee. In the event of a breach or violation of this representation and warranty, PHILANTHROPY NORTHWEST shall have the right to annul the Agreement without liability or, in its discretion, to offset against amounts it owes Subrecipient under the Agreement or otherwise recover from Subrecipient the full amount of such commission, percentage, brokerage, or contingent fee, and to seek any other legal remedies available to it as a result of such breach.

Regulations on Nondiscrimination

Subrecipient agrees that, in accordance with federal civil rights law and EPA civil rights regulations and policies, the EPA, its Agencies, offices, and employees, and institutions participating in or administering EPA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by EPA (not all bases apply to all programs) and Subrecipient agrees to comply with all applicable nondiscrimination regulations.

Drug-Free Workplace

Subrecipient shall comply with the requirements of the Drug-Free Workplace Act of 1988, 42 U.S.C. § 701 *et seq.* and 2 C.F.R. 182, and the applicable EPA regulations set forth in 2 CFR Part 1536, which require all programs and activities receiving federal assistance to maintain a drug-free workplace.

Equal Treatment for Faith-Based Organizations

Subrecipient shall comply with the EPA regulations set forth in 7 CFR Part 16, regarding the equal treatment of religious organizations in EPA programs.

Pro-Children Act of 1994

In accordance with 20 U.S.C. 6081 *et seq.*, Subrecipient certifies that Subrecipient, its employees, agents, contractors, and subcontractors will not permit smoking in any portion of an indoor facility owned or leased or contracted for by Subrecipient and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18.

Policies on Limited English Proficient Persons

Subrecipient must have written policies that are consistent with the Office of the Assistant Secretary for Civil Rights, EPA policy documents, Guidance to Federal Financial Assistance Recipients Regarding the Title VI Prohibition Against National Origin Discrimination Affecting Persons With Limited English Proficiency, 79 FR 70771 (November 28, 2014).

Exhibit H

Notice of Prime Award

RFP Overview

Funder	The Aspen Institute – Weave: the Social Fabric Project
RFP	2026 Community Hosts
Due Date	11/02/2025 at 8:59 p.m. PT
How to Submit	Online portal (no login required) https://aspeninstitute.tfaforms.net/f/hostweaverawards
Proposal Contents	<input checked="" type="checkbox"/> Narrative (no attachments required)
Request Amount	\$225,000 <ul style="list-style-type: none"> • Year 1: \$125,000 • Year 2: \$100,000 • Years 3-4: dependent on organizational fundraising (\$50k min)
Project Duration	4 years
Eligibility	<p>Strong candidates will meet these baseline requirements:</p> <ul style="list-style-type: none"> • Annual operating budget of \$1M+ • Ability to run the program for four years (2026–2029) • Legal/financial infrastructure to distribute microgrants to individuals and small nonprofits (<\$250k) • Strong local ties across diverse groups and sectors • Staff capacity to administer grants, events, and storytelling • Based and operating in the USA <p>The most successful Hosts also:</p> <ul style="list-style-type: none"> • Believe in connection across differences • Are relationship-driven and community-rooted • Have experience amplifying local voices and stories • Are eager to learn, adapt, and contribute nationally
Timeline	<ul style="list-style-type: none"> • Early December – awards announced • January 21-22, 2026 – Kick-off in Washington, D.C.
Important Links	<ul style="list-style-type: none"> • The Weaver Awards - Weave: The Social Fabric Project • W Community Host Application Companion.docx <ul style="list-style-type: none"> ○ Note: the above document is being updated by Aspen Institute as they receive questions from applicants
Contact Info	weaverawards@aspeninstitute.org

Application Questions

Weaver Awards Host Application

Thank you for applying to be a Weaver Awards Community Host. Applications are due November 2, 2025, at 11:59 pm ET. Only applicants from the US will be considered.

To save your progress, click on the “Save my progress and resume later” button at the top of the screen. You will be prompted to enter an email and create a password. To continue with an existing application, click on the “resume a previously saved form” button, and enter your email and password.

Questions? Find more information at weavers.org/awards and in the [application guide](#), or email us at weaverawards@aspeninstitute.org.

Organization

Organization Name*

North Sound Accountable Community of Health (North Sound ACH)

Physical Address*

2219 Rimland Drive, Suite 301, Bellingham, WA 98226-8660

Mailing Address (if different)

PO Box 4256, Bellingham, WA 98227-4256

Website*

<https://northsoundach.org/>

Primary Contact

Who is the primary contact person at your organization regarding this application?

Name* Emily Blue

Title* Grants Specialist

Email* Grants@NorthSoundACH.org

Phone* 360-230-4436

Application Sponsor

If different from the Primary Contact, who is the organizational leader sponsoring this application?

Name Liz Baxter

Title Chief Executive Officer

Email Liz@NorthSoundACH.org

Phone (360) 386-5745

About Your Organization

Which best describes your organization?*

- Nonprofit organization
- Foundation
- Government agency
- Business/corporation

Does your organization have a fiscal sponsor?*

- Yes
- No

If no, What is your organization's EIN?

81-4680689

Is your organization affiliated with or a chapter of a larger organization?*

- Yes
- No

What is your organization's mission?*

North Sound Accountable Community of Health (North Sound ACH) exists to create a just and inclusive culture and the necessary conditions for all community members to thrive. Our region encompasses five counties and eight tribal nations, and this proposal is in partnership with North Star Skagit, a public-private partnership uniting governments, housing and health providers, and first responders to provide effective care and housing for community members experiencing chronic homelessness and behavioral health challenges in Skagit County.

In what year was your organization established?*

2016

Please characterize the areas where your organization works. Check all that apply.*

- State
- County
- City
- Town
- Suburb
- Rural
- Other

What is your organization's annual operating budget this fiscal year?*

\$1,000,000 – \$4,999,999
 \$5,000,000 or greater

(We are only accepting applications from organizations with annual budgets greater than \$1,000,000 at this time.)

If there is more than a 25% increase or decrease in your operating budget from last year, please explain why.

North Sound ACH has seen growth of more than 25% in the operating budget over the past year, from ~\$11.5 million in 2024 to ~\$16 million in 2025, and we anticipate this growth to continue in the coming years. As part of Washington State's Medicaid Transformation Project, a statewide initiative now in its ninth project year, North Sound ACH has grown a network of 270+ public and private organizations that span traditional jurisdictions, clinical and social services, diverse geography, economic status, and language. The primary revenue supporting the organization's growth is added activities that enhance community service coordination across the region. Staffing expenses and contracted services are the main driver of operational budget increases, with growth from 20 staff two years ago, to 40 in the current year. We believe relationship building is our path to sustainability.

Which best describes your grantmaking activity?*

My organization currently distributes grants.
 My organization does not currently distribute grants, but has within the past two years.
 My organization has not distributed grants within the past two years.

If A – The organization currently distributes grants:

Recent Grant Distribution

How much money did your organization distribute in grants in the last full fiscal year?

2025 year-to-date: \$4,202,458

2024: \$3,838,300

2023: \$5,210,650

If there is more than a 25% increase or decrease in the amount of grants you made in the previous year, please explain why.

Annually the Board of Directors approves budget allocations for grant distribution as part of its budgeting process. This is based on available discretionary funds within the year. In 2025 North Sound ACH introduced two new micro-grant cycles to better support communities and grassroots community leaders. These include \$110,000 for "Response and Resilience" grants (44 awards of \$2500 per organization) and \$40,455 in individual "Be*Well" grants (14 awards; average award \$2890 per individual). Response and Resilience grants are for emergency supports to communities in need, and Be*Well grants support specific wellness and professional development activities of community leaders.

Is your organization able to distribute grants to individuals and small nonprofits (operating budget less than \$250,000)?

- Yes
- No

How large is your staff?*

- 1–9 full-time employees or equivalents
- 10–24 full-time employees or equivalents
- 25+ full-time employees or equivalents

Your Interest in the Weaver Awards

1. Why are you interested in bringing Weaver Awards to your community?*

Weaver Awards will generate, elevate, and amplify hyper-local bridge building in our community, where strong efforts to build an interconnected social fabric of care are already underway – led in partnership by North Sound Accountable Community of Health (North Sound ACH) and North Star Skagit (North Star). We believe leveraging the power of trusted community leaders both enhances success and grounds the work in community, rather than in large organizations. Weaver Awards will accelerate our shared work by directly supporting and growing the network of dedicated individuals and organizations who are stepping up to help their neighbors and to create lasting change.

Through the partnership of North Sound ACH and North Star, our region is cultivating a culture of collaboration that centers trusted community leaders and values lived experience as a foundation for lasting change. Weaver Awards will amplify this momentum by investing in the local weavers, community health workers, promotoras, and grassroots organizers who connect neighbors, bridge systems, and ensure that solutions are grounded in trust. The ACH's regional work to create a social care network recognizes that wellbeing begins in community. Guided by the Vital Conditions for Wellbeing Framework, we emphasize belonging and civic muscle as both a vital condition and an enabler of six others: humane housing, basic needs for health and safety, lifelong learning, meaningful work and wealth, reliable transportation, and a thriving natural world. These vital conditions are built and sustained through weaving, which creates belonging and builds civic muscle for those who participate in it, and also builds other necessary elements of healthy and vibrant communities.

Importantly, all five jurisdictions of the North Star collaborative – one county and four cities – have also adopted the Vital Conditions framework for use in their own budgeting decisions and as they collectively advance a shared vision of All Skagit Thriving: where “no one has to live in their car or on the street, and everyone can access the services they

need when they need them.” In rural Skagit County, Washington, home to roughly 150,000 people, more than 500 people are experiencing homelessness on any given night and more than 4,100 calls for help are made to the behavioral health crisis hotline each month. North Star was formed in 2022 to increase sustainable resources and community support, create a coordinated, community-based system of care, and build long-term equitable housing access. A multi-sector steering committee, including ACH leadership, and several task forces of experts and community members – all of them weavers in their own right – provide guidance to North Star’s leadership team and mobilize community projects. While policy change, aligned funding, and infrastructure are critically important, the work does not stop there. Continued investment in the social fabric of the community is vital. Together, North Sound ACH and North Star recognize Weaver Awards as a profound opportunity to directly support the social fabric of care that underpins every other form of community well-being and resilience.

2. What changes do you hope to see in your community as a result of the Weaver Awards?*

Over the course of the next four years, all of Skagit County can hope to see tangible improvements in the amount of connection and belonging that community members feel on a daily basis, including more people knowing who they can reach out to – whether looking for help, or to offer help. As a sense of belonging increases, so does each person’s capacity or civic muscle to participate in trusting behaviors such as supporting neighbors, volunteering, engaging in mutual aid, donating to local causes, participating in civic spaces, and voting in local elections. Communities with increased engagement can see improved health outcomes, including longer lifespans and lower child mortality.

Based on Weave’s Social Trust map, Skagit County is doing relatively well when creating Trusting Spaces but there’s room for meaningful growth in the areas of Trusting Behaviors and Trusting Intentions. The combined scores for our top four cities – all of which are partners in North Star – show a Trusting Spaces score of 76, yet scores for Trusting Intentions and Trusting Behaviors are only 48 and 41, respectively. Isolation and disconnection, or lack of social trust, are known to be root causes of behavioral health challenges, homelessness, and many types of chronic illness often referred to as diseases of despair. Over the last year, North Sound ACH designed and implemented a region-wide survey together with partners in our Measuring Wellbeing Community of Practice. Lack of social support and othering were highly ranked as barriers to community well-being. Further, Skagit County’s average Social Trust Map scores by city ranged from 50 to 65, so we know there is work to do.

Still, North Sound ACH and North Star are continually inspired by the evidence of weaving that is already happening in Skagit County – from the community-based teen center starting a new market-style food pantry with culturally-relevant foods, to the high school

shop teacher who's teaching students to build tiny homes as supplemental housing. Through Weaver Awards in Skagit County, more people from diverse walks of life will step up to create connection across differences through intentional weaving activities, including youth-led and intergenerational weaving. As stated by Mayor Julia Johnson, Mayor of Sedro-Woolley and part of the North Star Leadership Team, "Our youth hold the future of our community. When we invest in them and address challenges early, we don't just prevent homelessness, we create pathways to hope, stability, and belonging." Through Weaver Awards, we can inspire neighbor-to-neighbor projects that strengthen our social fabric and create a Skagit County where everyone can thrive.

3. Why do you believe your organization will be a successful Community Host?*

North Sound ACH is uniquely positioned to serve as a successful Community Host for Weaver Awards, grounded in deep regional trust, established partnerships, and a proven ability to mobilize collective action. North Sound ACH has a strong and growing combination of relationships, experience, and capacity to successfully administer the awards, convene and support local weavers, evaluate impact, and broadly share compelling stories that inspire more weaving. Our partnership with North Star will strengthen all aspects of being a Community Host, and will allow us to go farther with the seed investment and resources provided by Weave.

