



WHATCOM COUNTY
**HEALTH AND
COMMUNITY
SERVICES**



UNITED WAY
Whatcom County

2025 Community Impact Grants Common Application

PART A: COVER PAGE

Please fill out this form completely. Note that individual funding agencies have specific grant requirements and will require supplemental materials. Please check the agency website below for details.

To which source are you applying?

- City of Bellingham’s Housing or Human/Social Services NOFA:
<https://cob.org/services/housing/funding-opportunities-2/partnerships-funding>
- United Way of Whatcom County’s Community Impact Fund:
<https://www.unitedwaywhatcom.org/help-for-organizations/>
- Whatcom County Health and Community Services:
<https://www.whatcomcounty.us/Bids.aspx>

Agency Contact Information:

Agency Name: Compass Health

DBA (if applicable): Click here to enter text.

EIN: 91-118010

UEID (from SAM.gov): J7C8WLVK66Q1

Mailing address: PO Box 3810, Everett, WA98213

Website: compasshealth.org

General phone: 800-457-9303

State of Washington Business License Number(s): 601638079

Executive Director (or authorized representative):

Name: Tom Sebastian

Title (if not ED): CEO

Email: tom.sebastian@compassh.org

Phone: 425-349-8418

Application Contact (If different):

Name: Karen Lane

Title: Grants & Sponsorships Manager

Email: karen.lane@compassh.org

Phone: 425-349-8372

Program Information:

Program Name: Community Outreach and Recovery Support

Program Address: 3645 E McLeod Rd, Bellingham, WA 98226

Are all program services delivered at this address? Yes No



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Funding Request: The award amount is dependent on the funding organization. Please see individual funder’s supplemental materials for more information about the funds available.

How much funding per year are you requesting for this program?

\$ 30,000

Total Annual Project Budget:

\$ 501,433

Annual Organizational Budget:

\$ 88,003,212

PART B: AGENCY INFORMATION

Please limit your responses to no more than two pages for questions 1-5.

1. **Agency Mission.** Please paste or copy your agency’s mission statement below.

Compass Health’s mission is to advance behavioral health in Snohomish, Skagit, Island, San Juan, and Whatcom counties.

2. **Agency Beneficiaries.** Briefly describe the intent of your agency’s programs and who primarily benefits from them. Please describe your organization’s impact, specifying the number of beneficiaries or clients served per year and their demographics.

Compass Health serves about 12,000 people annually, across 20+ locations throughout our five-county region of Whatcom, Skagit, Snohomish, San Juan, and Island counties (about 72% adults and 28% youth). More than 93% of our clients are living in low-income situations and are Medicaid-eligible. From comprehensive mental health treatment to crisis prevention and intervention, children’s services, supportive housing, and community education, we serve individuals of all ages and cultural backgrounds.

Clients may be living with chronic and severe mental illness, may be experiencing an episodic crisis, dually diagnosed with substance use disorder, or seeking assistance for an emotional or behavioral concern. Compass Health provides outstanding behavioral health care to clients and communities, so all community members have opportunities to thrive.

3. **Qualifications and expertise.** Briefly summarize your agency’s qualifications and expertise (e.g., years of operation, accreditations, experience of staff members, and number of volunteers). Please mention any recent major organizational changes.

Building on more than a century of service, Compass Health is forging new, nationally recognized models of care that bring together skilled teams of more than 600 mental health professionals, primary care providers, peer counselors and others to treat the whole person. We address complex behavioral health



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needs in partnership with other community providers, first responders, and natural supports to form a key section of the community safety net. Our programs evolve to reflect and meet community needs. Being nimble has helped Compass Health become one of the largest and most respected community mental health providers in Western Washington. Services include inpatient, outpatient, residential, crisis, triage, and an array of specialized services. Compass Health offers a breadth and depth of services unusual in Western Washington. While many mental health providers focus on only children, or only adults, or on one specific service, Compass Health offers a full continuum of care, allowing clients to stay with one agency as they progress with treatment.

4. **Racial Equity and Social Justice.** What steps has your organization taken to address issues of racial equity and social justice within your agency? Which steps are complete, and which are planned or ongoing?

