



CITY OF KIRKLAND
PARKS AND COMMUNITY SERVICES
123 Fifth Avenue, Kirkland, WA 98033
425-587-3000

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager of External Affairs
Lynn Zwaagstra, Director of Parks and Community Services
Jen Boone, Human Services Manager
Amanda J Judd, Human Services Coordinator

Date: June 1, 2026

Subject: **Sheila Stanton Place Update**

RECOMMENDATION:

Staff recommends that the City Council receives the required sixth month update on the opening of Sheila Stanton Place.

EXECUTIVE SUMMARY:

- Sheila Stanton Place, King County's Health Through Housing site located in Kirkland, was named in December 2025 and opened to residents in January 2026.
- Sheila Stanton Place will provide 100 units of permanent supportive housing; a resource need identified in the City's Homelessness Continuum of Care Action Plan.
- The City entered into a Permanent Supportive Housing Agreement (PSHA) with King County that requires a report to the Council within 6 months of the facility being opened.
- A Code of Conduct, Safety and Security Plan, and Community Relations Plan, including a Good Neighbor Agreement, were developed collaboratively by the City, King County, Plymouth Housing, and community stakeholders to establish expectations, operational protocols, and communication pathways supporting successful facility operations.
- Staff from the City, King County, and Plymouth Housing will present Council with updates and data collected since the opening of Sheila Stanton Place.

BACKGROUND:

City of Kirkland's Homelessness Continuum of Care

In December 2025, the City adopted its first formal Homelessness Continuum of Care Action Plan,¹ establishing a coordinated system designed to ensure that experiences of homelessness are rare, brief, and non-recurring. The plan outlines five core investment areas: prevention,

¹ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2025/december-9-2025-special-meeting/3b1_business.pdf

outreach, emergency shelter services, temporary shelter and housing, and subsidized permanent housing.

The City's Response: A Continuum of Care



Creating Permanent Supportive Housing in Kirkland

Permanent Supportive Housing (PSH) is a long-term, evidence-based housing model designed for individuals experiencing chronic homelessness who face significant barriers to housing stability, including disabilities or complex health conditions. PSH combines permanent affordable housing with 24/7 supportive services, allowing residents to hold a standard lease and maintain a stable home while accessing services that help them remain housed.

King County's Health Through Housing Initiative

King County launched the Health Through Housing (HTH) initiative² in 2020 to reduce chronic homelessness by creating supportive housing through the acquisition and conversion of hotels and other existing buildings. The initiative is funded through a dedicated 0.1% countywide sales tax authorized by Washington House Bill 1590 (2020)³ and has established 17 HTH sites across King County. As the municipal host of an HTH site, the City of Kirkland entered into a Permanent Supportive Housing Agreement⁴ (PSHA) with King County. The PSHA outlines the operating framework for the site, including service requirements, accountability measures, and the roles and responsibilities of each partner. Section 4 of the PSHA contains the following reporting language:

4. Reports to the City Council

- a. *The County and Contractor will publicly report to the City Manager and City Council within six months of the Facility beginning to accept residents, and at least annually thereafter, unless the City Council approves less frequent reports, regarding operation of the Facility and compliance of the Contractor with the terms of the Services Agreement.*
- b. *The report should include data points that are coordinated with the City and that are approved by King County and the Health Through Housing Advisory Committee, such as the following, to the extent reasonably available:*
 1. *Data on the number of new tenants, exits, unit nights, and households served during the reporting period, including demographics;*
 2. *Number of residents enrolled in permanent supportive housing at the Facility;*

² <https://cd.kingcounty.gov/en/dept/dchs/human-social-services/community-funded-initiatives/health-through-housing>

³ <https://app.leg.wa.gov/billsummary?BillNumber=1590&Year=2019>

⁴ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-managers-office/pdfs/hth/2023_resolution-5583-psha.pdf

3. *Number/percentage of residents receiving on-site and off-site resident supports, including estimated hours provided to residents by service providers;*
4. *Number/percentage of residents enrolled in Medicaid or another means of health insurance;*
5. *Number/percentage of residents who receive physical or behavioral healthcare supports;*
6. *Number/percentage of households who maintain or increase income through employment or public benefits while residing at the Facility;*
7. *Number/percentage of individuals who maintain or exit to permanent housing from permanent supportive housing;*
8. *Number/percentage of residents with emergency visits and psychiatric hospitalizations;*
9. *Number/percentage of residents with criminal justice system interactions;*
10. *Information on community feedback received by the County or Contractor, including a summary of any action taken as a result, if any;*
11. *Number of emergency responses to the Facility;*
12. *Data on the results of the County's background screening process.*

Because Sheila Stanton Place is opening in phases (as described later in the memo) and is not yet fully occupied, data collection for the report will be incomplete. Staff from the City, King County, and Plymouth Housing will present Council with the latest updates and data collected.

DISCUSSION/ANALYSIS:

Collaboration and Community Engagement

Since the previous update to City Council,⁵ staff from the City, County, and Plymouth Housing, the selected site operator,⁶ have met regularly to coordinate project progress, share updates, and resolve operational questions. In addition, the three partners convened monthly meetings with community stakeholders located near the site to provide updates and gather feedback on draft operational documents since November 2023. (See Plan Agreements)

Community stakeholders included representatives from nearby businesses, schools, property management groups, and the neighborhood association. Figure 1 lists the organizations that participated in these engagement meetings.

Figure 1 - Community Engagement Stakeholders

Anthony's Restaurant	Kenworth	Sports Chiropractic
Burgermaster	Kitchen and Market	Villagio
Cedar Crest Academy	Lansing Real Estate Development	Webber Chiropractic
Chestnut Montessori School	Linbrook Office Park	Yarrow Bay Plaza
Defensive Driving School	Network Architects	Zaser & Longston, Inc
Eastside Preparatory School	Northstream Development	
Houghton Neighborhood Assn.	PACCAR	

⁵ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/october-15-2024/7a_special-presentations.pdf

⁶ <https://dchsblog.com/2024/08/15/plymouth-housing-named-new-health-through-housing-operator-in-kirkland/>

Plan Agreements

Prior to the site opening, staff from the City, County, and Plymouth Housing collaborated to develop three plan agreements that formalize expectations, outline processes, and establish clear communication channels. These agreements are designed to support the success of the program and ensure that residents and neighbors feel safe, are informed, and understand the correct channels and points of contact to communicate questions and concerns.