North Sound ACH is a trusted convener that brings partners and communities together, shares and organizes resources, and supports partners in boosting the health of ALL people across our region. To catalyze systems-level change, the ACH founded a regional Collaborative Action Network that now has more than 270 community-based partners, including over 100 organizations that provide services in Skagit County. There is a strong crossover among ACH and North Star partners, including those working in behavioral health, housing, and prevention. These relationships will activate new connections between community partners and among the community members they serve.

North Sound ACH has more than seven years of experience as a grantor and pass-through of public and private funds, including grantmaking to individuals. Our grantmaking focuses on building connections in communities, and among partner organizations. We utilize modern grantmaking software that allows for creating user-friendly applications and coordinating internal and external review panels. Over the last three years, we've facilitated a peer-led decision-making process in which members of Collaborative Action Network partner organizations come together to set grantmaking priorities and collectively decide how dollars should be invested to support community-based collaborative projects and capacity building. Every year, the ACH team learns how to do this process better, and we're excited to work with North Star leadership to craft the decision-making process for Weaver Awards in Skagit County.

North Sound ACH can successfully administer Weaver Awards and host engaging events in partnership with North Star because a strong foundation of collaboration is already in place. North Sound ACH sits at the North Star Advisory table, and many of the partners there are also in the ACH's Collaborative Action Network. These powerful relationships are already getting results. Successes achieved since 2022 include the opening of Skagit's first permanent supportive housing development (70 units); \$17 million secured from the Washington Legislature to expand the Skagit STAR Center for Stabilization, Treatment, and Recovery; and a Housing Call to Action that has galvanized targeted updates to zoning codes and land use plans across the cities and county, such as relaxed building codes for ADUs. First responders now use a shared software system, with a backbone provided by North Sound ACH, that helps them coordinate care when encountering people in crisis.

North Sound ACH operates from a bias – that the organization cannot be fully successful without including and building capacity among trusted community partners and community members. This is true for both North Sound ACH and North Star. Weaver Awards will allow this effort to have deeper intentional reach that supports interactions at the community and interpersonal levels. What better way to feel like you belong than to be encouraged and supported in your engagement with decision makers?

Both North Sound ACH and North Star operate from the same core belief: systems change requires community connection. Weaver Awards will deepen that commitment by empowering trusted local leaders to build bridges across difference and engage directly with decision-makers. We believe this is how belonging is built — through relationships, reciprocity, and shared leadership that strengthens the social fabric of an entire community.

4. Describe how your organization will promote the Awards to potential applicants and broadly inspire more weaving.*

North Sound ACH and North Star will develop and implement a strategic communications roll-out that focuses on opportunities to receive an award. That will be followed by strategic storytelling about relationships and impact. It's important that potential applicants know how weaving is defined, as well as when and how to apply. North Sound ACH can leverage its strong relationships with 100+ community-based organizations in Skagit County, asking them to spread the word – using word-of-mouth, newsletters, bulletin boards, or social media. Together with North Star, we'll leverage existing communications channels and events where we're already bringing people together.

North Sound ACH channels have a built-in audience of more than 2,100 people and include our newsletters, website, social media, and an online resource library, with many materials produced in Spanish. Our monthly newsletter maintains a strong 39.6% open

rate (above nonprofit sector average) and a 6.4% click-through rate (more than double the sector average), which shows our content is relevant and engaging. Our communications team brings strong skills in storytelling, marketing, journalism, social media engagement, and graphic design. In 2025 North Sound ACH hosted North Sound Voices Film Festival, a multi-event celebration of eight short-films produced by and about people living and working in the North Sound. The film fest was featured as a “Top Pick” in the Seattle Times and our social media campaign generated 3.7 million impressions and 11,400 link clicks. North Sound ACH is active on Instagram, LinkedIn, and Facebook, using social media and our podcast to uplift local stories of bridging, belonging, and hope. North Star also has strong communications capacity and can amplify messaging and promotion through dedicated North Star channels, including the North Star website, distribution lists and newsletter, as well as city- and county-level communications.

Another key avenue for promoting Weaver Awards, and for broadly inspiring weaving, will be events. Every year, North Sound ACH hosts four free, large-scale events ranging in attendance from 120 to 250 people; these include two Network Partner Convenings, which are open to all Collaborative Action Network partners, a North Sound Race and Health Equity Conference for clinical health providers, and a Community-Based Worker Conference. In June 2025 North Star hosted a countywide symposium with 250+ participants, community partners, and national experts to deepen collaboration on systems change, treatment, recovery, and housing policy, and plans for a 2026 symposium are underway. Additionally, North Star has bi-annual partner convenings to build bridges across sectors and partners. They are hosting a series of housing forums this fall, focused on neighborhood strategies to address our housing shortage and bringing community members, people with lived experience, and policy makers together. These types of events are excellent opportunities to promote Weaver Awards and share compelling stories about weaving that inspire others to take action.

Stories are a powerful way to understand and make sense of the world we find ourselves in; express how and why life changes; allow us to learn from another person’s experience; and shape, strengthen, or challenge our opinions and values. At North Sound ACH, we believe storytelling helps us uplift community voices and create a culture where people feel empowered, and their stories are portrayed with dignity and strength. When sharing stories of individuals who have experienced trauma, we take care to ensure the well-being of story owners and audiences, the ethical sharing of those stories, and avoid retraumatization. We embrace and honor indigenous storytelling methods, with a strong partnership with Children of the Setting Sun Productions, an Indigenous-led media production company. Through multiple storytelling methodologies, such as filmmaking, podcasting, social media graphics and videos, and photography, we’re part of positively shaping the well-being of our communities and we’ll use this approach to broadly inspire more weaving in Skagit County.

5. *Weave will share evaluation tools with Community Hosts and support them to use them so that we can collectively understand the value of weaving within your community and more broadly.*

Please describe how your organization currently evaluates and communicates impact.

*For example, do you collect data and/or stories? If so, what tools, platforms or methods do you use for collecting these?**

Across North Sound ACH and North Star, we have a diverse set of resources, tools, and skillsets to evaluate and communicate impact. By partnering, we'll be able to leverage each other's strengths, while further integrating and aligning our approaches to advance shared goals and measure the impact of Weaver Awards.

North Sound ACH has robust capacity in analytics, evaluation, and social impact storytelling. Our approach to evaluation is informed by a Developmental Evaluation approach, created by Michael Quinn Patton, and is well-suited for social change initiatives and innovation in complex or uncertain environments. We routinely collect quantitative and qualitative data through online surveys, key informant interviews, focus groups, larger partner listening sessions, site visits, and staff observations.

The ACH team is experienced in SurveyMonkey for data collections, Excel and Tableau for data analytics, Dedoose for complex qualitative analysis, and Gephi for network visualization. We also use Julota for tracking client demographics, service delivery needs, and resources through our care coordination hub, maintaining full HIPAA compliance. Our staffing capacity includes 3 FTE staff with strong experience in program evaluation, data analytics, informatics, and epidemiology. We broadly communicate impact by leveraging our communications team, which includes a Communications Manager for Storytelling with a background in journalism.

As part of the North Star partnership, North Sound ACH collaborates closely with Skagit County government departments, including public health, bringing additional capacity for evaluation and communications. The County uses a results-based accountability framework, applying the Balanced Scorecard system to monitor and measure progress on its strategic plan across multiple departments. Within the County Commissioners and Health Department, the Population Health Trust (PHT), a community advisory committee to the Skagit County Board of Health, plays a key role in data collection and promoting community-driven health strategies. The Trust is composed of diverse community leaders with the commitment, capacity, and vision to advance a shared agenda for community health improvement. Weaver Awards create an exciting opportunity to amplify the Population Health Trust's existing expertise and data infrastructure, expanding the use of their community data dashboards and storytelling platforms to deepen shared learning and visibility of impact.

Together, North Sound ACH and North Star are proactively aligning data collection, dashboards, and reporting systems to capture both programmatic and population-level outcomes. This coordinated approach will enhance our collective ability to demonstrate community impact, share insights, and drive continuous improvement across the partnership.

6. What do you think will be the most challenging part of running the Weaver Awards in your community? How do you plan to address this challenge?*

In some ways the biggest challenge is also the most important reason that Weave demonstrates value. We are living in a period of time where many organizations are facing budget reductions and staffing cutbacks. The media is filled with messages about benefits that will be lost, people who will be without food or housing or health care. Yet there are still people who want to help people within communities. They just don't always know how they can do so. Community resources helped the region through COVID and a greater-than-100-year flood event in 2021, and they will continue to be our sustainability in the future.

Many states, local governments, community partners, families, and individuals are facing tremendous challenges. With immediate needs continuing to mount, it can be difficult to prioritize upstream investments focused on building community capacity for connection and trust. Our goal in running Weaver Awards is to help inspire more weaving and reach a critical mass where weaving becomes a cultural norm. The most challenging part will be generating the right level of attention and focus on weaving, while being sensitive to the heavy loads community members are carrying.

To address this challenge, we'll lean on resources from Weave and the Aspen Institute to understand what has worked well in other communities. And we will learn new ways to turn toward each other. We know we're not alone in this challenge, and we hope to learn alongside and in partnership with other Community Hosts in the cohort. Fortunately, North Sound ACH has the staffing capacity to be fully engaged in running Weaver Awards from the in-person onboarding gathering in January 2026 through all four years of the Community Host commitment.

We'll stand up a local advisory committee that includes trusted messengers, people with lived experience, youth, and representation from across the county, who, in turn, can reach others who may be impacted by and/or engaged in solutionary thinking around homelessness and behavioral health. Partners and trusted leaders can help us understand the best ways to reach out and share information, so no part of our community is left out. Our trusted messengers will help communicate how the Weaver Awards are not "just one more thing" but foundational to our collective movement

forward. Uplifting youth-led and intergenerational weaving will infuse new energy and create sustained momentum for our efforts.

Finally, approaching Weaver Awards as a partnership between North Sound ACH and North Star bridges regional, county and local efforts, leveraging the buy-in and support of community organizations and local governments. The ACH's recent Wellbeing Survey Report strongly indicated that belonging and civic muscle are key components of community wellbeing. We're strong in our resolve that community connection and relationship-building is how we will find our way. The weaving work will result in more activation to address neighbors' most pressing needs and will build the civic muscle needed to create community resilience, activation and engagement.

Confirming Your Intent

Please check the following boxes to confirm that, if selected as a community host, your organization will:

- Distribute at least 20 Weaver Awards annually (2026, 2027, 2028, and 2029) to individuals or small nonprofits as \$2,500–\$5,000 microgrants (note: your organization must have the structures in place to legally issue grants to individuals as mission-related support and not as personal income—consult with your legal, finance and audit advisors to confirm your organization's readiness).
- Attend a two-day, in-person community host gathering and onboarding in Washington, D.C., on January 21-22, 2026.
- Use systems provided by Weave to select award winners, share relevant data about them with Weave, and measure the impact of the Weaver Awards on your community.
- Collect and communicate stories of weaving through your communications and marketing channels.
- Host activities and events that further support weavers and weaving.
- Participate in networking and learning opportunities with other community hosts.

How we use your information

I agree that the Aspen Institute can collect, process, and retain limited personal information for administrative purposes; and that the Institute can share this limited personal information with its trusted service providers for program administration purposes. I consent to receiving email communications from Weave: The Social Fabric Project at the Aspen Institute. I understand I can withdraw my consent at any time by contacting DataPrivacyLegal@aspeninstitute.org.

By submitting this form, I agree to the [Aspen Institute's Terms of Use Agreement](#) and acknowledge that I have read and understand the Aspen Institute Privacy Policy which provides additional information about how the Institute processes personal information, as well as rights I may have regarding the personal information the Institute maintains about me.