At Compass Health, we strive to deliver culturally responsive care to meet the diverse needs of our clients and reflect the strengths of our workforce. By embracing this, we provide high-quality mental health and recovery services across the five counties we serve.

In 2022, we formalized our equity, inclusion and belonging efforts with the establishment of an executive-level Chief People and Culture Officer role. This position focuses on cultivating an inclusive environment for employees and clients while leading a forward-thinking human resources organization. Also in 2022, we launched a Program Manager role to operationalize our equity, inclusion and belonging initiatives and sustain momentum. Key achievements include:

- *Hosting discussions focused on equity, inclusion and belonging*
- *Launching our first Employee Resource Group*
- *Participating in local conferences and the North Sound ACH*
- *Co-sponsoring Everett's inaugural and subsequent Pride Festivals*
- *Supporting Everett's MLK Day celebrations*
- *Training three facilitators for our unconscious bias program*
- *Implementing mandatory anti-harassment training for all employees*
- *Providing clinically relevant tools such as CultureVision to enable communication across varied communities.*

Our journey demonstrates a shift from words to meaningful collective action. By embracing a commitment to equity, inclusion and belonging, we foster an inclusive workplace and drive greater health equity for our clients and the communities we serve.

5. **Agency Funding.** List your organization's most significant funding sources from greatest to least (including the United Way, Whatcom County Health and Community Services and City of Bellingham); dollar amounts are not necessary. Significant funding sources can be defined as sources that make up more than 15% of your program budget. If you have many funding sources, you may list them by category (i.e., federal, state, foundations, individual donors). Please mention any anticipated or recent changes in your future funding or financial position.

Approximately 95% of agency revenue is comprised of program revenues through contracts and agreements with Managed Care Organizations (Molina, United, Wellpoint Washington, Coordinated Care, Community Health Plan of Washington), North Sound Behavioral Health Services Organization,



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and third-party insurance providers. The projected fee for service earned revenue for CORS is only 54% of the program's expected expenses for program growth.

About 3.42% of our funding derives from public sources of funding, primarily state-level.

Under 1% of our overall funding is derived from private grants and donations. Presently, our largest six- and seven-figure donations are committed to our capital campaign in support of our Broadway Campus Redevelopment Project (Sunderland Foundation, The Norcliffe Foundation, M.J. Murdock Charitable Trust, Premera, Molina Healthcare).

PART C: PROGRAM INFORMATION

Please limit your responses to no more than two pages for questions 6-8.

6. **Program Summary.** Briefly summarize the program and its core activities in one or two sentences.

The Community Outreach and Recovery Support (CORS) program provides intensive outreach, peer support, and case management to individuals experiencing homelessness or housing instability due to mental health challenges, connecting them with resources and assisting them in achieving housing stability and recovery.

7. **Program Purpose.** Identify the community need(s) that the program addresses. What are the measurable outcomes that will result from the services provided?

The Community Outreach and Recovery Support (CORS) team provides support for community members struggling with homelessness, unstable housing, and other challenges due to symptoms related to mental illness. We serve existing Compass Health clients needing enhanced engagement, as well as community members who are not enrolled in our services.

When fully staffed, CORS consists of two certified peer counselors, a bachelor's level clinician, and a master's level clinician. The CORS team works closely with other Compass Health teams including psychiatric services, outpatient therapy, triage, and mobile crisis outreach. Services include outreach case management, peer support activities, and outreach mental health assessments to facilitate low-barrier entry into our outpatient mental health treatment. Our trauma-informed CORS team utilizes evidence-based practices such as Motivational Interviewing, Illness Management and Recovery, and Wellness and Recovery Planning. CORS provides flexible supports to ensure our continuum of intensive services are as responsive and accessible as possible.

Housing retention goals include:

- Developing skills to reduce mental health symptoms
- Support with maintaining timely rental payments, lease adherence, or making maintenance requests
- Help accessing or maintaining benefits income (SSI, ABD/HEN)



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- Supporting to advocate for, and request reasonable accommodations with landlords
- Facilitation of housing transfer if needed to better suit client needs

8. **Program Status.** How long has this program been in operation in Whatcom County? Since your last application, have you made any changes in how you offer services? If this is a new program, how far along is your agency in the planning process? What resources has your organization already invested?