The three plan agreements include:

- Code of Conduct – Defines expectations for resident behavior and outlines consequences for non-compliance. It is incorporated into the lease that every resident signs at move-in. The City Manager served as the final approving authority. See Attachment 1 – Code of Conduct.
- Safety and Security Plan – Establishes safety protocols for residents and the surrounding neighborhood, including 24/7 onsite staffing and security measures. The Kirkland Chief of Police served as the final approving authority. See Attachment 2 – Safety and Security Plan.
- Community Relations Plan/Good Neighbor Agreement – Outlines communication protocols, processes for addressing concerns, and strategies for identifying and mitigating impacts on nearby schools, businesses, and residents. The City Manager served as the final approving authority. See Attachment 3 – Community Relations Plan and Attachment 4 – Sheila Stanton Place Key Contacts.

Sheila Stanton Place

In December 2025, the Health Through Housing site was named Sheila Stanton Place in honor of Sheila Stanton, a deeply respected Kirkland resident and community advocate who passed away earlier that year. The naming recognizes Ms. Stanton's legacy of community-building, equity and anti-bias leadership, and compassionate service to others.

Welcoming Residents

Sheila Stanton Place opened and began welcoming residents in January 2026. Move-ins are occurring in three phases to ensure residents receive comprehensive wraparound support and to align with the construction schedule as former hotel rooms are converted into studio apartments with the addition of kitchenettes. As sections of units are completed and certificates of occupancy are obtained, the King County Facilities Management Division turns over the rooms to Plymouth Housing staff for deep cleaning and setup, including bedding, kitchen supplies, and bathroom essentials. When fully leased up, Sheila Stanton Place will provide 100 units of permanent supportive housing.

Anticipated phased move-in schedule for 2026

- **Phase 1:** January to April – 22 residents
- **Phase 2:** May to mid-June – 34 residents
- **Phase 3:** Mid-June to July – 44 residents

Community Support

Several community organizations and faith-based groups have proactively created a warm, welcoming environment for new residents at Sheila Stanton Place. Groups such as Eastside Preparatory School, Holy Spirit Lutheran Church, Lake Washington United Methodist Church, and Northlake Unitarian Universalist Church have contributed handwritten welcome notes, care kits, hygiene supplies, and handmade quilts. Their support reflects a commitment to ensuring residents feel valued and supported as they move into their new homes.

Resident Referrals

Under the Permanent Supportive Housing Agreement (PSHA) between the City and King County, up to 65% of units at Sheila Stanton Place are designated for individuals with local Kirkland and Eastside experiences of homelessness who meet eligibility criteria for permanent supportive housing. The remaining 35% of units are filled through referrals from the countywide Coordinated Entry⁷ system.

By the end of Phase 2 move-ins, all unhoused individuals working with the City's homeless outreach staff who are eligible and interested in PSH will have moved into Sheila Stanton Place. For additional local referral details, see Attachment 5 – Sheila Stanton Place Local Referrals.

Site and Facility Improvement Updates

Several improvements have been made to the Sheila Stanton Place site since the last report to City Council, including both internal construction progress and exterior upgrades.

Internal Site Updates

Construction has continued in phases to add a kitchenette to each resident unit. Work was sequenced by building section (East and West) and by floor to allow portions of the building to open as they were completed. As of May 2026:

- East Levels 1-4 have been completed and released for resident occupancy, staff offices, and a nurse's space.
- West Levels 3 and 4 have also been released for resident occupancy.
- Basement level improvements include new laundry facilities and a community room.

External Site Updates

Exterior improvements have refreshed the building's appearance and enhanced site security. The building has been repainted, and updated fencing has been installed around the property perimeter. Electric vehicle gates and pedestrian gates have been added at key points of ingress and egress to support controlled access and overall site safety.

NEXT STEPS:

In alignment with the Permanent Supportive Housing Agreement, staff from the City, King County, and Plymouth Housing will return to City Council annually to report on the operation of Sheila Stanton Place.

ATTACHMENTS:

Attachment 1 - Code of Conduct
Attachment 2 - Safety and Security Plan
Attachment 3 - Community Relations Plan
Attachment 4 - Sheila Stanton Place Key Contacts
Attachment 5 - Sheila Stanton Place Local Referral

⁷ <https://kcrha.org/service-providers/about-coordinated-entry/>

June 2025

King County

Kirkland Health Through Housing

Code of Conduct

Purpose

Plymouth Housing seeks to create a community where individuals from all backgrounds and life experiences are safe and welcomed. Residents are required to follow this code of conduct ("Conduct Code") to ensure a safe and peaceful environment for all. This Conduct Code is a condition of tenancy and adherence to it benefits everyone by creating a positive and neighborly community where all residents, guests, staff, and community members can feel comfortable and secure. This Conduct Code applies to the Resident's rental unit (the "Unit") and the building and property (together the "Property") of which the Unit is a part and establishes expectations for activity in the immediate and surrounding community. No part of this agreement is intended to conflict with or supersede existing local, state, and federal laws.

Some neighbors may be adjusting to new living arrangements; understanding and patience with each other is encouraged. Building staff are available to assist residents in addressing concerns related to this Conduct Code or neighborly interactions. Residents are encouraged to seek support from staff when needed.