ACH Crosswalk

RFP Requirements and Commitments

Community Host Role	Stated Activities	Considerations	North Sound ACH Capacity	North Star / C
Nurture a local culture of weaving: Strengthen community identity by building a community of weavers, convening gatherings, and fostering peer support.	Receive \$225,000 in startup funding over two years to launch the program <ul style="list-style-type: none"> • Year 1: \$125,000 • Year 2: \$100,000 	Start-up funding will only partially cover staffing/administrative costs. Model assumes that Community Hosts will be able to successfully fundraise \$100,000–200,000+ for Years 3 & 4	Learning & Development team	North Star and C
	Convene gatherings and build a community of weavers	Model is looking for each project to create a “critical mass” of weavers within a geographic area to really catalyze weaving activities		Leverage organizational structures; consider “recognized partners”
Lift up local stories: Celebrate weavers in newsletters, social media, local media, and other platforms.	Celebrate local stories of connection and trust-building	Intended to help inspire more people to start ‘weaving’ activities. Elevating – raising the profile of weavers Inspiring – weaving becomes a way of life and core cultural value		Communications messaging and o
Champion local weavers: Create a local advisory committee dedicated to identifying and selecting Weaver Awardees who are building trust and connection, and distribute at least 20 microgrants each year (\$2,500–\$5,000 each) to them.	Award 20+ microgrants each year (\$2,500–\$5,000 each) to local weavers <ul style="list-style-type: none"> • \$50,000–\$100,000 annually (up to the Community Host to decide) 	Need to be able to do foundational education with community about the definition of “weaving” prior to launching the opportunity Awards should continue in Years 3-4, even though funding will end		Leverage North S meetings for edu
	Join a national cohort of Community Hosts: Learn with and from peers and contribute to the national movement of weaving. This includes attending the two-day, in-person onboarding gathering in Washington, D.C., on January 21-22, 2026.	Join a national cohort of Community Hosts to learn and grow together	Community Hosts should connect weavers with other weavers at the national level (in addition to connecting them to each other locally)	
	Access training, tools, templates and ongoing support	This will also support fundraising. Weave will help develop a toolkit and evaluation framework to show the project’s impact from the first 2 years.		

Baseline Requirements	Considerations	ACH Capacity	North Star / Capacity
Annual operating budget of \$1M+	n/a	Yes	Yes
Ability to run the program for four years (2026–2029)	Unfunded in Year 3 & Year 4		
Legal/financial infrastructure to distribute microgrants to individuals and small nonprofits (<\$250k) <i>“Note: your organization must have the structures in place to legally issue grants to individuals as mission-related support and not as personal income—consult with your legal, finance and audit advisors to confirm your organization’s readiness”</i>	Microgrants to individuals must be given as nontaxable income	Yes	Yes, with limitations for partnership w/ capacity for the n
Strong local ties across diverse groups and sectors		Collaborative Action Network Skagit-specific ties	Engagement across forces; opportuni
Staff capacity to administer grants, events, and storytelling	Grant will not cover all staffing/admin costs		
Based and operating in the USA	n/a	Yes	
Additional Requirements (the most successful hosts also...)	Considerations	ACH Capacity	
Believe in connection across differences			
Are relationship-driven and community-rooted			
Have experience amplifying local voices and stories		Communications Manager, Storytelling Podcast Films Newsletter Social media Convenings – Partner Spotlights	10fold Communications Public health communication North Star website video stories; key
Are eager to learn, adapt, and contribute nationally			

ACH Partners

ACH partners serving Skagit County

List of partners who are Collaborative Action Network partners, Hub partners and/or have received ACH funds that serve Skagit County.

Community Hub contracts Care Coordinating Agencies (connected to ACH's Julota)

- Anacortes Family Center
- Community Action of Skagit County
- Ideal Option
- Sea Mar Community Health Centers
- O.U.R. Journey
- Project Access Northwest
- Underground Ministries

ACH Social Network Analysis Results

- See Skagit County results on Page 20 of [Collaborative Action Network: October 2024 Partner Reporting & Social Network Analysis](#)

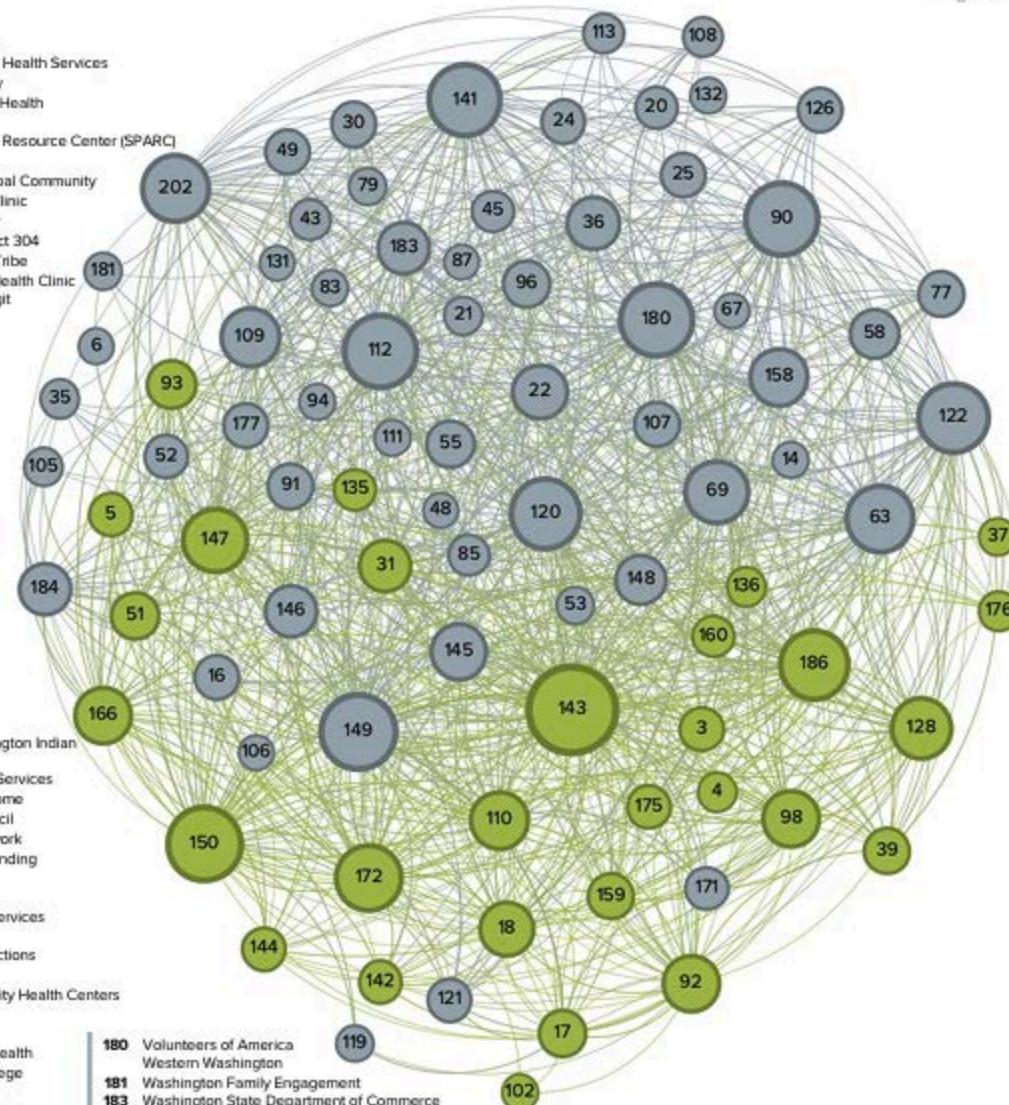
Skagit County

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	digdálič 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

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	Mount 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

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
202	Within Reach



Decision Points

Weave Project Application

Key Decision Points

1. Apply in official partnership?
 - History of working together
 - Example of distributing COVID funds
 - What do we call it?
 - How do we demonstrate the partnership in the application?
 - Reference green light from Commissioners?
 - A quote from one of the Commissioners
2. Who is the “Lead” to receive funds?
 - North Sound ACH ?

- Which partners do we have and how does that connect to the North Star?
- Example - work with organizations supporting folks with reintegration
- Next round of funding very focused on care coordination

Who will be the key thought partner for Emily on the application?

What level of ‘approval’ is needed before the application is submitted?

- Kat & Monica will be involved throughout the writing process
 - Will brainstorm and ask for quotes
 - Commissioner Janicki
 - Mayor Johnson – Highlight youth
 - Judge – there is now more collaboration because of North Star
- Monica would like to read it, Jennifer may be able to read it at the same time
- Shared process at the end for final buy-in
- Jennifer will be on vacation from Oct 29

Research/Notes

Question 1 – language from 10/30 pre-edits from Monica

Weaver Awards will support, elevate, and amplify hyper-local bridge building in our community, where strong efforts to build foundational belonging and civic muscle are already underway – led in partnership by North Sound Accountable Community of Health (North Sound ACH) and North Star Skagit (North Star). We believe leveraging the power of trusted community leaders will amplify success and ground the work in community rather than in large organizations. Weaver Awards will accelerate this work by directly supporting and growing the network of dedicated individuals and organizations who are stepping up to help their neighbors and to create lasting change.

North Sound ACH, a community-driven nonprofit, is creating a social care network to augment needed clinical and emergency services, while recognizing that the majority of services happen in communities locally. Investing in community health workers, promotoras, and other trusted community leaders is building a stronger interconnected fabric of care. North Sound ACH and our project partner, North Star Skagit, have adopted the Vital Conditions for Wellbeing Framework, which emphasizes the importance of upstream investments that enable communities to thrive. Within this framework, Belonging and Civic Muscle are placed at the center – emphasizing their dual role as both a vital condition and an enabler of six other vital conditions: Humane Housing, Basic Needs for Health & Safety, Lifelong Learning, Meaningful Work and Wealth, Reliable Transportation, and a Thriving Natural World. In a very similar way, weaving helps to create belonging and build civic muscle for those who participate in it, and also builds other necessary elements of healthy and vibrant communities.

Skagit County, Washington, is home to roughly 130,000 people. On any given night, more than 500 people are experiencing homelessness within the county, and every month more than 4,100 calls looking for help are made to the region's behavioral health crisis hotline. In response to this crisis, the mayors of Skagit County's four largest cities and three Skagit County Commissioners came together to form North Star, a public-private partnership uniting governments, housing and health providers, first responders and the broader community to provide effective care and housing for neighbors experiencing chronic homelessness and facing behavioral health issues in Skagit County. A multi-sector steering committee, including ACH leadership, and several task forces of experts and community members – all of them weavers in their own right – provide guidance to this leadership team and mobilize community projects. While there have been great gains in policy change, aligned funding and infrastructure investment due to this effort, continual investment in the social fabric of the community is equally important. Weaver Awards are a highly-relevant and timely way to uplift and expand the weaving that is already happening in Skagit County, helping to reach a critical mass of weaving that builds connection, belonging, and protective factors for upstream prevention, especially for youth.

North Sound ACH has been building a regional network of community organizations. Of the 270 current partners in that network more than 100 operate in Skagit County, allowing us to activate

connections among and between those community partners and the community members they serve.

Monica's suggested language:

Through the partnership of North Sound ACH and North Star, our region is cultivating a culture of collaboration that centers trusted community leaders and values lived experience as a foundation for lasting change. The Weaver Awards would amplify this momentum by investing in the local weavers, community health workers, promotoras, and grassroots organizers who connect neighbors, bridge systems, and ensure that solutions are grounded in trust.

North Sound ACH's regional work to create a social care network recognizes that well-being begins in community. Guided by the Vital Conditions for Wellbeing Framework, we emphasize Belonging and Civic Muscle as both a vital condition and an enabler of others, such as housing, health, and opportunity.

At the same time, North Star Skagit, a public-private partnership uniting local governments, providers, and community members, is advancing a shared vision of All Skagit Thriving: where "no one has to live in their car or on the street, and everyone can access the services they need when they need them." Its three strategic pillars focus on (1) sustainable resources and community support, (2) a coordinated, community-based system of care, and (3) equitable housing access.

Bringing Weaver Awards to Skagit County will strengthen these efforts by directly supporting the social fabric of care that underpins every other form of community well-being, accelerating belonging, resilience, and connection across the region.

North Sound ACH works with diverse partners and organizations to meet the health, social and other needs of community members so they can thrive. We share many partners with North Star that are focused on behavioral health and housing.

There is a strong crossover of between each of our partners, including those working in behavioral health (didgʷálič Wellness Center, Ideal Option, Brigid Collins Family Resource Center, Compass Health, Holman Recovery Center, Lifeline Connections, Mount Baker Presbyterian Church, Recovery Café Skagit, Sea Mar Community Health Centers) and in housing and homelessness response (Community Action of Skagit County, Skagit YMCA, Catholic Community Services and Catholic Housing Services, Northwest Youth Services, Operation Tiny Home, Welcome Home Skagit).

<https://pubmed.ncbi.nlm.nih.gov/39279411/>

Holt-Lunstad J. Social connection as a critical factor for mental and physical health: evidence, trends, challenges, and future implications. *World Psychiatry*. 2024 Oct;23(3):312-332. doi: 10.1002/wps.21224. PMID: 39279411; PMCID: PMC11403199.

