



Seattle-King County Continuum of Care Board Application

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

CoC Board Member Expectations and Commitment

CoC Board members are expected to attend one regular meeting and participate in one subcommittee or workgroup each month, in addition to any special meetings that require a CoC Board vote. Responsibilities also include reading and responding to emails and phone calls, as well as completing other administrative tasks – up to 15 hours per month. All applicants must be able to commit to a minimum two-year term.

General Information	
Full Name & Pronouns:	Sara Gonzalez (she/her)
Phone:	[REDACTED]
Email Address:	[REDACTED]
Zip Code:	98116
Are you able to commit up to 15 hours a month for the 3-year duration?	Yes
Please indicate which seat you are applying for:	Homeless Service Provider
Please indicate the King County region you primarily represent. (Select one).	North King County
Please indicate the sub-population(s) you directly represent.	Veterans, Disability Community, Elders (55+), Youth and Young Adults (up to 24)

Application Questions

1. Please describe how you are a representative of the seat for which you are applying.

I am a homeless service provider.

Over the past three years I have directly worked with adults experiencing homelessness. Currently, I work as a housing case manager in Downtown Seattle.

2. Tell us how you use your influence, authority, or relationships within your representative community or sector to effect change. Please include a specific example.

Part of my role involves building and maintaining strong relationships with community partners to ensure guests have access to essential services, including food, hygiene supplies, mental health care, clothing, legal support, housing, and employment resources.

I identified a gap in my service area when relocation assistance to help guests exit homelessness became unavailable, despite continued requests for this support. In response, I collaborated with outreach teams and successfully connected guests to alternative resources, including securing Greyhound tickets to support safe relocation.

I also actively use my influence to hold community partners accountable when service disruptions impact the guests we serve, ensuring reliability and continuity of care.

Lastly, I leverage trusted relationships with providers to reduce barriers clients face when accessing services. For example, I partnered with the King County Veterans Program to introduce onsite shelter referrals for Veterans at my location. This collaboration eliminated the need for guests to travel to the Northgate office, enabling faster and more equitable access to services.



3. Please describe your understanding of the Continuum of Care (CoC).

My understanding of the Continuum of Care is that it ensures funding is used responsibly and effectively by establishing oversight structures, such as the Coordinated Entry Committee, that reviews and guides policies, procedures, and community collaborations to promote equitable, efficient access to services.

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

What motivates me to serve on the board is the understanding I have gained through my direct work with guests who have fallen through the cracks of our systems, as well as through the service connections I rely on that demonstrate how intentionally and tirelessly programs are working to help clients exit homelessness. I want to bring these firsthand perspectives to the board—both the barriers clients face and the realities service providers navigate daily. By sharing this insight, I hope to help strengthen our systems in ways that support our shared goals.

I am particularly interested in serving on the Coordinated Entry Committee, as I have hands-on experience completing assessments, submitting Coordinated Entry nominations, and attending office hours. I have regularly used this system to support individuals in receiving housing referrals to Permanent Supportive Housing and Rapid Rehousing. While I am deeply appreciative of the work that has gone into making Coordinated Entry a functional and impactful system, I have also witnessed the challenges and obstacles clients experience when attempting to access the system or be appropriately prioritized.

I hope to contribute my frontline perspective to help identify opportunities for improvement and increase accessibility and effectiveness for those who rely on it most.



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

My vision of a successful Continuum of Care board is one that meaningfully incorporates input from individuals of diverse backgrounds and experiences. I believe it is essential for the board to reflect a range of lived and professional perspectives to make informed, equitable decisions.

Additionally, a strong board actively engages community partners at all levels—not only managers and directors, but also program assistants and relief staff who spend the most time directly supporting the guests we serve. Their insights are critical to understanding how policies and systems function in practice.

Lastly, I believe a successful board is one that is able to engage in respectful disagreement, remains open to new perspectives, and is willing to advocate for change. This type of collaborative, thoughtful leadership is necessary to continuously improve our systems and better serve our communities.

6. Describe your leadership experiences and style.

Since December 2024, I have served as the sole case manager for the day center where I work and have taken the lead in structuring policies related to shelter and housing referrals. In this role, I have demonstrated leadership by empowering program assistants, building their confidence, and supporting them in delivering effective, guest-centered services. I have also taken the initiative to build and strengthen community relationships with a variety of service providers to expand resource access and better support the guests we serve.

I bring prior experience representing others on committees through my college, as well as professional leadership experience as a customer service trainer. These roles have strengthened my ability to collaborate, facilitate discussion, and represent diverse perspectives.

My leadership style centers on honoring every voice. When working with guests, I remind them that they are the experts of their own lived experience. When working with colleagues, I lead with compassionate curiosity—seeking to understand, support, and build solutions collaboratively.



7. 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 CoC 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.

One way I incorporate the Theory of Change into my work is by centering the voices and needs of the guests I serve and respecting their personal beliefs and choices. I do not push resources that are misaligned with their values or goals. Instead, I use their lived experiences to guide my approach and support them in identifying housing options that are a strong and sustainable fit.

This person-centered practice has contributed to positive outcomes, with 92% of the clients I have supported into housing remaining stably housed.

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

No