Conduct Code Terms

1. Resident shall use the Unit solely as a private dwelling for Resident and Resident's household, as identified on Resident's Lease, and shall not use or permit its use for any other purpose.
2. Resident or Resident's guest(s) shall not possess, use, or discharge firearms or weapons of any kind on the Property, including but not limited to rifles, handguns, bows, slingshots, BB guns, slings, traps, or chemical irritants.
3. Resident or Resident's guest(s) shall not engage in behavior on the Property that unreasonably interferes with the rights, comforts, and conveniences of other residents, neighbors, volunteers, or staff. Behavior that presents a threat to community safety on the Property is not acceptable, including but not limited to harassment, abuse, mistreatment, sexual or lewd conduct, threatening behavior, verbal threats, aggression, foul or hateful language, menacing behavior, or discriminatory and/or racist behavior.
4. Resident is responsible for the actions and behavior of their guest(s), invitees, and anyone allowed access to the Property by the Resident; tenancy may be terminated based on the actions of these individuals in accordance with applicable laws.
5. Resident or Resident's guest(s) shall not smoke substances of any kind in Units or Property common areas. Smoking is permitted in designated outdoor smoking areas only. Smoking is also prohibited within 25 feet of entrances, exits, windows, and air intakes.

6. Property common (shared) areas are for the enjoyment of Plymouth Housing residents and are smoke, alcohol, and drug-free areas. Common areas include the building lobby, community rooms, shared laundry or kitchen facilities, corridors, and parking lot. If a Resident or Resident's guest(s) appear to be under the influence of drugs or alcohol while in an indoor or outdoor Property common area and are engaged in disruptive behavior, Plymouth staff may ask that they leave the common area and/or the Property.
7. Resident or Resident's guest(s) shall not engage in or assist with the use, distribution, sale, or manufacture of any illegal or controlled substance as defined in city, county, state and/or federal laws, including but not limited to the Washington and Federal Controlled Substances Act.
8. Residents and guests shall have due regard for the reasonable peace, comfort, and enjoyment of other tenants. Musical instruments, radios, televisions, game players, audio players, etc., shall be played at a conversational volume so as not to disturb others. Residents and guests shall not create a noise disturbance or nuisance. Noise that unreasonably interferes with the quiet enjoyment of others is not permitted. Quiet hours are from 10:00 p.m. to 8:00 a.m.
9. Residents and guests shall not engage in behavior outside of the Property that unreasonably interferes with the rights, comforts, and conveniences of others in the immediate and surrounding community. Behavior that presents a threat to community safety outside of the Property is not acceptable. This includes but is not limited to harassment, abuse, mistreatment, sexual or lewd conduct, threatening behavior, verbal threats, aggression, foul or hateful language, menacing behavior, or discriminatory and/or racist behavior.

Conduct Code Compliance

Resident shall ensure compliance with this Conduct Code by all members of the Resident's household, guests, invitees, or any other individual to whom the Resident provides Property or Unit access. Resident acknowledges that a violation of Conduct Code by the Resident or any of the above persons may result in Plymouth Housing staff engaging with the Resident to address the violation, offer support and opportunity for remediation, issue warning notices, and/or pursue legal action that may lead to termination of tenancy. Violations and consequences will be evaluated on a case-by-case basis, including but not limited to consideration of the severity and/or progressive nature of the violation(s).

Each resident, guest, staff member, and community member is responsible for building a positive and neighborly community. By my signature below, I acknowledge that I have read and understood the above Conduct Code and agree to be bound by it.

Resident Print Name

Resident Signature

Date

November 2025



Kirkland Health Through Housing

Safety & Security Plan

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I. Background and Goals

Plymouth Housing is providing this Safety and Security Plan in accordance with the Permanent Supportive Housing Agreement (PSHA) between the City of Kirkland and King County, an interlocal agreement implemented on July 3, 2023. Plymouth developed this plan with consultation from the Kirkland Police Department (KPD) and the Kirkland Fire Department (KFD). Per the PSHA, this plan was approved by the City of Kirkland Chief of Police. This plan outlines evidence-based processes, procedures, and interventions that guide prevention and responses to safety and security concerns.

Plymouth's mission is to provide "safe, quality supportive housing." We know that to provide stable housing to individuals who have experienced homelessness, we must build trust by tailoring our

buildings and operations to foster safety. Health through Housing (HTH) Kirkland is intended to be a safe place for residents to heal from the trauma of homelessness and other life circumstances.

As a longtime operator of permanent supportive housing, Plymouth has extensive experience in policy and procedure, building design, trained staff, and quality assurance practices that support safety and security. While we serve a community of people who may need on-site supportive services to succeed in housing, we also believe that holding residents accountable for their choices contributes to their skill-building and journey to independence. All city, county, state, and/or federal laws apply to residents at HTH Kirkland, and residents must also sign and abide by a Code of Conduct outlining expectations for behavior that contributes to a safe community for all.

II. Site Policies and Design

No Weapons Policy

Firearms or weapons of any kind are not allowed on the Property at HTH Kirkland, including in vehicles. This includes the possession, use, or discharge of weapons of any kind, including but not limited to rifles, handguns, bows, slingshots, BB guns, slings, traps, or chemical irritants. This prohibition applies to residents, guests, and staff, but does not apply to law enforcement. HTH Kirkland's Code of Conduct, signed by each resident, reiterates this policy.

Site Security Features

The King County team has worked to incorporate elements of Crime Prevention Through Environmental Design (CPTED) into the site design, based on the evidence-based principle that the greater the risk of being seen, challenged, or caught, the less likely crimes or criminal behavior is to be committed. Thus, King County has carefully chosen fencing and gate materials which enhance natural surveillance and community connectivity.

The site features ample exterior lighting and surveillance cameras capturing the parking lot, smoking shelter, trash staging area, and shared driveway. The site is secured by two gates which require an access card or an intercom call to the front desk to gain entry. The front door of the building requires keycard access or intercom calls to the front desk, which enables Plymouth staff to carefully monitor and control visitors to the building. The location of the smoking shelter near the front entrance of the building allows for supervision from the 24/7 staffed front desk.

