



Seattle-King County Continuum of Care Board Application

Please complete the entire form and email to coc.questions@kcrha.org.

Board Member Expectations and Commitment

Board members are required to attend one regular monthly meeting, as well as one committee or workgroup meeting each month, in addition to any special meetings that necessitate a Board vote. Members are also expected to review and respond to emails and phone correspondence, and to complete other administrative duties as needed, for an estimated commitment of up to 15 hours per month. Applicants must be prepared to serve a minimum term of two years.

General Information	
Full Name & Pronouns:	Jen Carl (she/her)
Phone:	+ [REDACTED] ([REDACTED]) [REDACTED] - [REDACTED]
Email Address:	[REDACTED] @ [REDACTED] . [REDACTED]
Zip Code:	98233
Are you able to commit up to 15 hours a month for the 2-year duration?	
Yes	
Please indicate which seat you are applying for:	
Business Community	
Please indicate the King County region you primarily represent.	
Seattle	

Application Questions

1. Please describe your understanding of a Continuum of Care (CoC).

A CoC can be multi-faceted, depending on the complexity of the system. It most often refers to the coordination of resources to prevent and end homelessness, often beginning with intervention and continuing through aftercare. The moment of intervention is often thought of as the moment someone enters recovery, but this may not always be the case. There are also points where the private sector may be a point of intervention, as well as community organizations, family, or public safety departments. Coordination of resources during the CoC is paramount to ensure there are no gaps in care for the individual(s) in question.

2. What motivates you to be on the CoC Board? Please share your specific field of interest related to the CoC.

I have observed first-hand the significant opportunities for the business community as it pertains to homelessness and co-morbidities with substance use and mental health challenges. My doctoral dissertation was titled Diversionary Solutions to Retail Larceny in Loss Prevention Programs and focused on the benefit of private sector support and intervention at the moment of impact, often during a crime of survival in a retail establishment. This is a topic I am passionate about and hope to continue to uplift, particularly to the CoC board and other necessary stakeholders.



3. Describe your vision or understanding of a successful CoC Board.

I believe a successful CoC board displays collaborative leadership united with various partners and stakeholders to strengthen coordinated entry and integrative services while also leveraging diverse funding strategies. These approaches should be data-driven with lived experience at the center of decision making. The board should be continuously engaged in the work and implement a unified approach to comprehensive planning and necessary response.

4. Describe your leadership experiences and style.

I have leadership experience in various services and industries dating back approximately 20 years. I have transitioned through hospitality, law enforcement, retail, and public service, focusing primarily on criminological and psychological theories and how they apply to business and social settings. I champion servant and collaborative leadership styles, believing that the best leadership comes from understanding the needs of those we serve and amplifying the voices of those who would otherwise be silenced.



5. Reflecting on the Theory of Change, please describe one way you incorporate this framework in your professional or personal life. Additionally, explain how you would integrate the Theory of Change into your work on the Board and how you intend to advocate for and support the communities you represent.

KCRHA Theory of Change:

If we create a homeless response system that centers people with lived experience, then we will be able to focus on responding to needs and eliminating inequities, in order to end homelessness for all.

Centering lived experience allows us to implement strategies that will resolve the actual needs of the community, rather than what we believe they need. This is especially true for individuals with intersecting identities that are disproportionately more impacted by homelessness, such as LGBTQ+, BIPOC, or other various demographics. Individuals with lived experience often face challenges getting into spaces where their voices are needed, so it is necessary for us to create policies and drive solutions that not only provide a seat at the table, but also allow voices to be heard. I currently ensure that when I speak about diversity, that includes diversity of thought and life experience. As a white, cisgender woman, I understand the privilege I have been afforded and seek the thoughts, concerns, and needs of the communities I serve before devising new solutions or policies. In my current professional role, that includes the diverse array of small business that make up Seattle and King County as a whole. These business owners are often from traditionally marginalized communities and face unique challenges that should be uplifted.

6. Do you require any accommodations or support to fully participate as a member of the CoC Board?

No