Originating from the Rainbow Recovery Center in 2017, the Community Outreach and Recovery Support (CORS) program is an innovative mobile service providing essential mental health support and resources to individuals experiencing homelessness or housing instability in Whatcom County. CORS has emerged as a key safety net program to assist our most vulnerable community members. Healthcare providers across our region have been impacted in recent years by significant economically driven workforce hiring and retention challenges. Compass Health's CORS team has been no exception. Decreased staffing has seen a drop in clients served from 419 in 2021 to 93 during 2024. Despite recent staffing challenges impacting our capacity, CORS remains a vital safety net for our community's most vulnerable members, and Compass Health is committed to rebuilding the team to meet the growing need.



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UNITED WAY FOCUS AREAS

1. To support financial stability in Whatcom County, we have identified three funding priorities below, basic needs, economic mobility, and breaking the cycle of poverty. Choose **one** category below that best aligns with your agency/program:

Basic Needs

- Food security
- Stable, attainable, affordable housing
- Health and mental health care access

Economic Mobility

- Financial literacy and training
- Vocational readiness training and support
- Adult education programs

Breaking the Cycle of Poverty

- Affordable childcare and early learning programs
- Academic programs to increase student attendance and achievement
- Parenting support
- Addiction treatment and recovery
- Abuse prevention

2. Please describe how your program/agency services align with the category you selected above.

The Community Outreach and Recovery Support (CORS) team is an innovative mobile support model providing outreach-oriented mental health services for individuals experiencing homelessness or housing instability due to mental health symptoms and are either not engaged or are poorly engaged with treatment services.

CORS is a part of a continuum of services provided for community members 18 and older in Whatcom County who need additional supports to access and maintain benefits, food, vocational support, healthcare and housing.

CORS not only addresses systemic gaps in services but also addresses the anxiety people have regarding engaging with mental health services. Low barrier introductions through CORS allow for a smoother transition to mental health services and builds trust resulting in greater appointment compliance.



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When fully staffed, CORS consists of two certified peer counselors, a bachelor's level clinician, and a master's level clinician. The CORS team works closely with other Compass Health teams including psychiatric services, outpatient therapy, triage, and mobile crisis outreach. Services include outreach case management and peer support activities and includes the use of evidence-based practices such as Motivational Interviewing, Illness Management and Recovery, and Wellness and Recovery Planning. CORS provides flexible supports to ensure our continuum of intensive services are as responsive and accessible as possible.

These research-based approaches and our focus on implementing outreach measures, assisted by collaborative community partnerships, increases engagement with vulnerable community members.

3. Please provide two or three key outcomes you measure that indicate progress toward your mission. List the number of clients being served, what you track, and the most recent results.

We track three key outcomes to measure progress toward the CORS program's mission of providing outreach-oriented mental health services and support to individuals experiencing homelessness or housing instability in Whatcom County.

1. **CORS Program Engagement and Direct Services:** In 2024, we enrolled 18 new individuals in the CORS program serving a total of 93 clients while providing a total of 544 direct client services. Services include low-barrier introductions, case management sessions, and assistance with accessing benefits, food, vocational support, healthcare, and housing. These low-barrier introductions are critical in building trust and reducing anxiety associated with engaging with mental health services.
2. **Successful Housing Placement:** In 2024, 23 clients graduated from CORS services. These clients either successfully achieved a housing placement, entry into the Housing Choice Voucher program (Section 8) pool administered by the Bellingham Housing Authority, or re-established existing housing that was previously at risk.
3. **Mental Health/SUD Services Connection:** While connecting clients with mental health and substance use disorder (SUD) services is core to the CORS program, we haven't historically tracked this data effectively. We are committed to implementing a robust tracking system in 2025 to accurately measure our success in this area. Anecdotally, we know that 17% of CORS referred clients were connected with these services in 2023. With restored staffing and improved data collection, we will be able to fully quantify our impact and demonstrate the effectiveness of CORS in linking clients to essential mental health and SUD services which support an individual's ability to maintain housing stability.



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4. How does United Way’s investment help meet the funding needs of the organization or program? Please give specific examples of how United Way funds are/will be utilized.

