



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:	Scott Schubert he/him
Phone:	
Email Address:	
Zip Code:	98106
Are you able to commit up to 15 hours a month for the 2-year duration? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Please indicate which seat you are applying for:	<input type="checkbox"/> Elected Public Official <input type="checkbox"/> Law Enforcement <input checked="" type="checkbox"/> Business Community
Please indicate the King County region you primarily represent.	<input checked="" type="checkbox"/> Regional (King County – non-specific) <input checked="" type="checkbox"/> Seattle <input type="checkbox"/> North King County <input type="checkbox"/> South King County <input type="checkbox"/> East King County

Application Questions

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

I am motivated to serve on the CoC Board because I believe strongly in the role a Continuum of Care plays in ensuring accountability, equity, and coordination across the homeless response system. My interest in serving is rooted in direct engagement with CoCs in both King and Pierce Counties. While at the YMCA of Greater Seattle, I worked closely with the King County CoC as part of the team that helped design and launch the Youth Homelessness Demonstration Project, which showed me how essential cross-system collaboration is when building supports for young people. Later, in Pierce County, I served on the CoC Executive Team and chaired the HMIS Committee, where I helped strengthen data governance, update the CoC charter, improve Coordinated Entry processes, and align local practices with HUD requirements. These experiences shaped my understanding of strong CoC governance as transparent, equitable, collaborative, and accountable to both the community and federal expectations. In my current role with Fortell AI, my field of interest focuses on how ethical and program-specific technology can improve access to services, reduce administrative burden for staff, and support overall system performance. My work regularly takes me into communities across Washington State and throughout the country, where I collaborate with nonprofits, counties, and statewide networks and attend national conferences. This exposure gives me a broad understanding of what approaches are working well across different regions and how best practices can be thoughtfully adapted to local needs. Serving on the King County CoC Board would allow me to bring together my experience with YHDP and youth homelessness, my governance and system design work in Pierce County, my leadership of a multi-service nonprofit, my private-sector perspective on ethical AI, and my national exposure to emerging trends. I am motivated by the opportunity to contribute these perspectives and help strengthen a more coordinated, equitable, and effective regional homeless response system.

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

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

A successful CoC Board is one that provides clear leadership, strong governance, and consistent accountability for the entire homeless response system. My understanding of a successful Board is rooted in years of working directly with CoCs, both as a nonprofit leader and as someone who has overseen complex HUD-funded projects and system-wide processes. This is an especially difficult time for the Seattle and King County CoC. The system is under significant pressure, expectations from HUD and the community are increasing, and the need for strong, coordinated leadership has never been more important. The CoC needs people who not only understand the system, but who also understand the complexities of federal funding, performance scoring, compliance, and what it takes to submit a competitive grant application.

A successful CoC Board must be able to make informed and sometimes difficult decisions. This includes setting priorities that are grounded in data, equity, and impact, even when those decisions are challenging for individual programs or partners. My vision is a Board that is transparent in its decision making, clear in its communication, and deeply committed to improving system performance. The Board should ensure that Coordinated Entry, HMIS, system standards, and project monitoring all align with HUD expectations and reflect local values around equity and participant experience.

I also believe a successful CoC Board must work toward excellence in the annual HUD CoC application. A high-scoring application is not simply about securing funding. It is a reflection of a system that is coordinated, accountable, aligned, and able to demonstrate measurable progress. My hope would be that the Seattle and King County CoC scores as high as possible each year and is able to grow its resources while strengthening system performance. Achieving this requires a Board that understands the technical details of the application, the performance metrics that drive scoring, and the collaborative work required across dozens of agencies to present a unified strategy.

Finally, a successful CoC Board should foster collaboration across sectors, including nonprofit, government, business, and people with lived experience. It should be grounded in listening, partnership, and a clear commitment to building a system that is both equitable and effective. My vision is a Board that brings stability, clarity, and forward momentum to a community that needs strong, thoughtful leadership.

4. Describe your leadership experiences and style.

My leadership experience spans nonprofit, government, and private-sector environments, and I have been fortunate to work in roles that require both strategic direction and deep relational work. I have led large multi-service organizations, served on CoC governance bodies, chaired system-level committees, and now work nationally with counties, nonprofits, and networks through my role at Fortell AI. These experiences have strengthened my ability to navigate complex systems, lift up staff and partners, and guide organizations through periods of significant change.

My leadership style is grounded in being people first. I believe leadership begins with care, compassion, and clarity. I am someone who brings a seasoned understanding of systems, policy, funding, and operations, but I pair that experience with an approach that centers people above processes. I work to build environments where staff feel supported and trusted, partners feel respected, and decisions are made transparently and collaboratively. I lead in a way that acknowledges the weight people carry in this work and the importance of creating a culture of stability, empathy, and shared purpose.

I am also a leader who values accountability and continuous improvement. In my previous role as CEO of Metropolitan Development Council, I guided teams through major program expansions, financial challenges, and system redesign efforts while maintaining a focus on equity and mission alignment. Throughout my career I have had to make difficult decisions, navigate complex funding structures, and work across multiple systems including housing, behavioral health, youth services, energy assistance, and HMIS. These experiences have taught me how to lead through complexity with steadiness and intentionality.

In my current work in the private sector, I bring that same leadership approach to collaborative partnerships with agencies and counties across the country. I focus on listening first, understanding community needs, and building technology solutions that support, rather than replace, human relationships and human work. My leadership style is rooted in humility, learning, and ensuring that the people doing the work every day have the tools and support they need.

Overall, I am a leader who approaches challenges with empathy, brings a wide lens of experience across systems, and prioritizes people in every aspect of my work. I aim to lead in a way that is steady, collaborative, and grounded in both compassion and accountability.



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.

The KCRHA Theory of Change states that if we create a homelessness 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. This framework aligns closely with how I approach both my professional and personal work. Through my role with Fortell AI, I design systems that reduce barriers, improve access, and help people navigate services with dignity, ease, and clarity. My work centers the lived experience of individuals by focusing on what they need most in moments of crisis: clear information, simple pathways into services, and fewer administrative hurdles. I believe that when systems are designed with people, rather than programs, at the center, outcomes are more equitable and communities experience greater trust and stability. If selected to serve on the CoC Board, I would apply this Theory of Change by advocating for consistent and meaningful involvement of people with lived experience in policy and system design, supporting data-informed decision making that highlights inequities and guides resource allocation, and encouraging the ethical use of technology to improve access and reduce staff workload while respecting privacy and dignity. I would also support transparent governance, equity-based prioritization in the annual HUD CoC application, and collaboration across sectors including nonprofit, governmental, and business communities. My intention is to integrate this people-centered, equity-focused framework into all aspects of Board work and to advocate for a system that is responsive, accountable, and grounded in the experiences and needs of the communities it serves.

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

☐ Yes

☒ No

