



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:	Nichole Alexander
Phone:	[REDACTED]
Email Address:	[REDACTED]
Zip Code:	98012
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).	South King County
Please indicate the sub-population(s) you directly represent.	Families, Domestic Violence or Intimate Partner Violence, Additional Representations

Application Questions

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

As the Director of Outreach and Special Initiatives for CoLEAD, I represent a frontline service provider responding to subpopulations that traditionally have been poorly served by our region's homelessness response approach. Our work centers on individuals who are living unsheltered and navigating complex barriers including behavioral health challenges, substance use, and long histories of system involvement. I operate at the intersection of outreach, care coordination, and systems navigation, ensuring that those most often excluded from traditional service pathways are meaningfully engaged.

I checked the box for "service provider," but also have lived experience of the multiple systems our clients are often entangled with (prior incarceration and substance use), and our work is a formal part of the County's public safety response landscape, so could qualify in other seats.

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 position to bridge gaps between systems and the individuals they are designed to serve, often translating frontline realities into actionable system level improvements. I prioritize building strong, trust based relationships across sectors including government partners, shelter providers, and community based organizations to align efforts and reduce fragmentation.

For example, in my work with CoLEAD, I identified consistent barriers for participants who were unable to access traditional shelter due to behavioral health acuity and past system exclusions. I helped advocate for individualized placement strategies and enhanced care coordination approaches that better met participant needs. This resulted in increased placements for individuals who had previously been considered "service resistant" by traditional systems. My role required both direct advocacy and strategic collaboration to shift perspectives and practices toward more inclusive solutions.



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

A Continuum of Care is a coordinated system designed to prevent and reduce homelessness through aligning funding, policy, and service delivery. It brings together a range of stakeholders: service providers, local governments, people with lived experience, and community partners. This is to ensure that resources are distributed equitably and interventions are evidence based. At its core, a CoC is responsible for strategic planning, prioritization of resources, and oversight of programs that span outreach, shelter, housing, and supportive services.

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

I am motivated by the opportunity to help shape a system that is more equitable, responsive, and effective for those experiencing homelessness, particularly individuals who have historically been excluded or underserved. My work has shown me both the strengths and the gaps within our current system, and I am committed to ensuring that policy and funding decisions are informed by the realities on the ground.

Serving on the CoC Board would allow me to elevate the voices of frontline providers and participants, while contributing to solutions that reduce barriers and expand access to housing and care. I am especially driven to advance approaches that center dignity, choice, and long term stability, rather than short term or one size fits all interventions.



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

A successful CoC Board is one that is both strategic and accountable, with a clear commitment to equity and measurable outcomes. It prioritizes transparency in decision making, meaningfully incorporates lived experience, and ensures that funding aligns with what is most effective in ending homelessness. I see a strong CoC Board as one that actively listens to providers and participants, uses data to inform decisions without losing sight of human impact, and is willing to challenge traditional approaches when they are not working. It should foster collaboration across sectors and hold systems accountable for reducing disparities and improving outcomes for those most impacted by homelessness.

6. Describe your leadership experiences and style.

My leadership experience is rooted in community based work, where adaptability, relationship building, and accountability are essential. I have led multidisciplinary teams, developed outreach strategies, and implemented programs that require coordination across complex systems. My approach emphasizes clear communication, shared responsibility, and a strong commitment to both outcomes and the people doing the work.

My leadership style is collaborative and solutions oriented. I prioritize creating environments where staff feel supported and empowered, while also maintaining high expectations for quality and impact. I lead with compassion and responsiveness, recognizing that both staff and participants are navigating complex challenges. At the same time, I am comfortable making difficult decisions and advocating firmly when systems need to change.



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.

The KCRHA Theory of Change closely aligns with how I approach my work: centering people with lived experience as the foundation for designing and improving systems. If we are intentional about building a response system that listens to and is shaped by those most impacted, we can more effectively identify gaps, eliminate inequities, and create pathways out of homelessness that are sustainable.

On the CoC Board, I would advocate for policies and funding decisions that reflect this commitment, ensuring that lived experience is not only included, but meaningfully integrated into leadership and decision-making. I would also push for investments in flexible, person-centered approaches that meet individuals where they are, rather than forcing them to fit into rigid systems.

Supporting the communities I represent means continuously bringing forward our experiences, identifying systemic barriers, and working collaboratively to remove them. By grounding decisions in both data and lived expertise, I would contribute to a CoC that is more equitable, responsive, and ultimately more effective in reducing homelessness for all.

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

No