Kirkland Fire will have standard emergency access to secured gates and exterior doors via the Property's Knox box and through a Click2Enter gate system. Kirkland Police will also have emergency access to secured gates via a Click2Enter gate system and will follow standard KPD search and seizure procedures while on-site, including but not limited to potential access of exterior areas, common areas, and individual units. Both KFD and KPD will use the front door intercom to request entry from the 24/7 front desk. Pre-planned police operations at the site may be proactively coordinated with Plymouth's Director of Safety and the Site Director when feasible.

Parking Lot Policies

Plymouth Housing will only allow long-term parking on-site for staff and residents who have registered their cars with property management, provided vehicle registration as proof of ownership,

and display a Plymouth-assigned placard. Kirkland HTH resident must also sign a parking addendum as part of the lease which attests to the resident's agreement to abide by the following rules:

- No trailers, boats, campers, RVs, or trucks over one ton are allowed without special written consent from Plymouth's property management.
- Non-operative vehicles, car parts, or general storage are not permitted in the parking lot nor are they permitted in the shared driveway. Plymouth will supply a 48-hour notice and, if not remedied, the item or items will be towed away or otherwise removed at the resident's expense.
- Car camping or other forms of camping on the site, including on the shared driveway, will not be permitted.
- Weapons of any kind, including firearms, are not allowed on the Property and shall not be stored in vehicles.

Guests and vendors must park in designated parking stalls and may not stay for over 24 hours. Plymouth staff will put a notice on any vehicle that has stayed past the limit, indicating that staff will have the vehicle towed if not moved within 24 hours. Signage for the parking spaces off the shared driveway will designate that they are for staff parking only to discourage unauthorized parking, car-camping, or other types of camping. Safety Ambassadors will report any of the incidents to Plymouth's property management team. Plymouth will coordinate with King County to resolve issues quickly when they arise to minimize impact on the surrounding community. King County will retain the authority to tow any vehicles that are unauthorized or in violation of site parking rules.

24/7 Front Desk

Plymouth's staffing model features a 24/7-staffed front desk where assigned staff are responsible for facilitating controlled building access including the main entryway and any exterior gates, checking in building guests upon arrival, and monitoring common interior and exterior areas via live security footage. The front desk will be staffed by a minimum of two employees at all times to ensure coverage during breaks or incidents and to timely facilitate gate requests for entry. Urgent calls which require a response during or outside traditional business hours may be directed to the front desk, with the phone number to be listed on Plymouth's website. Front desk staff will alert other on-site staff when a situation occurs to initiate staff response, and if needed utilize Plymouth's after-hours call tree to triage a concern or request support from on-call and/or float staff. Front desk staff may also call the Facilities Management Division of King County for building related emergencies 24/7.

III. Staffing and Training

On-site Staff

Permanent supportive housing uses on-site services and staff to help residents thrive and work through the trauma of long-term homelessness. All on-site staff roles center around building relationships with residents and maintaining a safe and supportive building community.

At Plymouth, we know from our 45 years of experience that good rapport and trusted communication with residents paired with robust on-site staffing levels is the best prevention for interpersonal conflict, medical emergencies, and behavioral health crises. Individualized relationships help staff understand how to approach and support each resident's growth, and 24/7 staffing

ensures someone is always available to engage or respond when needed. On weekdays, 10-15 services and operations staff are typically on-site at a given time during daytime hours (8:00am-4:00pm); on weekends, that number is typically 2-4 staff. After hours (4:00pm-8:00am), there are typically 2-3 staff on-site and 2-4 staff on-call available to assist with responses to urgent issues at any of Plymouth's buildings.

Key Staff Roles

While all on-site staff are trained to respond to emergency and crisis, there are several crucial employee roles that regularly perform safety and security functions.

- **Residential Specialists** staff the reception desk around the clock to provide crucial care and response to our residents, and they also perform important security functions. They check-in and track building guests, answer the front desk phone, monitor real-time security camera footage, conduct regular building walkthroughs and welfare checks, and communicate with staff on other shifts by electronically logging pertinent information. Plymouth's policy is to schedule two Residential Specialists on site at all times. To maintain these minimums, a pool of On-Call Residential Specialists pick up shifts at Plymouth buildings where another Residential Specialist has called off. Plymouth's vast portfolio of permanent supportive housing allows supervisors to deploy Residential Specialists from one building to satisfy the staffing minimum at another.
- **Safety Ambassadors** are responsible for supporting safety by maintaining a physical presence onsite and establishing rapport with Plymouth residents. These staff members wear a uniform of a tan polo shirt, green khakis, and a yellow Plymouth staff badge. They monitor cameras, provide backup support for onsite staff, do regular perimeter walks of the property, and respond to escalated behavior from residents. Another key responsibility is to observe and report any issues or concerns to building and safety leadership. The Safety Ambassador positions will be dedicated full-time to the HTH Kirkland site. Initially, HTH Kirkland intends to have a minimum of two Safety Ambassadors, although that number may be adjusted in the future should additional positions be funded or to address the changing needs of the housing program. In the event of a position vacancy, Plymouth will make reasonable efforts to hire and fill the Safety Ambassador in a timely manner.
- **Site Directors** oversee the staff and building operations of a particular building; each Plymouth building has a single dedicated Site Director, and Kirkland HTH will also hire a dedicated Site Director. As part of maintaining a professional and supportive environment, Site Directors ensure that staff, residents, and guests are fulfilling their responsibilities to maintain building safety and are expected to debrief safety incidents and escalate major safety issues or concerns to Plymouth leadership, including to the Director of Safety.
- The **Director of Safety** supports the Safety Ambassadors and other on-site staff as part of the broader safety and security team. The Director of Safety is a senior position within Plymouth Housing and is responsible for managing the Safety Ambassadors and upholding safety standards across all Plymouth buildings. Safety leadership reviews incident reports daily, provides quality assurance follow-up as needed, does regular building safety assessments, serves as an agency leader in safety best practices, builds relationships with local emergency responders, and serves as a high-level contact for emergency responder leadership staff, including KPD and KFD.