<https://stacker.com/stories/washington/most-rural-counties-washington>

#27. Skagit County

- Rural area: 97.4% (1,686 square miles)
- Urban area: 2.6% (46 square miles)
- Total land area: 1,731 square miles
- #21 largest county in state, #345 nationwide

- Population density: 73.6 people / square mile (127,442 residents)
- #26 lowest density county in state, #2,020 nationwide

<https://doh.wa.gov/sites/default/files/legacy/Documents/Pubs//609003.pdf>

Skagit County designated rural per DOH map (2017)

A nation of weavers

Weave: The Social Fabric Project tackles the problem of broken social trust that has left Americans divided, lonely, and in social gridlock. Weave connects, supports, and invests in local leaders stepping up to weave a new, inclusive social fabric where they live. The project was founded by New York Times columnist and author David Brooks at the Aspen Institute.

<https://weavers.org/network/>

How Can I Become a Weaver?

Weavers are people that everyone seems to know and trust. They listen. They care. They see the good in others. They bring people together to tackle a shared problem or get something done. The Weaver Network makes it easy to become a weaver.

Do you want to support struggling students with tutoring or make an immigrant feel part of the neighborhood?

Interested in making a new friend as you cook a community dinner together? Would you enjoy hearing life stories from an elder who needs a little help and some company?

Press the button below to find opportunities that allow you to share respect, connection, and community with people who might feel isolated or think they have nothing left to give to others. You'll find a special type of volunteering that is...

- **Local** and mainly in person
- **Relational** — structured to create lasting relationships and trust across a community
- **Mutual** — assumes everyone has something to give and receive, no matter their situation

Step into service that transforms you as it transforms your community. Be a weaver!

How is the Weaver Network different from other volunteer search engines?

The Network is about “transformative service.” It connects you with volunteer roles that go a step beyond caring for and serving others. Network opportunities are designed to create strong, in-person relationships with neighbors, where everyone feels seen and valued, no matter our circumstances. They transform you and connect your community.

Building trust through relationships is the first step toward healing our divided country.

Scratchpaper

Question 1

Weaver Awards will support, elevate, and amplify hyper-local bridge building in our community, where strong efforts to build foundational belonging and civic muscle are already underway. We believe the Weaver Awards will accelerate this work by directly supporting and growing the network of dedicated individuals and organizations who are stepping up to help their neighbors and create lasting change.

North Star Skagit and North Sound ACH, have both adopted the Vital Conditions for Wellbeing Framework, which emphasizes the importance of upstream investments that enable communities to thrive. Within this framework, Belonging and Civic Muscle are placed at the center – emphasizing their dual role as both a vital condition and an enabler of the six other vital conditions: Humane Housing, Basic Needs for Health & Safety, Lifelong Learning, Meaningful Work and Wealth, Reliable Transportation, and a Thriving Natural World. In a very similar way, weaving helps to create belonging and build civic muscle for those who participate in it, and also builds other necessary elements of healthy and vibrant communities. We see the Weaver Award initiative as an opportunity to facilitate an even stronger, more intentional partnership across the two organizations to achieve our shared goals and engage more community partners in that work.

Skagit County, Washington,

- We have this incredible starting place, we have the structure in place, introduce North Star.
- Concise description, # of entities, that have adopted the vital conditions framework
 - We're a
- This would be an opportunity to ____catalyze, boost, celebrate____ neighbor-to-neighbor weaving that builds belonging
- This is so important because we are facing a crisis of homelessness and behavioral health – Skagit County acknowledges the crisis and it was these needs that brought North Star together. While there have been great gains in policy change and infrastructure but also need continual investment in the social fabric, uplift and expand the current upstream prevention and protective factors.
 - These are issues that have a lot of stigma
 - Knowing someone who has lived experience changes your perspective drastically
 - These issues are ones that are very well suited through getting people to know each other better
 - “This is who we’re talking about when we say that we need these resources”
- Introduce Skagit County – what are the key stats?

- A designated rural county with strong agricultural presence and urban centers
- How Skagit compares with the rest of WA, with the rest of the country
- North Star and community partners are already advocates for weaving – bridging, belonging, connection. Weave awards would continue to foster this and help Skagit County reach a critical mass of weaving work, and give them intentional roles in the social fabric concept as described and promoted in the social fabric concept of the Weave project.
- Foundation laid by North Star – A public-private partnership uniting governments, first responders, housing and health organizations, and many other community leaders. Led by a Leadership Team composed of four City Mayors and three Skagit County Commissioners, who receive guidance from a Multi-sector Advisory Group and several task forces. Highlight City Council collaboration and involvement of Skagit County Public Health.
- Amazing opportunity to support hyper-local bridge building
- Potential to build a more formal partnership between North Star & ACH, drawing up the strengths of each

Question 2

North Star is working hard to make sure that its governance structures and activities incorporate the experience and expertise of people often not at County and City tables. This includes developing and implementing strategies to involve Tribal, Latinx, and rural leaders. We hope that the Weaver Awards can be an exciting and engaging in-road for people in many different types of communities to learn about weaving and how it's related to our shared goals of creating a Skagit County where all are thriving. We hope that, as a result of the Weaver Awards, more people from diverse walks of life – especially youth and young adults – will come to the table to create and implement neighbor-to-neighbor projects that strengthen our social fabric. Getting young people involved in intentional weaving efforts, including intergenerational weaving,

We hope to see tangible improvements in the amount of connection and belonging that community members feel on a daily basis, with an increased sense of each person identifying as part of a bigger “we.” Both North Sound ACH and North Star are committed to creating a Skagit County where everyone can thrive – and we see the Weaver Awards as a key part of this. We've both adopted the Vital Conditions for Wellbeing framework, which describes seven conditions, such as Housing and Lifelong Learning, that are essential for human thriving. Belonging and Civic Muscle are placed at the center, as both a vital condition and an enabler for the other six vital conditions. In a very similar way, weaving helps to create belonging and build civic muscle for those who participate in it, and also builds other necessary elements of healthy and vibrant communities.

We are excited that, if chosen as a Community Host, we'd receive support from the Weave Project for communications messaging and evaluation strategies that are proven to help raise awareness of weaving, inspire new weaving efforts, and build a broad base of community support.

From Matt:

Pages 29-30 show some correlation between suffering-level individual well-being and poor social support, page 37 shows Belonging & Civic Muscle as the major contributor to community well-being with pgs. 41-42 and 53 going deeper into that, and pgs 54, 58-59, and 70 showing the lack of Belonging & Civic Muscle as barriers to community well-being

<https://northsoundach.communitycommons.org/measuring-well-being/>

-
- Introduce North Sound ACH – working to create a region where everyone can thrive – this is what the weaver awards are about
- ACH wants to continue to be a resource for this work, convenor/connector with North Star
- Lean on behavioral health prevention and support for youth (last sub-point of the Capacity Building and Prevention pillar)
- Increase whole-person health, get more youth involved
- Foster a culture of weaving in Skagit County
- We want to see these changes in Skagit County AND we want to see more weaving in the whole country (and/or region), and we think Skagit is perfectly primed to be an example of how this can happen – we want to connect this work and local weavers to the national level to help build the critical mass for weaving
- How do the weaver awards (\$2500 to \$5000 for individuals) relate to homelessness and behavioral health?
- Whole person
- Youth prevention work in Skagit – upstream intervention
- Lack of connection and social isolation is leading to ---- the results we see in our communities. Root cause of homelessness and behavioral health challenges.
- Building hyper local bridges to community building
- “Us vs. them” → “all of us in this together”
- If we have a stronger social fabric,
- Spanning the life course
- <https://pmc.ncbi.nlm.nih.gov/articles/PMC11403199/>
- <https://www.cdc.gov/mmwr/volumes/73/wr/mm7324a1.htm>
- Vital Conditions framework – more connections to social conditions

Question 3

We recognize that there is a potential to build up a more formal partnership between North Sound ACH and North Star, drawing on the strengths of each organization. North Sound ACH has modern grantmaking software that allows it to create user-friendly applications and coordinate internal and external review panels. North Sound ACH has experience with distributing grants through a variety of means, including three years running a peer-led decision-making process. North Sound ACH would follow the lead of North Star leaders in crafting the decision-making leaders and process for the Weaver Awards in Skagit County. Since 2022, North Star has opened Skagit's first permanent supportive housing development, secured \$17 million from the Washington Legislature to expand Skagit STAR Center, and issued a Housing Call to Action that galvanized targeted updates to zoning codes and land use plans. They are working toward alignment on how opioid settlement funds should be used, and are circulating an interlocal agreement which addresses three different age groups in their relationship with behavioral health and homelessness. First responders now use a shared software system, with a backbone provided by North Sound ACH, that helps them coordinate care when encountering people in crisis.

- This is where we can talk about the distribution method – which of the groups get to decide the recipients of Weaver Awards
- Interlocal agreement being circulated right now – 3 different age groups
- Good place for a quote ?
- Foundant
- A community-driven nonprofit that brings partners and communities together, shares and organizes resources, and supports our partners in boosting the health of ALL people across our region. Our goal is for everyone to be as healthy as possible, no matter who they are or where they live. Role - connections, convening, Network, communications, grant-making
- Broad approach to building connections

Question 4

We'll work with more than 100 community organizations from the North Sound ACH in Skagit County, amplified by connections from North Star partners, to help us spread the word about the Weaver Awards, leveraging existing communications channels and events where we're already bringing people together. North Sound ACH channels include our newsletters (2000+ subscribers; __% open rate), website, social media, podcast, and storytelling, including materials in Spanish. North Star channels include public health communications, website, social media, and newsletters. Skagit County's Communication

Manager and North Sound ACH's four-person Communications Team bring strong skills in storytelling, marketing, journalism, social media engagement, and graphic design. Both organizations have found film to be incredibly effective at sharing the stories of people participating in different programs and initiatives that build belonging and connection. North Sound ACH hosts multiple large-scale events throughout the year, including two partner convenings (250+ people) and two workforce-related conferences (120-150 people). North Star is working to have two or more symposium and forum engagements each year, which will be excellent opportunities to share the results from the Weave Program and the Awards.

North Sound ACH works with diverse partners and organizations to meet the health, social and other needs of community members so they can thrive. We share many partners with North Star that are focused on behavioral health and housing.

There is a strong crossover of between each of our partners, including those working in behavioral health (didgʷálič Wellness Center, Ideal Option, Brigid Collins Family Resource Center, Compass Health, Holman Recovery Center, Lifeline Connections, Mount Baker Presbyterian Church, Recovery Café Skagit, Sea Mar Community Health Centers) and in housing and homelessness response (Community Action of Skagit County, Skagit YMCA, Catholic Community Services and Catholic Housing Services, Northwest Youth Services, Operation Tiny Home, Welcome Home Skagit).

Our storytelling and communications experience. FilmFest, partnership with CSSP and honoring indigenous story telling methods, strong social media following...

Between the two organizations, we have a very strong reach across the county and can leverage our various communication platforms and partnerships to widely share the impact of Weaver Awards in our community.

- Pull stats from Film Fest social media reach
- ACH channels
- North Star channels –
 - Public health communications, promotion of North Star, stats from website/social media/newsletter engagement (Andrea),
 - Jenn Rodgers – County Communications Manager
 - Working to have at least 2 if not more symposium and forum engagements, places where we're already bringing partners together, building connection through North Star

- Video sharing – collecting stories from people who are participating in those programs
- Leveraging the structures that we both have – task forces, places where we've gathered folks

Question 5

Skagit County Public Health, brings additional resources to the partnership, including several staff focused on evaluation (through the County's Population Health Trust) and communications staff across multiple departments, including public health. North Star is leveraging a balanced scorecard and is intersecting with the County Strategic Plan for results-based accountability. Their ability to create and capture metrics, including programmatic process data and population-level data that Population Health Trust is overseeing, will be an asset as we seek to understand the impact of Weaver Awards in our communities. We would work together to leverage this opportunity to further align the way we're evaluating the impact of our partnership.

- Info from North Star would be good here
 - Collecting stories, videos – initial work
- ACH impact evaluation –
 - Social Impact reporting
 - ACH storytelling, podcasts, films
- Evaluation and engagement of Weave awardees themselves, how do they feel they're being supported, how do they see the impact of their work?
- Weave website – also has a map, zip code and counties – level of connectivity based on 3 domains (?) – What is being shown for Skagit County – what Skagit County is good at, what the opportunities for growth are. How can we learn about that and consider how we grow in our evaluation through that
- Population Health Trust – staff member focused on evaluation – Kristen and Cass
 - CHAs and CHIPs
 - Data dashboard - through Eastern Washington University?
- Strong capacity through the county

If chosen as a Community Host, we would want to engage the Weave awardees to help us with evaluation. For example, how well do they feel they're being supported? How do they see the impact of their work?