United Way’s investment will support efforts to return the CORS team to the level necessary to meet the needs of the Whatcom County community.

The CORS team functions as a specialty team within our outpatient service array, partnering closely with the Outpatient (OP) and Intensive Outpatient Program (IOP) teams. The CORS program's effectiveness is directly linked to staffing levels, as demonstrated in the chart below by the number of clients served.

With a full staffing complement of 3.5 FTEs (including two Certified Peer Counselors, a clinician I, and a part-time clinician II), the program has historically served over 400 individuals in Whatcom County. Reduced staffing has led to a decline in clients served.

Currently, with one full-time Certified Peer Counselor and a part-time clinician II, the program serves 93 individuals. Restoring the CORS team to its full capacity would significantly increase our reach, potentially serving 250 total clients in Whatcom County. This highlights the critical connection between adequate staffing and the program's ability to effectively meet the needs of our community.

CORS Staffing and Projected Client Impact in Whatcom County (2021-2025)

Year	CORS STAFF	CORS Clients Served
2021	3.5	419
2022	3	229
2023	2	170
2024	1.5	93
2025 (Projected)	3.5	250



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5. Briefly describe how your agency/program will utilize community partnerships or coordinate with other agencies (UW partner agencies, other community non-profits, government agencies, local companies, schools, etc.) to advance your work/mission.

CORS is an important part of the continuum of care in Whatcom County. CORS helps not only individuals with their housing, mental health, and other needs, but helps connect clients to other safety net services in our community. We interface with many close partners in the community where we provide our services, as the population we serve is very marginalized and experiences multiple barriers to accessing services and supports. This list is continuously expanding, as the CORS program is increasingly integrated in the community.

Local Inter-Agency Relationships:

- Housing:
 - o Opportunity Council
 - o Homeless Service Center
 - o Lake Whatcom Center
 - o Sun House
 - o Base Camp
 - o Agape Home
 - o YWCA
 - o Homes Now Not Later
 - o Gardenview Village
 - o Francis Place
 - o Cold Weather Shelters
- Mental Health:
 - o Sea Mar
 - o Lake Whatcom Center
 - o Sunrise Services
 - o Unity Care
 - o Lifeline Connections
- Outreach Providers
 - o HOT Team
 - o Grace Team
 - o LEAD
 - o ART
 - o Bridge 2 Services
- Community Programs
 - o APS
 - o DCYFS



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- o Maple Ally Inn
- o DSHS
- o Hope House
- o Health Homes

6. United Way focuses on **ALICE households in Whatcom County**. ALICE refers to households that earn more than the Federal Poverty Level but not enough to afford the basic cost of living in our community.
- a. What percentage of your program recipients are below the ALICE threshold based on the survival budget for Whatcom County? 100%
 - b. What percentage of your program recipients are ALICE (above FPL but below the ALICE threshold)? 7%
 - c. Do you collect client data by zip code? Yes

Visit the [United for ALICE](#) website for the most recent (2024 report) Whatcom County data to determine the survival budget guidelines for ALICE households.

7. Please share an example of a client who was helped by your services.
**Note: if you receive a 2025 Community Impact Grant, this story may be shared on your behalf by United Way for the purpose of our community fundraising. Names and details may be altered for privacy.*

An elderly female was living outdoors under a blanket. She had no income and little contact with others. The CORS team assisted in getting her into the housing pool. The CORS team maintained contact as they sought to get her social security reinstated. She was assisted in getting ID and recovering funds previously lost to her in a bank in Hawaii. A bed at the Sun House eventually became available. The Opportunity Council began working with her through their senior diversion program. Interventions for suicidal thoughts and attempts were attended to by the CORS team. She was assisted in enrolling in mental health services and after a period, moved into an apartment of her own. She is a long way from living in a doorway and now has a locking door of her own and mental health services and support.

CORS aided a single parent who had fled domestic violence and relocated to Whatcom County with their minor child. They went from couch surfing in friend's homes into a rental apartment. CORS continued to provide housing retention support, recovery skills support, and help with budgeting and scheduling. CORS assisted them with an application for financial aid and registering for college to enter a paralegal program.