Staff Training

All on-site staff are trained in and receive regular refresher trainings and recertifications in CPR, First Aid, AED use, Right Response De-Escalation training, and Plymouth's emergency safety procedures. All on-site staff are expected to respond to emergencies and engage other staff per protocol,

regardless of their role. From the site director to the janitorial staff, Plymouth trainings emphasize that emergency and crisis response is every employee's responsibility.

Plymouth's Emergency Safety Procedures training includes expectations for staff on coordination with emergency responders and law enforcement. This training includes, but is not limited to, policies on professional communication, expectations around giving law enforcement and emergency responders appropriate building access in emergent and non-emergent situations, response to situations involving a search warrant or "hot pursuit," and required follow-up documentation.

On-site Staff Role	CPR, AED, First Aid & Overdose Response	Right Response De-escalation 2-year certification	Plymouth Emergency Safety Procedures
Site Director	x	x	x
Residential Services Manager	x	x	x
Housing Case Managers	x	x	x
Safety Ambassadors	x	x	x
Community Specialist	x	x	x
Resident Aides	x	x	x
Residential Specialists	x	x	x
Property Coordinator	x	x	x
Janitor	x	x	x
Maintenance Technician	x	x	x

De-escalation Best Practices

All on-site Plymouth staff are required to be trained by a certified Right Response De-Escalation facilitator. Plymouth on-site staff develop relationships with and knowledge about residents over the course of their tenancies. Staff are often well-poised to respond to resident escalation and employ strategies that may best suit the individual. Below are some best practices Plymouth staff follow when engaging with escalated individuals:

- The first employee to respond takes on the role of the lead communicator and engages with escalated tenant.
- Staff act in support by securing the area. This includes removing bystanders, separating other individuals who are part of the conflict, and maintaining eyes on the situation
- Lead staff must consistently maintain calm, observe personal space, and communicate respectfully and empathetically with the escalated individual.
- Consider the needs of the individual who is escalated and tailor response to work to meet those needs. Staff may know that inviting one resident for a walk and a talk works to defuse a tense situation; for another resident, being directed to a quiet office to sit and decompress is a winning strategy.
- Maintain unthreatening personal body language
- Do not engage in power struggles
- Set and enforce reasonable boundaries
- If a situation escalates and safety is at risk, remove oneself from the situation and request assistance of law enforcement by calling 911.
- Aftercare:

- Reopen engagement with resident. Debrief situation when time has passed, and resident is at baseline.
- Make a long-term plan to meet needs and prevent future escalation. This may involve revising a resident's Individual Service Plan.

IV. Potential Safety Situations and Protocols

Non-Emergency Disruptive Behavior

Sometimes, individuals healing from the traumas of homelessness may behave in ways that are disruptive but not outright dangerous. An example of non-emergency disruptive behavior may be a person responding to internal stimuli in the form of talking or shouting to themselves. Plymouth's primary goal as a permanent supportive housing provider is to help our residents build skills that will allow them to achieve a greater degree of independence and stability, including skills to prevent or manage disruptive incidents. Strategies we may use to address the issue include, but are not limited to, the following:

- Engage with the resident directly about the incident, discuss potential consequences that may occur if the behavior continues (law enforcement may be called, their behavior may be frightening to others, they may not be able to utilize certain businesses because of their behavior, etc.) and brainstorm alternative behaviors and coping mechanisms.
- Add resolving a specific pattern of behavior to the resident's Individual Service Plan and work toward individualized goals. Create small scale goals for the resident to make progress on the larger behavior change.
- Connect residents with additional services that may address the root of the behavior. Internal and external behavioral health support will be referred to as needed.
- Work with neighbors to establish an action plan and how they can continue to seek support if the behavior occurs again.
- Model neighborly behavior by accompanying residents on neighborhood outings and providing coaching.
- For a consistent pattern of behavior, convene a Care Conference with resident and care providers (including external service providers if possible) to understand causes of the behavior and initiate appropriate interventions.

Dangerous Disruptive Behavior

If disruptive behavior occurs that poses a likely or imminent threat to the safety of the resident or others, Plymouth service and property management staff are prepared to respond with appropriate levels of care. Actions we may take in response to or following an incident include, but are not limited to, the following:

- Seek immediate assistance for illegal and dangerous behavior by utilizing emergency response procedures described in the section of this document entitled "Emergency Response On-site".
- Engage with the resident, address the incident, listen to resident explanation or response, and evaluate potential next steps.
- Convene a Care Conference with resident and care providers (including external service providers if possible) to understand causes of the behavior and initiate appropriate interventions that may be applied, such as medical treatment for physical ailments,

behavioral health counseling and/or medication, substance use disorder inpatient or outpatient treatment, connection to peer programming, or more frequent check-ins with on-site Housing Case Manager.

- Assess the resident for temporary or permanent higher levels of care in concert with a resident's other Plymouth or external care providers. This may include referring a resident to the Mobile Crisis Response Team, the Regional Crisis Response Agency (RCR), Connections Kirkland, and/or to King County Designated Crisis Responders for possible involuntary commitment. The resident may be referred to other interventions as appropriate.
- In certain circumstances, issue written and/or legal notices demanding cessation of the behavior.
- In certain circumstances, assess whether an incident or repeated behavior presents a significant safety risk to the building community and report to leadership for review. In such cases Plymouth staff may proceed one of the following ways:
 - a. Work with the resident to execute a mutual lease termination and agree on a termination date.
 - b. Pursue termination of tenancy through the eviction process.