- Tools and frameworks for
- Ability to create and capture metrics
- Programmatic process data
- results-based accountability
- Population-level data that Population Health Trust is overseeing
- How we're leveraging this opportunity to further align the way we're evaluating

Question 6

Wrestling between immediate crisis response and upstream investments

Weaver Awards = thinking about how we can build the muscle for place-based prevention

We'll continue to hold ourselves accountable

ACH thinking about building community capacity

Hone back in on framing of vital conditions with belonging and civic muscle at the center

There's rarely funding for that

There's intentionality

Shared belief that this is what we need right now in our whole region

"None of our jurisdictions can solve homelessness on their own. But when we come together through North Star, we hold the winning hand — our community." – Commissioner Lisa Janicki, Skagit County [NEED FINAL CONFIRMATION FROM COMMISSIONER JANICKI]

Could reference Wellbeing Survey Report

<https://nortsoundach.communitycommons.org/measuring-well-being/>

Could also circle back to youth involvement – we can address this challenge by involving youth and prioritizing intergenerational and youth-led weaving

Language from Monica

Long-term solutions to behavioral health and housing challenges take time, but since its launch in 2022, North Star has made significant progress.

- Adopted a three-year strategic plan, hired a dedicated director, and convened a multi-sector Advisory Group and Task Forces to ensure alignment and accountability.
- Improved coordination and care through updates to the Coordinated Entry System and adoption of Julota, a shared case management platform now used by first responders and behavioral health providers to better support individuals in crisis.
- Led the development of Martha's Place, offering 70 units of permanent supportive housing for individuals experiencing homelessness with co-occurring disorders.

- Expanded the Skagit STAR Center by 48 beds, increasing local capacity for intervention and treatment services for adults with substance use and mental health needs.
- Hosted a countywide symposium with 250+ participants and national experts to deepen collaboration on systems change, treatment, recovery, and housing policy.
- Launched a Housing Call to Action, resulting in targeted updates to zoning and land use codes to increase affordable housing supply; efforts continue to align policy and promote housing development.
- Invested in peer workforce development through evidence-based trainings and a peer-learning collaborative to increase peer effectiveness, support their well-being, and connect them to the broader care continuum.
- Implemented a standardized radio log code (STAR) across all city and county first responder teams to identify behavioral health-related calls and evaluate co-response team deployment.

Proposed a regional approach to utilize Opioid Settlement Funds for collaborative projects, such as short-term transitional and recovery housing, to expand safe housing options and strengthen recovery services across the county. North Star launched in July 2022, when the four cities in Skagit County - Anacortes, Burlington, Mount Vernon, and Sedro-Woolley - partnered with the County to create a unified, regional response to homelessness and behavioral health challenges.

Initial planning, implementation, and community engagement began in mid-2022, including the adoption of a three-year strategic plan and the formation of the Leadership Team, Advisory Group and Task Forces. During this time, we focused our efforts on system mapping and assessment, priority setting, and laying the groundwork for implementation, which officially began in early 2023.

Beginning in 2023 and continuing into 2024, funding was secured, and significant projects were implemented:

- Martha's Place, Skagit County's first permanent supportive housing development (70 units), opened in April 2023.
- Julota launched, a care coordination software for first responder agencies and health providers to track, support, and improve care for people in crisis.

Social Trust data

Weave Project Social Trust Map

<https://trust.weavers.org/>

Higher score = better

	Trusting Behaviors	Trusting Intentions	Trusting Spaces	Average By City
Anacortes	60	17	81	53
Burlington	42	39	73	51
Mount Vernon	20	67	63	50
Sedro Woolley	41	67	86	65
Average by Type	41	48	76	

North Star Language

North Star Background

First Steps—low barrier shelter, Martha's Place, STAR Center, work toward ILA, Opioid grant alignment, co-response

Long-term solutions to behavioral health and housing challenges take time, but since its launch in 2022, North Star has made significant progress. Adopted a three-year strategic plan, hired a dedicated director, and convened a multi-sector Advisory Group and Task Forces to ensure alignment and accountability. Improved coordination and care through updates to the Coordinated Entry System and adoption of Julota, a shared case management platform now used by first responders and behavioral health providers to better support individuals in crisis. Led the development of Martha's Place, offering 70 units of permanent supportive housing for individuals experiencing homelessness with co-occurring disorders. Expanded the Skagit STAR Center by 48 beds, increasing local capacity for intervention and treatment services for adults with substance use and mental health needs.

Hosted a countywide symposium with 250+ participants and national experts to deepen collaboration on systems change, treatment, recovery, and housing policy. Launched a Housing Call to Action, resulting in targeted updates to zoning and land use codes to increase affordable housing supply; efforts continue to align policy and promote housing development. Invested in peer workforce development through evidence-based trainings and a peer-learning collaborative to increase peer effectiveness, support their well-being, and connect them to the broader care continuum. Implemented a standardized radio log code (STAR) across all city and county first responder teams to identify behavioral health-related calls and evaluate co-response team deployment. Proposed a regional approach to utilize Opioid Settlement Funds for collaborative projects, such as short-term transitional and recovery housing, to expand safe housing options and strengthen recovery services across the county.

North Star launched in July 2022, when the four cities in Skagit County - Anacortes, Burlington, Mount Vernon, and Sedro-Woolley - partnered with the County to create a unified, regional response to homelessness and behavioral health challenges. Initial planning, implementation, and community engagement began in mid-2022, including the adoption of a three-year strategic plan and the formation of the Leadership Team, Advisory Group and Task Forces. During this time, we focused our efforts on system mapping and assessment, priority setting, and laying the groundwork for implementation, which officially began in early 2023. Beginning in 2023 and continuing into 2024, funding was secured, and significant projects were implemented: Martha's Place, Skagit County's first permanent supportive housing development (70 units), opened in April 2023. Julota launched, a care coordination software for first responder agencies and health providers to track, support, and improve care for people in crisis.

In August of 2024, a groundbreaking event was held for the expansion of the Skagit STAR (Stabilization, Treatment and Recovery) Center. The new 48-bed inpatient facility is expected to be complete at the end of 2025, increasing crisis stabilization, detox, and co-occurring treatment capacity. The facility will fill significant gaps in the community's behavioral health continuum, improve connections to other treatment supports in the region, and will provide law enforcement and first responders a place to drop off community members in need of acute mental health treatment and substance use detox – a first of its kind in Skagit County. Throughout this period, we continued to build the foundation for North Star – engaging community leaders, assessing where our public-private partnership could be most effective, and started real work on the ground to improve community-based care and drive more stable, safe housing.

North Star is in leveraging a balanced scorecard and is intersecting with the County strategic plan. Results based accountability.

Population Health Trust using county data dashboard. Leveraging the tools

Use evaluation team from ACH... have capacity.
Programmatic process
PHT and public health

Quotes

“North Star has made true collaboration possible. Service providers and the criminal justice system are now working side by side toward shared goals, something that wouldn’t have happened without this partnership.” – Judge Jennifer Howson, District and Municipal Court Judge, Skagit County

seedcollaborative

To: Social Impact Investment Taskforce

From: Paul Hudson and Tara Taylor

Date: June 20, 2025

RE: Local Social Impact Investing Recommendation

Background

North Sound Accountable Community of Health (North Sound ACH) is interested in exploring alternative investment approaches that generate a social and financial return. The intent is to enhance social impact by pairing grant funds with investment funds to positively impact the social determinants of health in the region.

North Sound ACH appointed a Social Impact Investment Taskforce (SIIT) made up of board members, staff, and external experts to develop an understanding of local social impact investing, analyze approaches and models, evaluate the risks and return of investing locally, and make a recommendation to the North Sound ACH board.

The project started in September of 2024 and the SIIT concluded its work in June 2025. The project included five facilitated meetings of the SIIT and a survey of network partners.

Assessment Findings – Partner Survey Results

- 253 network partners received survey solicitations, of which 25 network partners answered a 12-question survey.
- Majority of respondents (13) have revenues between \$50K - \$500K
 - 5 respondents stated annual revenues between \$501K - \$1,500K
 - 3 respondents reported revenues more than \$10M
- 84% of respondents (21) reported that their organization has never received a social impact investment
 - 2 respondents received organizational sustainability investments

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- 12 respondents (48%) reported that having a local source of investment capital would be very useful
 - 3 respondents (12%) stated such a source would not be useful
- 68% of respondents (17) would support North Sound ACH making local social impact investments
 - 8% or 2 respondents would not support North Sound ACH making local social impact investments
- The following financial products were reported to be the most beneficial to respondents
 - Lines of credit (10)
 - Working capital loans (10)
 - Commercial real estate loans (9)
 - Affordable housing loans, bridge loans, and loan guarantees (6)
 - None of the products (8)

Survey Question #11: If your organization is not familiar with social impact investing, would you be interested in learning more about how your organization can benefit from local social impact investments?

- ✓ 76% or (19) respondents answered YES
- ✓ 20% or (5) MAYBE interested
- ✓ 1 respondent NOT interested

Summary of Survey Findings

- **Low survey response** - 25 survey respondents is not a statistically significant response rate and thus it is difficult to draw any substantive conclusions from the survey results
 - The low survey response rate may indicate a minimal level of partner interest in local social impact investing or may be the result of multiple other factors, including survey fatigue, or lack of exposure and awareness.
- **There are only a small number of partners with social impact investment experience** - Most respondents (21) reported that their organization has never received a local social impact investment, but a majority (17) would support North Sound ACH making such investments

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- **Most respondents are interested in learning more** - 76% of respondents (19) would be interested in learning more about how their organization could benefit from local social impact investing
 - 20% (5) may be interested in learning more

Facilitated Group Process

The SIIT initiated a deliberate process to educate themselves concerning local social impact investing, analyze investment considerations and policies, evaluate investment risks and returns, and agree on a recommendation to the North Sound ACH board.

In making its decision the SIIT took into consideration the following factors:

- **Target market interest and understanding** – based on a small survey sampling, the SIIT concluded that there was interest among network partners, but limited understanding and experience with social impact investments.
- **Need for additional learning** – SIIT determined that there was a desire and need for additional learning by North Sound ACH board, staff, and network partners.
- **Limited local experience** – survey respondents expressed limited experience with social impact investing, and preliminary research uncovered only a small number of financial intermediaries and foundations with social impact investment experience and investment history.
- **North Sound ACH leadership transition** – the SIIT concluded that given the current North Sound ACH leadership transition that implementation of a local social impact investment approach should be deferred until after new leadership is selected and additional learning and training has been completed.

Recommendation

The SIIT recommends that North Sound ACH pursue a strategy of providing local social impact investing educational and learning opportunities for the

seedcollaborative

board, staff, and network partners. For example, such educational and learning opportunities could be provided via online webinars, at in-person partner convenings, and by providing website resources and learning materials.

It is also recommended that North Sound ACH pursue working with regional foundations and Community Development Financial Institutions (CDFIs) to establish a peer group exchange of social impact investing information and best practices and to initiate discussions regarding social impact investing collaboration and co-investing.

Conclusion

Local social impact investing offers North Sound ACH an additional investment vehicle to impact social determinants of health in collaboration with its partners.

Organizations that received emergency food funds in Q4 2025 from North Sound ACH

Bellingham Fire Department
Center for Human Services
Children of the Valley
Chinese Information and Service Center
Community Health Worker Coalition for Migrants and Refugees
Connect Casino Road
Evergreen Goodwill of Northwest Washington
Growing veterans
Health Ministries Network
Helping Hands Hands Food Bank
Helping Hands Project Organization
ICCFS (InterCultural Children and Family Services)
Interfaith Coalition of Whatcom County
Joyce L. Sobel Family Resource Center
Latino Educational Training Institute
Lopez Island Family Resource Center
Lynden Public Schools Foundation
Max Higbee Center
Millennia Ministries
Mount Vernon Police Department
NAMI Whatcom
National Alliance for Mental Illness Skagit
Opportunity Council
Orcas Community Resource Center
Participatory Justice
Peach Pit, Fiscal Sponsor Funhouse Commons
PNW Plateful
Recovery Cafe Skagit
Refugee & Immigrant services NW
Road2Home
Skagit County Public Hospital District No. 304 (DBA United General District 304)

Skagit Legal Aid

Skagit Valley Neighbors In Need

Snohomish County Recovery Coalition

Sustainable Connections

TEEN Network

Triumph Teen Life Center

Unity Care NW

Vamos Outdoors Project

Washington Kids in Transition

Welcome Home Skagit

Whatcom Council on Aging - Meals on Wheels and More

Whatcom Human Rights Task Force (Birchwood Food Desert Fighters)



North Sound ACH

North Sound ACH 2026-28 Strategic Goals



North Sound ACH Strategic Goals 2026-2028

01

Advance Community Well-Being

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

02

Strengthen Networks and Capacity

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

03

Invest Strategically for Sustainable Impact

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

04

Demonstrate Impact and Accountability

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

05

Build a strong and adaptive organization

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

North Sound ACH 2026-28 Document Outline

01

Brief Introduction and History

Evolution of the organization, Washington's approach to ACHs, decisions from 2014 through 2025.

