



# Seattle-King County Continuum of Care Board Application

Please complete the entire form and email to [coc.questions@kcrha.org](mailto: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	
<b>Full Name &amp; Pronouns:</b>	Patrick Arney (He/Him)
<b>Phone:</b>	[REDACTED]
<b>Email Address:</b>	[REDACTED]
<b>Zip Code:</b>	98117
<b>Are you able to commit up to 15 hours a month for the 3-year duration?</b>	Yes
<b>Please indicate which seat you are applying for:</b>	Homeless Service Provider
<b>Please indicate the King County region you primarily represent. (Select one).</b>	North King County
<b>Please indicate the sub-population(s) you directly represent.</b>	Disability Community, Additional Representations

## Application Questions

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

Since 2017, WELD has provided more than 150,000 nights of shelter to over 2,000 individuals through our housing programs. These programs are built around a comprehensive, wraparound model that includes peer support, clinical case management, workforce development, and transitional employment opportunities.

As a founder of WELD and its first full-time employee, I have led the organization through sustained growth -- averaging approximately 75% year-over-year -- while maintaining a clear focus on serving individuals with the highest barriers to stability. Our model is grounded in lived experience; many of our team members, including myself, bring firsthand experience with homelessness, incarceration, and recovery from substance use disorder. This perspective shapes how we design and deliver services -- prioritizing trust, accountability, and real pathways to stability.

Through this work, I represent the homeless service provider seat with both operational depth and lived expertise, bringing a grounded understanding of what it takes to deliver effective, scalable services within King County's Continuum of Care system.

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.

I use my influence by operating at two levels simultaneously -- systems and people -- and making sure each informs the other.

At the systems level, I have built and leveraged relationships across King County, the State of Washington, federal partners, and the City of Seattle to align funding, policy, and service delivery in ways that expand access to housing and reentry support. Through these partnerships, I have helped secure over \$15 million in public funding for capital projects and more than \$13 million from private sources, enabling the development of housing and program infrastructure that would not otherwise exist. This work requires not just advocacy, but credibility. Demonstrating that our model delivers outcomes and that we can responsibly deploy public resources at scale.

A specific example is our work advancing housing projects through coordinated funding stacks that include county and state alongside private capital. By working closely with public partners to align priorities -- particularly around serving individuals with high barriers, including those exiting incarceration -- we have been able to move projects forward that expand the region's capacity for permanent and transitional housing tied to services.

Also, through partnerships with King County and 70 businesses from the local business community, we have built and scaled our employment social enterprise, Weld Works. Through that work, we have returned over \$4 million directly to individuals reentering the community from homelessness through wages -- creating not just income, but pathways to stability, dignity, and long-term employment.

I have also used my position to advocate for a more balanced Continuum of Care -- one that intentionally includes recovery-based models alongside traditional approaches. Through engagement with public partners and funders, I have pushed for investment strategies that recognize recovery from substance use disorder as a critical pathway to long-term housing stability for many individuals in our system suffering from chronic substance use disorder.

More importantly is how I use influence within the community we serve. As someone with lived experience in homelessness, incarceration, and recovery, I am able to connect directly with participants in a way that builds trust and belief. I regularly engage with members in our programs -- not just as an executive, but as someone who has walked a similar path -- helping them see what is possible beyond immediate survival. This has a tangible impact on engagement, retention, and outcomes, as individuals begin to envision and pursue stability, employment, and leadership in their own lives.

Ultimately, I use my influence to bridge systems and lived experience -- ensuring that policy and funding decisions are grounded in what actually works, and that the people most impacted by homelessness see themselves reflected in both the services and the leadership shaping them.



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

A Continuum of Care is the HUD-required framework that organizes how a region coordinates housing and services for people experiencing homelessness.

In King County, the CoC is implemented through the King County Regional Homelessness Authority.

From my perspective, as a provider, the CoC is both a funding mechanism and an operating system. It should set expectations, create accountability, and -- when it's working well -- ensures that providers are not operating in silos but as part of a broader, coordinated effort to reduce homelessness.

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

I'm motivated to serve on the CoC Board because I care deeply about the safety and equity of our community, and I want to represent the population we serve in decisions that directly impact their lives.

This is also an inflection point. The system is under real pressure, and that creates both risk and opportunity. I want to be part of the group helping shape what comes next -- ensuring we stay grounded in what actually works for people on the ground while pushing for a more effective and accountable system.

I've seen the impact of this kind of work firsthand. Since 2022, I've served on the board of Key Recovery and Life Skills Center during a period of significant transition. That experience reinforced for me the power of collective leadership in times of uncertainty -- and the opportunity to do meaningful, lasting work when the stakes are high.

Ultimately, I'm stepping forward because I believe I can contribute to a CoC that is responsive, equitable, and more aligned with the realities of the people it's meant to serve.



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

I don't think there's a perfect answer to this, but I believe a successful CoC Board is one that is disciplined, aligned, and willing to learn from what's working elsewhere.

From studying high-performing systems like New Orleans and Houston, a few things are clear. First, strong boards leverage all resources -- not just HUD dollars, but state, local, and private funding -- to build a truly unified system. Second, they are performance-driven. They set clear benchmarks and are willing to reallocate resources when programs aren't delivering outcomes. And third, they are inclusive in how they lead, ensuring lived experience and cross-sector voices are at the table shaping decisions.

For King County, aligned with the Regional Homelessness Authority goal to end homelessness through a unified, efficient, and equitable system, I think success comes down to working closely together around shared goals, being honest about what's working and what's not, and having the discipline to adjust in real time.

I don't pretend to have it all figured out -- but I believe if the board is aligned, accountable, and willing to learn from proven models, past successes, and past failures, we can build a system that actually defines what success looks like for our region.

6. Describe your leadership experiences and style.

My leadership style is grounded in relationships, clarity of purpose, and thoughtful decision-making.

Interestingly enough, I completed a Gallup StrengthsFinder assessment yesterday, and while some results were surprising, they reinforced how I tend to lead. My top strengths -- Connectedness, Belief, Context, Intellection, and Empathy -- I lean heavily toward relationship building and real time strategic thinking. In practice, that means I work to connect people to a shared purpose, stay anchored in clear values, and make decisions informed by both data and context.

I spend a lot of time understanding the "why" behind issues -- both historically and in real time -- so we're not just reacting, but making informed, intentional choices. At the same time, empathy is central to how I lead. I try to understand where people are coming from, especially in high-stress environments, and use that to build trust and alignment across teams.

I'm not a top-down leader. I do my best to set clear expectations, create space for honest dialogue, and hold people accountable to outcomes. I believe strong teams come from trust, shared ownership, and a willingness to engage in hard conversations when needed.

At the end of the day, my role is to connect people, keep us grounded in purpose, and ensure we're making decisions that actually move the work forward.



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.

At WELD, the Theory of Change shows up in how we design and deliver services. Our model centers people with lived experience -- in how we build programs, in who we hire, and how we engage members -- because we've seen that trust, credibility, and shared experience drive better outcomes. That allows us to respond to real needs, not assumptions, and address inequities that often keep people stuck in the system.

On the CoC Board, I would apply this by consistently pushing to ground decisions in lived experience and measurable outcomes. That means advocating for policies, funding, and system design that reflect what people actually need to exit homelessness and stay housed -- not just what is easiest to fund or administer.

I would also use my role to elevate the voices of the communities we serve, ensuring they are not just represented, but actively shaping the system. If we stay disciplined in centering lived experience and aligning resources to real needs, we move closer to a system that works for everyone.

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

No