Termination of Tenancy Related to Serious Unsafe Behavior

Upon move-in, Kirkland HTH residents sign a Code of Conduct that details expectations for tenant behavior and potential consequences for violations, including but not limited to Plymouth staff engaging with the Resident to address the violation, offer support and opportunity for remediation, issue warning notices, and/or pursue legal action that may lead to termination of tenancy. As stated in the Code of Conduct, violations and consequences are evaluated on a case-by-case basis. Plymouth considers it the responsibility of all team members to make every effort to encourage and assist residents to resolve underlying issues and re-enforce appropriate and healthy tenant behavior through extra support, flexible approaches, and creative problem-solving.

When necessary, Plymouth will pursue termination of tenancy and strives to ensure the process is transparent, fair, equitable, and has legal merit. While every individual case is different, Plymouth generally considers the progressive nature of the behavior, response to staff engagement, and the severity of the behavior when making the decision to pursue eviction. Plymouth's Eviction Advisory Board (EAB) regularly convenes and is composed of leadership from multiple departments including service, compliance, and executive leadership. The EAB reviews incident logs, staff reports and recommendations, and history of engagement between the resident and staff. The EAB will issue a group recommendation. If the recommendation is to pursue termination of tenancy, staff initiates the eviction process.

Emergency Response On-site

All Plymouth on-site staff are required to be trained in emergency response procedures. Our residents are people who have experienced chronic homelessness and, thus, have historically lacked access to regular primary and preventative care. While Plymouth will have an on-site medical clinic for residents to establish preventative care connections for physical and behavioral health conditions, chronic illnesses and complex health conditions are common and often result in the need for emergency medical response. Based on Plymouth's decades of experience, we expect medical incidents to be the most common reason for staff or residents to call 911. Other reasons staff or residents may access emergency response are when fire alarms are triggered, when a resident experiences a behavioral health crisis, or when an escalated situation requires assistance from emergency responders. Staff are trained to assess a situation and when it is appropriate to call 911. The following are examples of steps staff are trained to take before, during, and after an emergency:

Prevention: Plymouth staff are trained to observe and report unusual occurrences, behaviors, or concerning medical symptoms by writing logs in the electronic record software. Each shift change includes a debriefing session in which logs are read and important announcements relayed between shift teams. By reporting and staying current on logs and emails, staff are better able to proactively prevent many types of emergency situations on-site. Furthermore, resident issues are discussed during weekly full-building staff meetings. Staff of different roles come together to discuss collective response plans for residents who are struggling with physical or behavioral health challenges. Staff communications through meetings and logs may result in the resident's care team bringing to bear preventative interventions such as collaborative safety planning and additional external care providers.

During An Emergency:

1. Call 911 or direct a team member to call 911.
 - a. Tell them about the emergency that has occurred (where, when, who was involved, what happened)
 - b. Stay on the phone with 911 operator and follow their instructions until they give you permission to hang up.
2. Assess the scene for safety, move bystanders away
3. Provide medical attention if safe, and if needed.
4. When possible, a staff member should clear a path to the building entrance, meet emergency responders, and take them to the location of the emergency.
5. Follow the directions of emergency responders.
6. As soon as possible, initiate Security and Safety Incident Call Tree. If during business hours, do this by contacting the Residential Services Manager. If the emergency occurs after hours, do this by calling the On-Call Residential Services Manager.

After the Emergency: The incident lead or the Site Director is responsible for submitting an Incident Report in the electronic record within 24 hours of the occurrence. The Director or Manager of Safety reviews and gives feedback as needed. The Director of Safety will engage with Kirkland emergency response contacts as needed. Care conferences, behavior plans which may include referrals to Regional Crisis Response Agency, legal notices, and referrals are made with affected residents as needed.

Referral may be made to the Mobile Crisis Response Team, which can respond to urgent behavioral health crises and connect residents to intensive care management services. Referral may also be made to King County Designated Crisis Response (DCR), KPD or Regional Crisis Response Agency if a resident is found to be of risk to self, others or gravely disabled; King County DCR determines next steps from there.

Fire Response On-site

Prevention: Staff stay up to date on proper communication and training for response to fires or smoke for employees and residents and follow city and state fire drill requirements. Staff will maintain appropriate fire safety, including enforcing building rules for clear hallways, stairwells, and entrances for evacuation.

During a Fire-Related Emergency:

1. Immediately call 911 or direct a team member to call 911.
 - a. Tell them there is fire and/or smoke
 - b. Tell them your building location and location of fire if known

- c. Inform the 911 operator of the First Responder Resident List which details residents who require assistance during evacuation
 - d. Listen and follow any instructions from the 911 operator.
2. Implement building evacuation plan – do not use the elevator. Help others, only if it is safe to do so. When evacuating, do not place yourself or any other employee/resident at physical risk.
3. As soon as possible initiate the Safety and Security Incident Call Tree. The Plymouth On-Call Facilities Supervisor will determine what level of immediate coordination might be needed from King County's Facilities Management Division.
4. Upon arrival, provide first responders with First Responder Resident List for residents who need assistance evacuating.
5. Gather and monitor residents at the designated assembly point outside the building and do not enter the building until first responders indicate it is safe to do so.

After the Emergency: The Site Manager or incident lead is responsible for submitting a detailed incident report through Plymouth's electronic documentation system which will be reviewed by Plymouth Safety leadership. Plymouth Facilities and PSH leadership will coordinate with the County Facilities Management Division and/or Health Through Housing leadership as needed.

Police Response On-site

Prevention: Staff stay up to date on proper communication and training for responding to criminal or safety incidents that may require police involvement. Staff enforce building safety protocols, maintain situational awareness, and encourage a safe environment for employees and residents.

During a Police-Related Emergency:

1. Immediately call 911 or direct a team member to call 911.
 - a. Clearly state the nature of the emergency (e.g., assault, theft, disturbance).
 - b. Provide the building location and specific details about the incident, including descriptions of individuals involved if known.
 - c. Inform the 911 operator if there are residents who could be impacted by the incident.
 - d. Listen carefully and follow any instructions provided by the 911 operator.
2. If safe to do so, implement building safety protocols, such as securing entrances or advising residents to shelter in place. Do not place yourself, other employees, or residents at physical risk.
3. As soon as possible, initiate the Safety and Security Incident Call Tree.
4. Upon arrival, direct police to the scene of the incident and provide them with any relevant information,
5. Assist law enforcement as needed, while maintaining personal and resident safety.