02

Models for Change and Impact

Models that have influenced North Sound ACH design, framing and project implementation

03

Financial Planning

Known revenue streams and exploration of ways to support a nimble, responsive organization.

04

Adopting the 3-Year Strategic Goals

Describing the relationship between the Board's goals/ends and the 3-year plan



Brief Introduction and History

01

- Evolution of the organization
- Pivotal board and operational decisions
- Washington's approach to ACHs



North Sound ACH

Organization's Evolving History

- Leaders in the North Sound region collectively designed and created the North Sound Accountable Community of Health (North Sound ACH) in 2014, becoming one of two pilot ACH sites selected in Washington. Leaders from public health, health systems, primary care, behavioral health and community services, including leaders from eight tribal nations collaborated in this effort.
- Our first contract began in 2014 with Washington's Health Care Authority, receiving CMMI funds to stand up infrastructure and governance. In January 2017, Washington State received approval of its federal Medicaid waiver from the Centers for Medicare and Medicaid Services (CMS), and North Sound ACH entered into agreement to support the Medicaid Transformation Project (MTP). This agreement was renewed in 2023 for an additional five years (MTP 2.0)
- North Sound ACH has a longer-term vision than the state's five-year Medicaid waivers though. Founding leaders stressed that to improve health investments were needed beyond traditional healthcare, in areas like education, employment, affordable housing and food. At the same time, they understood that *more* is not always what we need; sometimes we need *different and better*.
- Building strong relationships, not only between partners and North Sound ACH, but between partners and each other is our sustainability strategy. It has fueled a vision of a future state that expands beyond the confines of any single agreement or any single agency.



A Sampling of Critical Board and Committee Decisions

The Board makes significant decisions that guide operations of the organization. Some examples include:

- Naming honoring tribal sovereignty as the first value: setting one seat aside for each tribe to appoint a member to the board was pivotal to our partnership with tribes.
- A committee, comprised of board and community members advised optimizing stability of available funds over time, rather than creating peaks of fund availability followed by deserts where no funds are available.
- Setting a cap of 10% for non-program related administrative expenses and broad targets to build a reserve fund (12% of projected MTP 1.0 earnings).
- Directing us to leverage available dollars to earn more funds for the region. This has resulted in close to \$3M in earnings over the past three years.
- In 2020, directing us to focus on communities historically furthest from justice and traditional resources. For three years we have had a Review Committee comprised of partners who have made funding decisions for grant awards of close to \$10M.
- In 2024, creating an ad-hoc committee to look at social impact investing, examining ways to move beyond traditional savings and investment accounts, to support community needs and capacity.



25 In 2020, the Board requested a set of post-waiver strategies, assuming no new federal dollars would be available after 2021. These were presented to the Board in June 2020 and have guided the organization's work since then.



Strategic Directions 2020-



Invest

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



Inform Actions

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



Build Capacity

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



Catalyst for Change

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



Elevate Emerging Issues

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

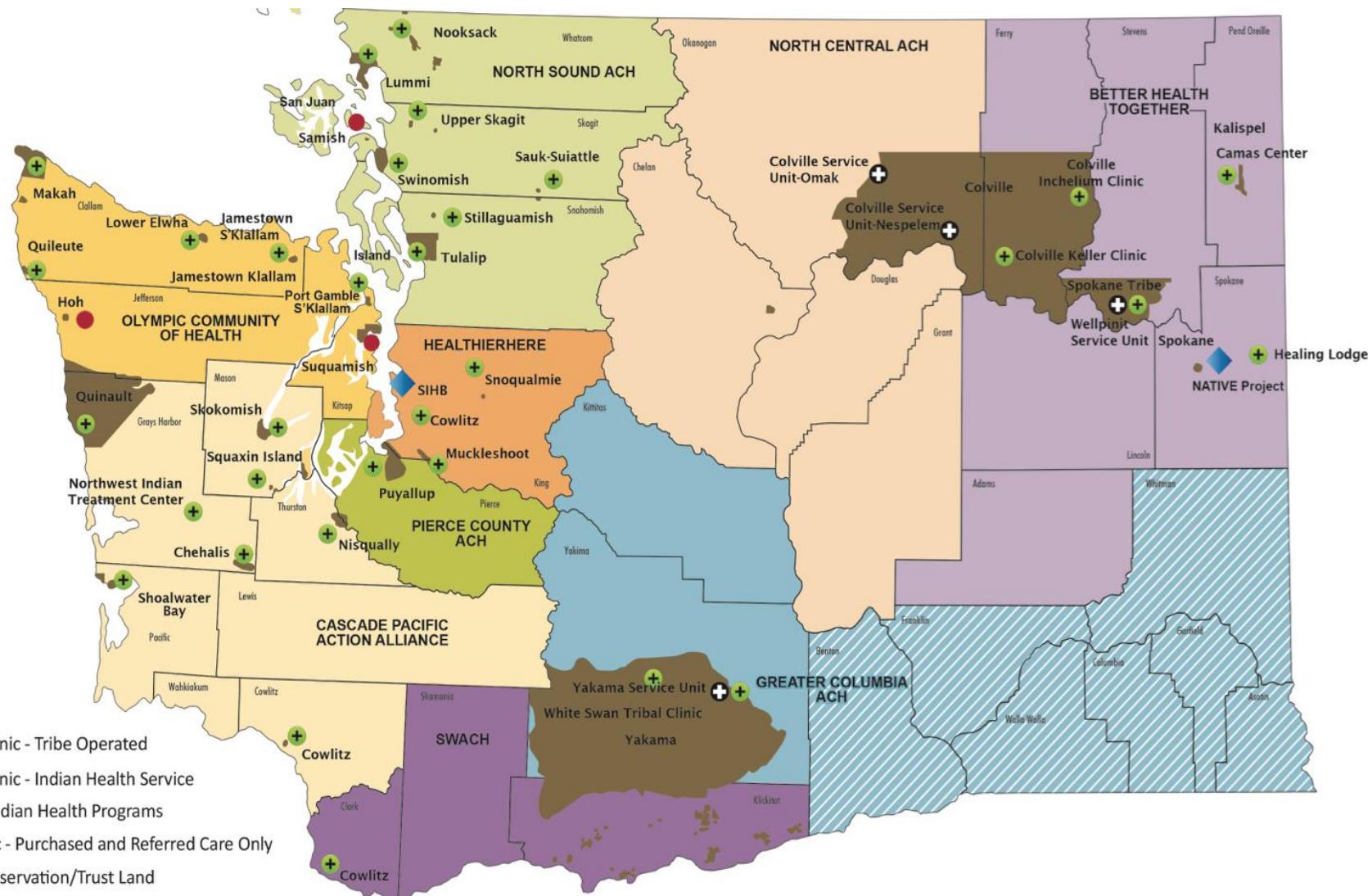
Partnership during COVID, Climate and Humanitarian Crises

In 2020 we could not have predicted how quickly the adopted strategies would come into play. North Sound ACH was asked to take on roles, such as:

- Accepting delivery of 2.4 million masks, face shields, gowns, gloves and other resources that were critical for essential workers and families across the region. Our team led procurement and distribution across the five-county region.
- Elevating the voices of trusted messengers to provide information about COVID testing and vaccines in the region's varied languages.
- During a 'greater than 100-year flood', filling the gaps for emergency shelter especially for families where English was not their first language, to be temporarily sheltered from rain and mud while other help was organized.
- During wildfire season and heat domes we procured fans and HEPA filters; during cold and freezing weather we purchased and delivered heaters.
- When families arrived from Ukraine and Afghanistan, we provided emergency supplies for organizations working directly with new arrivals to Washington.
- As asylum seeking families crossed the border from Canada to the US, we helped families with immediate needed resources and connections to legal aid.



Washington's Nine ACHs: under contract with WA Health Care Authority 2015-2028



[Coalition of ACHs](#) was formed in 2024 in commitment of the nine regions to find alignment across the state where possible.



North Sound ACH



The North Sound region:

- Population: Approximately 1.3 million
- Second largest ACH region with 15% of the state's Medicaid lives (King County is largest with 24%)
- More than 250 partner organizations across the region

Relationships with State Agencies

North Sound ACH has taken on contractual responsibilities in several major initiatives

- ❑ Through three major awards, North Sound ACH has been in contract with the state's Health Care Authority (HCA) to model statewide innovation (CMMI 2014-16); the first Medicaid Transformation Project waiver (MTP, 2017-21); and with HCA for a second five-year Medicaid Waiver (MYP 2.0, 2023-28)
- ❑ At the request of the region's five health departments, North Sound ACH entered into a contract with the state's Department of Health to provide community-based care coordination during COVID response and recover (2021-2024).
- ❑ At the request of partners in Skagit County, North Sound ACH took on a contract with the state's Department of Commerce to oversee a Youth Homeless Diversion Project, providing resources to keep at risk young people housed.
- ❑ In response to the region's flooding, North Sound ACH stood up a region-specific resource, North Sound Listens. Staff went door-to-door assuring that people impacted by the flooding and its aftermath knew where they could seek need resources and connecting them to care coordination services
- ❑ North Sound ACH coordinated a series of training sessions for behavioral health providers from across the state around working with pediatric and adolescent patients with complex health needs. (HCA contract, HB 1504, 2022)



Models and Frameworks

02

- Models that have influenced design, framing and project implementation for North Sound ACH
- How these show up in our work

North Sound ACH's Strategic Direction has been shaped by a series of adopted frameworks, intertwined to lead our work

Equity

As defined by PolicyLink, with an agreement that we would not amend the statement.

Belonging

Building a region where all can feel they belong, incorporating bridging without breaking.

Targeted Universalism

Setting universal goals, recognizing that people are differently situated and need specific strategies so that all can reach the goal..

Honoring Tribal Sovereignty

Land Acknowledgement Statement, Tribal and Equity Learning Journey, Board's Tribal alignment Committee, and a dedicated Tribal Liaison

Vital Conditions for Well-being

Our aim is fewer people suffering and struggling, more people thriving.

Leading with Love

Curiosity, compassion, courage, care and community. All people in the community are deserving of love.

Tribal Sovereignty

North Sound ACH recognizes the inherent authority of tribes to self determination and to govern themselves. As of November 2025, the United States recognizes 574 tribal nations; North Sound ACH sits on the traditional homelands of eight of those nations.

- We introduced Tribal and Equity Learning sessions in 2018, and they continue today. Each session aims to bring a tribal perspective or panelist to bring forward best practices and examples that all can learn from.
- North Sound ACH distributes, after permission from Tribal Councils, unrestricted funds to each tribe to support their work and needs. Tribes can also apply for other discretionary available funds.
- North Sound ACH has partnered with Children of the Setting Sun, supporting their work of stories, films, language and a cultural center. Together films from each of the eight tribes were made, with each film describing health from that tribe's perspective, which [you can find here](#).
- North Sound ACH begins internal and external meetings with an acknowledgement of the tribal land we inhabit, and we seek a tribal welcome during the twice annual partner convenings.

"We begin by acknowledging with humility that the land where we are today is the territory of the people of the Salish Sea. Their presence is imbued in the waterways, shorelines, valleys and mountains of the traditional homelands of the Coast Salish People, Since time immemorial."

Influence of Tribal Learning in MTP 1.0

In Washington's first waiver (2017-2022) ACHs were asked to commit to some or all of eight project areas. North Sound ACH was the only one of nine ACHs that committed to all eight, and it was because of generous shared learning from tribal leaders, letting us see how the Medicine Wheel encompasses the whole being. North Sound ACH shaped our approach to the eight project areas by intertwining them into one, with four quadrants. We successfully achieved our MTP earnings using this approach.

North Sound ACH Medicaid Transformation Initiatives



Care Coordination

Launch Hub to improve care coordination and communication across settings, and strategies around diversion from ED and jail, and at transition points of care.

Care Integration

Align Bi-Directional Integration with work plan to achieve Integrated Managed Care, working with behavioral and physical health; align oral health in primary care.

Care Transformation

Implement targeted initiatives that transform delivery of care in primary care, oral health and community based settings.

Capacity Building

Workforce, HIE/HIT, Value Based Payment, assessment that cross initiatives and partners across the region.

A Commitment to Equity, PolicyLink 2018

- It begins by joining together, believing in the potency of inclusion, and building from a common bond.
- It embraces complexity as cause for collaboration, accepting that our fates are inextricable.
- It recognizes local leaders as national leaders, nurturing the wisdom and creativity within every community as essential to solving the nation's problems.
- It demands honesty and forthrightness, calling out racism and oppression, both overt and systemic.
- It strives for the power to realize our goals while summoning the grace to sustain them.
- It requires that we understand the past, without being trapped in it; embrace the present, without being constrained by it; and look to the future, guided by the hopes and courage of those who have fought before and beside us.
- This is equity: just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.



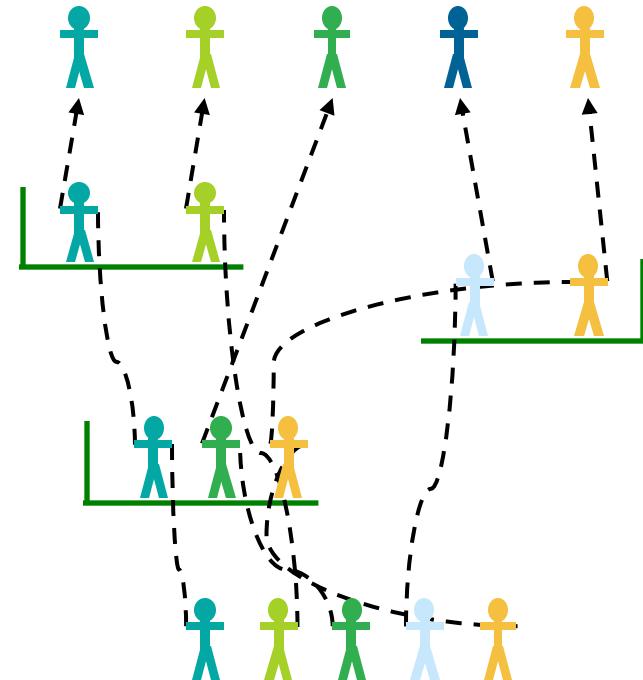
From PolicyLink: The Equity Manifesto has been inspired by the work, commitments, insights, and resolve of the many partners with whom PolicyLink has shared this journey. Please use it, share it, and reflect on it in your lives, your work, your struggle. Just please don't change it.

Targeted Universalism, 2018

Universal goals + targeted strategies so that all can reach the named goal

Setting universal goals that can be achieved through targeted approaches:

- Articulate a particular goal based upon a robust understanding and analysis of the problem at hand.
- Assess difference of general population from universal goal.
- Assess particular geographies and population segments divergence from goal.
- Assess barriers to achieving the goal for each group/geography.
- Craft targeted processes to each group to reach the universal goal.



Targeted Universalism, Haas Institute, University of California Berkeley (2018). John A. Powell, Post-Racialism or Targeted Universalism, 86 Denv. U. L. Rev. 785 (2008).

Belonging



“More than just being seen or feeling included, belonging is about having a voice and the power to co-create the structures that shape a community.”

– john a powell



The Vital Conditions, 2019



WIN NETWORK

VITAL CONDITIONS FOR WELL-BEING

Vital conditions are properties of places and institutions that all people need to participate, prosper, and reach their full potential. We encounter them on day one and depend on them every day of our lives. They also persist over generations.



Principles around Leading with Love, 2021

CURIOSITY

Open-mindedness, continuous learning, a growth mindset, understanding ourselves, others and the world we live in. Curiosity leads us to become more agile, flexible, resilient and comfortable with ambiguity

COURAGE

Open-heartedness, with attributes such as bravery, risk-taking, creativity and inventiveness. Courage leads us to act with integrity, authenticity and vulnerability. This might require us to choose courage over comfort, or committing to what will benefit the collective, even when it is difficult or risky to us personally.

CARE

We believe that we are naturally empathic, and therefore inherently care about others. We hold the intention to care about others, and adhere to principles of curiosity, courage and connection as a reliable path to establishing or reestablishing empathy.

COMPASSION

Emphasizing kindness in response to suffering. Seeing compassion as an action, preventing suffering from happening in isolation. Self-compassion is essential, as well as a prerequisite for being compassionate to others. Compassion in community advances equity, social justice, belonging and well-being.

CONNECTION

Interconnectivity (and the recognition that everything exists in relationship with everything else) means understanding, accepting and appreciating ourselves and all of relationships. With curiosity and courage as prerequisites, we prioritize proximity and relationships to constantly deepen our connections with ourselves, people, place, community and our planet.

Financial Planning

03

- Known revenue streams and exploration of new ways to support a nimble, responsive organization.



North Sound ACH

Challenges & Solutions

ACHs across Washington present an amazing and available resource for state agencies and partners during a bleak economic timeline. At the same time, ACHs are still perceived as 'having been created by' the state, and we have to establish an identity that supports the state, while acting on behalf of the region.

Challenge: Being Seen as a Medicaid-only Entity

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

Challenge: Reduction in Resources

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

Challenge: Competition in Tight Spaces

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

Opportunity: Diversify Brand and Revenue

Leveraging the infrastructure that federal and state dollars have put into ACHs is pivotal for state and county leaders. Identifying some easy wins among state agencies is critical. Rebrand name/identity.

Opportunity: Grow funds from what we have

Leveraging the invested funds to optimize returns is both strategic and critical in this economic downturn. We can identify ways to invest funds regionally that have social impact and a return to the fund.

Opportunity: Apply for funds with partners

This may be the hardest push unless we can start small and grow trust. Seeking funds is historically competitive, and collaboration is hard without trusted relationships. We need to build upon – and celebrate – every small win publicly and out loud..

2026-2028 North Sound ACH: High Level Summary

About the North Sound Region

More than 1.2 million people across five counties and eight tribal nations; approximately 15% of Washington's Medicaid lives; includes urban, rural and remote settings.

Known Revenue 2026-2028

\$32 Million

(reflecting Medicaid Waiver only)

Marketing Plan

- Clear value proposition for legislators, county and sector leaders, tribes, and community partners.
- Leverage the Community Hub Infrastructure to enhance efficiencies, allowing limited resources to get closer to community needs.
- Leverage space as innovator and incubator

Board's Stated Purpose

To create a just and inclusive culture and the necessary conditions for all community members to thrive

Target Expenditures 2026-28

\$40 Million

(Reflects diversifying revenue streams + Social Investing)

Operating Plan

Run a nimble and lean organization that exceeds required deliverables; builds and manages a network of organizations who can meet current and emerging needs across the region; and is building the capacity of the community workforce; and is a trusted partner with tribal nations.

Revenue and Expenditure Forecast 2026-28

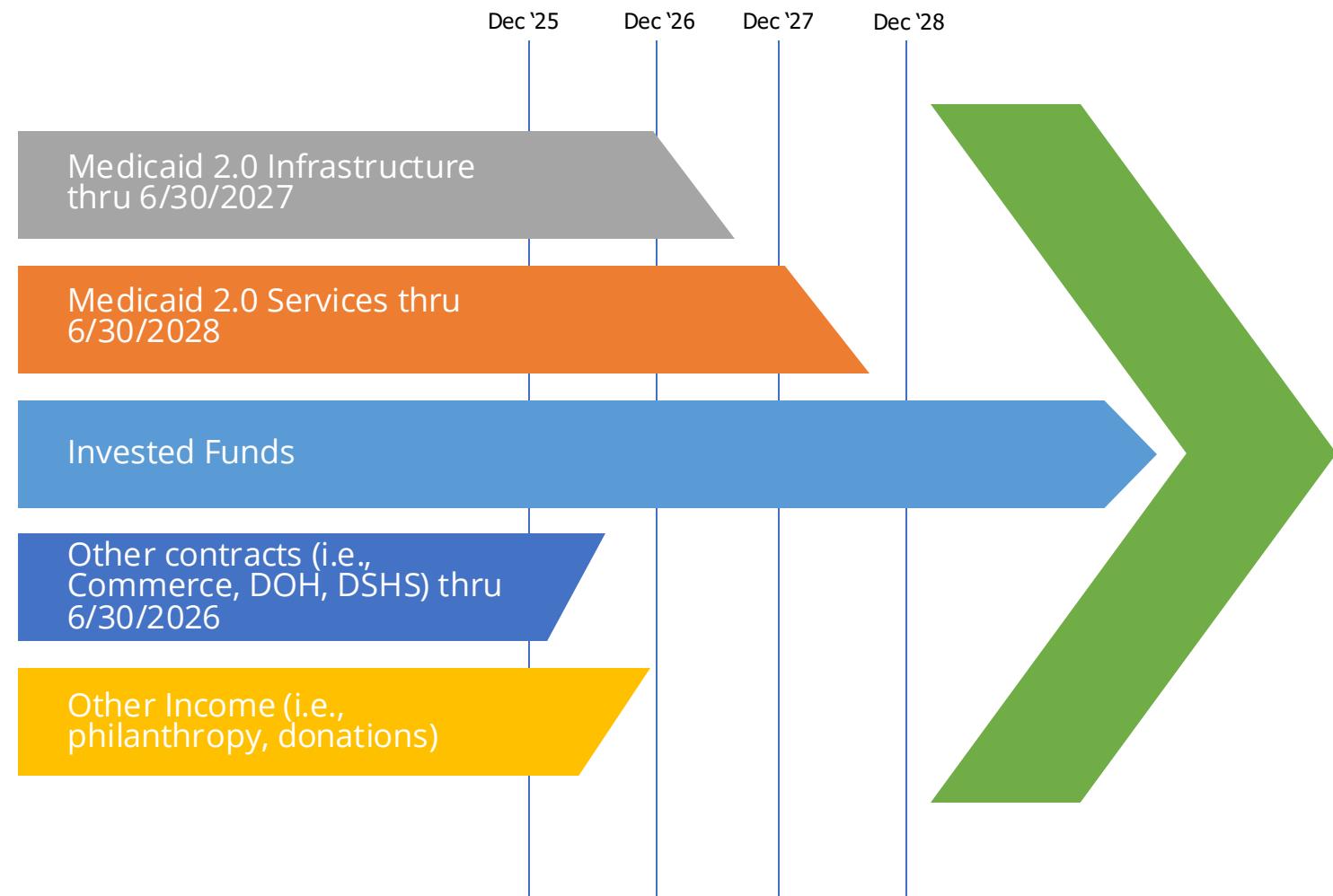
This slide shows known revenue for 2026-2028.

100% of waiver revenue will be used for expenditures to achieve the contract requirements of the MTP waiver, which ends on 6/30/2028.

Other contracted commitments have earlier end dates.

Expenditures in capacity building beyond the waiver commitments would come from available invested funds.

If all Waiver funds are expended North Sound ACH still has a healthy fund (~\$40M) in reserve at YE 2028.



Adoption of the Strategic Goals

04

- Relationship between the board goals (ends), and this document

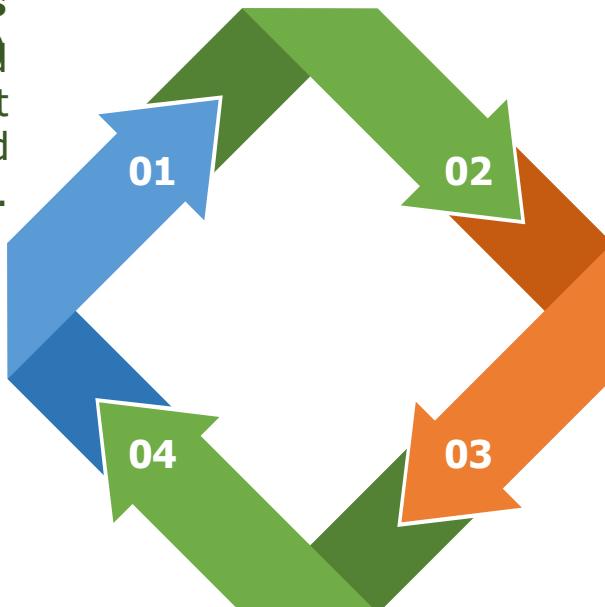
Relationship between Board Goals and Operational Planning

Board and CEO Roles are outlined under Board Management Delegation Policies 1-5

1. The Board sets the Goals

The ends laid out in the Board Policy manual drive development of operational strategies. Board reviews the ends annually.

(Ends)



4. Reporting

Twice annually the CEO reports on progress toward the board's goals.

2. CEO presents multi-year strategic goals for Board adoption

CEO lays out a set of strategic goals that align with the Board's goals/ends, asking for Board adoption.

3. Operations Plan

CEO uses the Strategic Goals to have the team lay out an operational work plan for the defined period.



Alternative view: Board Goals are at the center

Strategies, objectives, outcomes, tactics, deliverables aim to align at each level with the ends set by the board.