After the Emergency: The Site Manager or incident lead is responsible for submitting a detailed incident report through Plymouth's electronic documentation system, which will be reviewed by Plymouth Safety leadership. Plymouth's Director of Safety will follow up with KPD contacts as needed.

Incident Call Tree

The Safety and Security Incident Call Tree plays a primary role in Plymouth's emergency response protocol. At any time of the day or night, on-site staff may call the on-call number which links them to an on-call manager who has advanced skills and significant experience in resident engagement and crisis management. The on-call manager's primary obligations are to redeploy resources within

the portfolio to maintain minimum staffing at all buildings, provide instructions and on-site support for on-site staff during a crisis, and advance more serious incidents to Plymouth leadership further up the Call Tree. This network of on-site and on-call staff support maximizes building employees' access to safety and security resources when they need them most, information-sharing during an incident, and post-incident review as needed.

V. Coordinated Communication and Engagement

Collaborative Engagement with Law Enforcement and Emergency Services

Plymouth Housing recognizes the important roles of the Kirkland Police Department (KPD) and the Kirkland Fire Department (KFD). Plymouth, KPD, and KFD have a shared responsibility to maintain collaborative, cooperative, transparent, and respectful relationships with each other in service of our shared goals of promoting safety and supporting community well-being.

Site staff are regularly trained on protocols and best practices for professionally interacting with law enforcement and emergency responders, including facilitating site access during emergency situations. In non-emergency situations, KPD and KFD will communicate proactively (whenever possible) with Plymouth's Director of Safety or Site Director on needs such as information for an investigation, physical access to the Property, or assistance with follow-up actions or referrals. The Director of Safety or Site Director will respond to requests in a timely manner with consideration of applicable laws, privacy protections, and building safety needs, and will notify building staff of planned visits as appropriate to ensure smooth entry and shared situational awareness. Should KPD or KFD need to engage on-site staff directly, staff will follow trained protocol which includes notifying the Director of Safety for potential follow-up.

Through the communication channels outlined below, Plymouth will also remain responsive to any concerns brought forward by KPD or KFD, and will work collaboratively to identify constructive solutions, reduce risk, and promote accountability while honoring our commitment to trauma-informed care and housing stability.

Plymouth, KPD, and KFD are mutually expected to communicate clearly, professionally, and proactively (whenever possible). Through regular communication and shared problem-solving, Plymouth aims to build trust and foster positive working relationships that benefit our residents and the broader Kirkland community.

Designated Contacts

To support ongoing cooperation and goodwill, Plymouth, KPD, and KFD will each designate staff members to serve as primary points of contact. These individuals will facilitate timely communication, coordination, and issue resolution related to public safety, emergency response, or neighborhood concerns. Names and contact information for these designated individuals will be maintained and shared among the parties and updated as needed.

An active contact list will be maintained between King County, the City of Kirkland, and Plymouth for the following roles:

- Plymouth: 24-hour front desk contact, Director of Safety, and Neighborhood Liaison (per the Community Relations Plan).

- King County: HTH Implementation Manager, HTH Property Coordinator, 24-hour facilities contact
- Kirkland Fire: On-Call Battalion Chief
- Kirkland Police: Risk Management Lieutenant, Operations Lieutenant

Plymouth's Director of Safety will coordinate communication with designated staff at KPD, KFD, and King County on an ongoing basis. At the opening of the Kirkland HTH project, Plymouth will schedule monthly meetings with KPD, KFD, and King County to:

- Develop, maintain, and enhance positive working relationships between parties
- Assess ongoing coordination and implement course-correction as needed
- Provide a regularly scheduled time to share information
- Share understanding of mutual roles and responsibilities

Frequency and cadence of meetings will be regularly assessed by participants to meet current needs.

Ensuring Timely Responses to Reasonable Community Safety Concerns

Plymouth, the City, and the County are committed to being responsive to reasonable concerns from community members, including but not limited to issues related to community safety. Plymouth will follow the safety response and ongoing communication protocols as detailed in this plan, as well as the practices and processes outlined in the Community Relations Plan, to ensure smooth communication of community concerns among the partners and to facilitate timely responses to incidents or expressed reasonable concerns from community members.

In the event Plymouth has not responded to a reasonable community concern in a timely fashion, community members should contact the City of Kirkland Liaison for such situations. The City Liaison will be expected to engage with the community member to assess the concern and work with Plymouth and/or the County to address or resolve the concern. The process for intake of concerns is as follows:

- The community member whose reasonable concern has not been responded to contacts the City of Kirkland Liaison.
- The City of Kirkland Liaison engages with the community member to learn more about the concern and history of communication or attempted communication with Plymouth.
- The City of Kirkland Liaison provides a timely written description of the concern, including description of the lack of timely response, to Plymouth's Director of Safety and King County contact.
- The City of Kirkland Liaison, Plymouth, and the County coordinate to address or resolve the situation of concern.
- Plymouth staff will address the concern in writing with the community member and provide contact information for communicating future concerns.

Neighboring Private Security

Safety Ambassadors and the Safety leadership staff will also encourage neighboring entities such as Eastside Preparatory School, surrounding office buildings, and South Kirkland Park & Ride to reach out to HTH Kirkland safety staff if they employ or contract private security personnel for shared situational awareness and coordination.

VI. Performance Metrics and Reporting Process

Plymouth's approach to self-assessment, course correction, and quality assurance is firmly based on collection and analysis of data. Annually, each department reviews and determines what kind of quantitative and qualitative data best represents the achievement of agency and departmental goals. These "key performance indicators" are collected by Plymouth's Data Analytics Team and reported in a weekly manager's meeting wholly devoted to reviewing and assessing data. This is one method we use to ensure we are meeting the needs of residents, staff, and community.