BOARD GOALS (ENDS) Set by the board; reviewed annually. CEO reports on progress twice per year.

STRATEGIC GOALS Presented to the board by the CEO every 3-5 years; adopted by the Board. Includes goals, objectives and outcomes)

OPERATIONS PLAN Aligning high level board goals (ends) and the adopted strategies with work plan specifics (i.e., tactics, activities, deliverables)

Translating Strategic Goals to Operational Plans

Programs



North Sound ACH will run programs and projects that align with the stated goals. With the broad scope of the board's goals this requires partnership with other organizations to lead and co-lead at times. We cannot do it all.

Opportunities



North Sound ACH is constantly seeking opportunities (philanthropy, government and private) focused on building the capacity for people in the region to thrive.

Network Partners



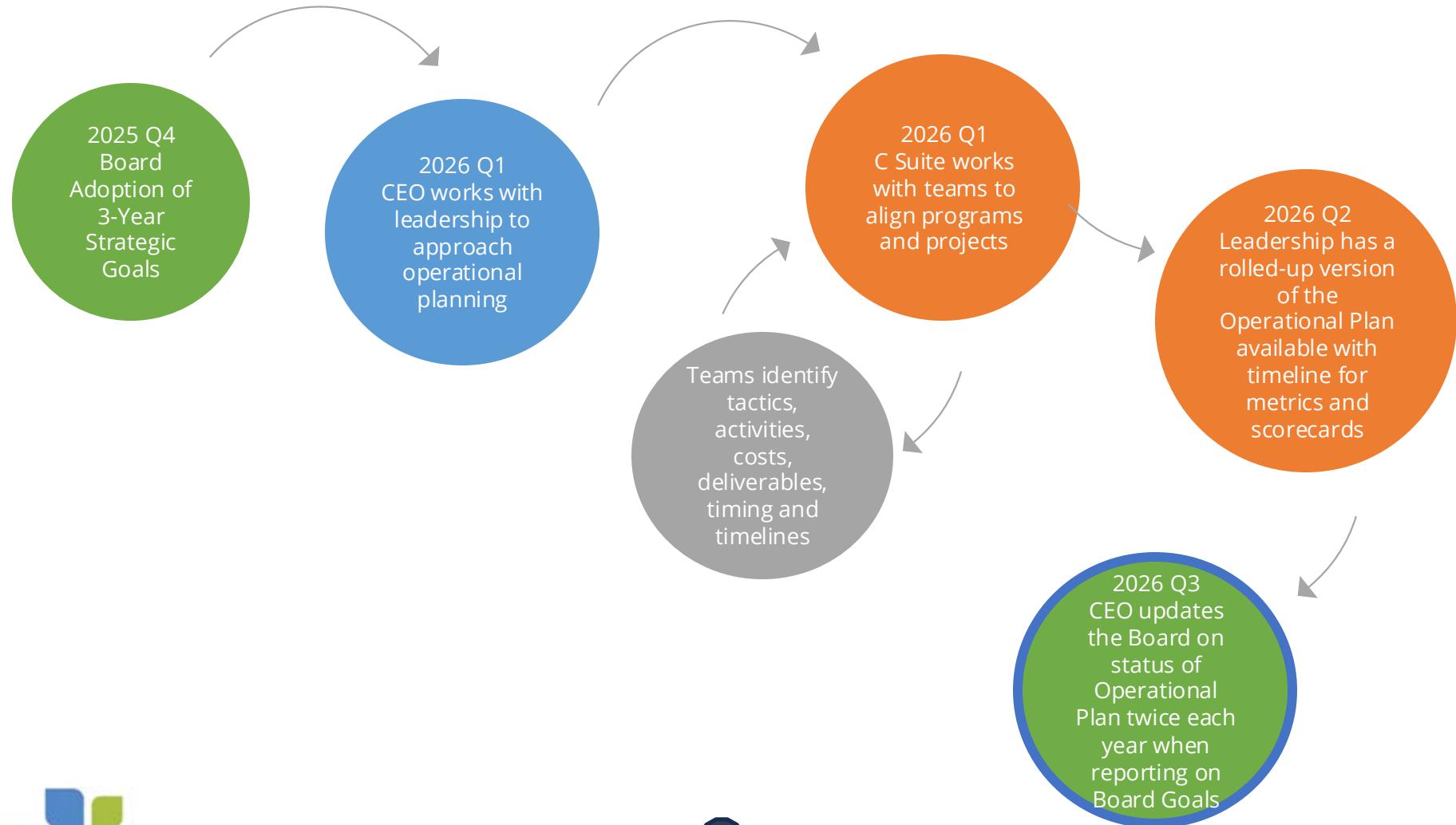
With more than 250 organizations in the Collaborative Action Network, most of whom receive no financial support from North Sound ACH, there is a growing need to connect, share knowledge and resources, and create pathways from one organization to another. The Network can help 'light up' those connections efficiently and effectively, building strength and resiliency. About 25% of Network partners are in contract relationships with North Sound ACH, providing care coordination services or collaborating with other Network partners on innovative projects.

Future of the Community Care Hub



The North Sound Community Hub, launched in 2019, is open to referrals from anyone who is navigating the complexities of clinical and community-based services. To be sustainable the Community Hub must develop braided revenue streams, be nimble and "right sized" in its structure and functioning. At the end of 2025 North Sound ACH, primarily funded with contracts with 13 organizations, who employ 32 community-based workers (*i.e., Community Health Workers, Community Health Aides, Promotoras, Peer Support Specialists*) to help people navigating getting to care and services.

After the Board Adopts the Strategic Goals?





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

Strategic Goals 2026-28	Objectives	Results
Advance Community Well-being	<ul style="list-style-type: none"> Reduce suffering and struggling; increase thriving by addressing health related social needs Enhance belonging and expand tribal partnerships and understanding. 	<ul style="list-style-type: none"> Improved results in region wide measures of well-being and belonging; demonstrate % changes – reduced suffering and struggling, increased thriving. Increase # of orgs implementing trauma-aware /trauma-informed science and tools, and those committed to shared frameworks around belonging and well-being. Increased understanding and recognition of tribal sovereignty. All school districts in the region teach the Since Time Immemorial curriculum.
Strengthen Networks and Capacity	<ul style="list-style-type: none"> Growth in use and impact of Community Care Hub and Social Care Network Investment in organizational and workforce capacity 	<ul style="list-style-type: none"> Stronger connected nodes and partnerships in the Social Care Network. Social Care Network expands resources for Community Care Hub. Expand Hub partnerships with tribal health centers and tribal serving organizations.
Invest Strategically for Sustainable Impact	<ul style="list-style-type: none"> Fidelity to stewardship of Medicaid waiver dollars and other funding received Drive long-term, equitable outcomes across jurisdictional boundaries. 	<ul style="list-style-type: none"> Waiver dollars are distributed to achieve the state's stated outcomes. New revenue opportunities are identified to braid with available waiver dollars. Regional opportunities are identified that cross traditional jurisdictional lines.
Demonstrate Impact and Accountability	<ul style="list-style-type: none"> Measure and report on impact of the social care network Transparent in actions and compliance with laws, rules and contract requirements 	<ul style="list-style-type: none"> North Sound ACH can report on community partnership and investment. Use data (quantitative, qualitative and storytelling) in multiple mediums to demonstrate impact. Active engagement with partners, board and staff.
Build a Strong and Adaptive Organization	<ul style="list-style-type: none"> Attract and retain creative current and emerging leaders <p>The organization is efficient, lean and remains nimble in response to emerging needs</p>	<ul style="list-style-type: none"> North Sound ACH positions are highly competitive, filled with high quality candidates. Critical content areas are identified annually to build capacity of team and board members. Organization consistently operates within budget and expands revenue base to meet emerging and urgent needs.





Operations & Communication Update: December 2025

Strategic Partnerships

Reentry Demonstration Initiative

Two North Sound Jails went live November 1 for the Reentry Demonstration Initiative - Lynnwood Community Justice Center and Whatcom Juvenile Detention Center. North Sound ACH has been in contact with both jails to understand their progress and provide support. In December two currently active jails (Kitsap and Kittitas) attended the monthly meeting to share their lessons learned.

Partner Engagement

In November, the Partner Engagement team co-hosted a community lunch with the Snohomish County Health Department. There were approximately 30 attendees who had the opportunity to hear about the North Sound Community Hub, Snohomish County Health Department's programming, and the Collaborative Action Network. Several new organizations attended and were able to network with current partners and North Sound ACH staff.

Research & Impact

Review Committee 3.0 Reporting

The first round of reporting from 44 partner projects funded by Review Committee 3.0 will be wrapping up December 5th. So far over 95% of responding organizations have indicated that they are on track to meet their project goals, and have shared many of their early successes and challenges. Planning for 2026 site visits to the funded partner projects is underway.

2025 Learning Sessions Evaluation

A brief wrap-up of 2025 Learning Session post-surveys has been compiled to evaluate the effectiveness of this year's learning sessions. Attendees reported that their knowledge of the learning session's subject areas increased across the board, and attendees found the session's panelist insights and personal stories, as well as relevance to current events, to be the most valuable parts of the sessions.

Care Coordination & Transformation

Community Hub

On November 1, we launched an advertising campaign to build awareness of North Sound Community Hub and connect more community members to food, housing, healthcare, and other resources they need to thrive. Over the past month, we have seen an evident increase in referrals and will continue to evaluate the reach of the campaign.

The Community Hub team continues to work closely with contracted Community Health Workers and provide ongoing support in training and client management. The team is also strengthening connections with Network partners and agencies in the region through virtual and in-person presentations and Q&A.

Response & Resilience

Specialist Guillermina Bazante prepared two Brain Health and Dementia Awareness workshops. The first session was held on November 6 and the second one will be held on December 12. Both workshops are hosted in Spanish to create space for culturally responsive conversations around aging and access to care. Additional educational opportunities are in development for 2026.

Communications

Community Hub Media Buys

Through our contract with DH, we designed a 6-month multi-channel approach to connect community members to North Sound Community Hub and be visible online and in transit within their daily routines, especially for those in historically underserved communities. All assets are in English and Spanish.

- **Google search and display ads:** Reach community members actively searching for help with food, housing, healthcare, or employment.
- **Meta (Facebook & Instagram):** Reach community members, especially those who may not be actively searching but can benefit from knowing where to turn for help.
 - [View the video ad example here](#)
- **Ferries:** Reach riders across Edmonds–Kingston, Mukilteo–Clinton, Port Townsend–Coupeville, and Anacortes–San Juan Islands.
- **Community Transit Interior Bus Ads:** Reach daily riders in Snohomish and Everett, including community members who may face transportation or economic barriers.





Ad seen inside a Community Transit bus in Everett.

North Sound Film Festival

Short films from the North Sound Film Festival are now publicly available on [YouTube](#). Watch and share the stories of collaboration, resilience, and community impact.

New Podcast: Equity In Action

North Sound Voices launched *Equity in Action*, a new partner podcast series hosted by Kevin P. Henry of KPH Media, and produced by Meg Stephenson, explores real stories and experiences connected to DEIB across the region. The first episode is out now – listen on [Spotify](#), [Apple Podcasts](#), or your favorite podcast platform.

Network Learning Session

We hosted a live panel reimagining accessibility through the lens of disability justice, exploring how ableism intersects with race, class, and gender — and how centering disability strengthens equity across our work. Participants submitted questions in advance and heard from leaders in the field, including Faith Brown (Center for Independence), April Katz (The AIROW Project), and Daman Wandke (Wandke Accessibility).

Resource Library Update – Medicaid & SNAP

A [new page in our Resource Library](#) compiles updates and other support following the passage of H.R.1 and the temporary government shutdown. This page provides practical information for partners and community members and will be updated as new guidance becomes available. Partners can submit additional resources to Team@NorthSoundACH.org.



Staff Updates

Work Anniversaries

In November, we celebrated several work anniversaries across the team: Mario B. (1 year), Ashley (4 years), Vanessa (6 years), and Kassy H. (6 years). Thank you for the dedication, heart, and talent you bring to our shared work every day. We're grateful to learn and grow alongside you!

Hiring

We are currently recruiting for a Strategic Communications Director to lead the organization's communications and marketing strategies and shape how our story is told across the region.

[Click here for more details.](#)

Team Learning

Staff continue to practice and apply Crucial Conversations tools in their daily work and with peers during our all-staff meetings, building shared skills for courageous dialogue and collaborative problem-solving. We're excited to learn that two major equity-focused conferences are returning in 2026: the [PolicyLink 2026 Summit](#) (August 24–28, Washington, D.C. area) and the [Othering & Belonging Conference](#) (October 9–10, Louisville, KY).