To evaluate compliance with the Safety and Security Plan, Plymouth will track the following data and submit to King County to support the reports to Kirkland City Council as outlined by the PSHA:

1. Housing retention rates, which reflect the number of residents maintaining housing stability
2. Resident-staff engagement rates, which reflect communications and service connections made between residents and staff
3. Annual resident surveys, which indicate residents' feelings of safety and security in their communities
4. Regular training audits, which indicate whether staff are meeting required training expectations related to safety such as CPR/First Aid, De-Escalation, and Trauma-Informed Care

King County is responsible for tracking 12 data elements that are specified in the Permanent Supportive Housing Agreement Between the City of Kirkland and King County. King County will work with Plymouth Housing to collect the data that will inform the report. This report will be furnished and presented to the City of Kirkland and the Health Through Housing Advisory Committee annually.

Any public dissemination of data of this kind will be anonymized to protect resident privacy and must be in compliance with HIPAA and other applicable privacy standards or laws.

Plymouth also commits to supporting efforts by the City and County to develop other metrics or performance measures related to community safety, as is reasonable and/or requested.

While Plymouth's data collection and analysis form a significant part of its quality assurance process, it cannot be emphasized enough that qualitative data is needed to adequately capture the full impact of the human-centered, supportive work at which Plymouth excels. Recovery from homelessness takes time, is not linear, and looks different for every person. Performance metrics will be evaluated alongside qualitative reports and feedback to assess individual and program success.

November 2025



Kirkland Health Through Housing

Community Relations Plan

Introduction

Background and Purpose: As the operator for Kirkland Health Through Housing ("Kirkland HTH"), Plymouth Housing developed this Community Relations Plan in accordance with the Permanent Supportive Housing Agreement ("PSHA") between the City of Kirkland ("the City") and King County ("the County"). The PSHA was an interlocal agreement between the City and County executed on July 3, 2023. This Plan was developed in coordination with the City and County.

This Community Relations Plan is intended to provide strategies and policies for community engagement, dispute resolution, and communication protocols for issues that may arise, and contains:

- I. Good Neighbor Agreement
- II. Ongoing Engagement Plan
- III. Potential Impacts and Dispute Resolution
- IV. Key Contacts

This plan's primary goal is to emphasize Plymouth Housing, King County, and the City of Kirkland's shared commitment to listening and being responsive to reasonable community concerns, and establishing a foundation for meaningful, positive, and long-term community relations.

Partners: The partners to this plan include Plymouth Housing as the site operator, the County as the site owner and funder, and the City as the local jurisdiction (together referred to as "Partners").

Community Members: This plan establishes procedures for relationship building between Kirkland HTH and its neighbors ("Community Members") who include immediate and surrounding businesses and residents.

Signatories: The Community Relations Plan and incorporated Good Neighbor Agreement shall be approved by the City of Kirkland, through the City Manager.

I. Good Neighbor Agreement

Partners agree to:

- Maintain mutual understanding of individual and shared responsibilities and clearly communicate with community members to relay any changes to these purviews.
- Participate in collaborative problem-solving around issues that may arise at, near, or as a result of Kirkland HTH.
- Develop, maintain and enhance positive working relations between Partners and with Community Members.
- Use direct, respectful, and civil communication.
- Promote responsiveness to reasonable concerns by:
 - Responding quickly to reasonable questions and comments. Acknowledging and attempting to resolve concerns raised by Partners and Community Members as promptly, collaboratively, and directly as possible.
 - Providing contact information when requested, so neighbors know who to call. Encouraging Partners and Community Members to contact designated liaisons regarding questions or concerns.
- Enhance neighborhood safety and livability by:
 - Fostering positive relationships between Partners, Kirkland HTH residents, and Community Members.
 - Supporting measures that foster a community where individuals from all backgrounds and life experiences are safe and welcomed.
 - Actively work to address reasonable community concerns and aim to resolve them.
- Promote shared goals and expectations between Partners and Community Members by:
 - Creating a positive, safe, and respectful environment for Kirkland HTH residents, recognizing that recovery from homelessness is not linear and can take time.
 - Engaging in open, solutions-focused communications and to endeavor to take neighbors' individual needs into consideration.
 - Using designated communications channels to elevate questions or concerns promptly and directly, including but not limited to participating in regular community meetings.
- Co-host regular community meetings as outlined in the Ongoing Engagement Plan.

In addition to the above, the following agreements are made by the individual Partners:

Plymouth Housing

Plymouth agrees to operate the facility responsibly, and will:

- Offer ongoing resident-centered services that support long-term housing stability.
- Train staff to support resident needs with evidence-based practices and tools such as case management, trauma-informed care, de-escalation strategies, and safety measures, among others.
- Connect residents to free or reduced transit services through ORCA.
- Provide 24/7 staffing, including the ability to contact the front desk through the front office phone and gate intercom.
- Establish a Code of Conduct for residents and support residents in adhering to Code of Conduct terms. Emphasize support-based interventions over punitive measures when addressing challenges residents may face when possible.
- Maintain the livability of the Kirkland HTH property as the site operator by:
 - Encouraging residents to positively engage with neighborhood businesses, volunteer opportunities and community organizations.

- Keeping the property in good order as established by the King County Facility Lease Agreement.
- Adopt and implement the Safety and Security Plan that details the site policies and design, staffing and training, potential safety situations and protocols, coordinated communication and engagement, and performance metrics.

Plymouth agrees to support positive community relations, and will:

- Designate a Neighborhood Liaison who will serve as point of contact for community feedback, nurture relationships with Community Members, attend community events as an ambassador, and co-host regular community meetings with the other Partners. The name and email for the Plymouth Neighborhood Liaison will be listed online and displayed near the property entrance.
- Commit to listening to neighboring community concerns and aiming to resolve reasonable requests.
- Uplift resident voices so that they may have an opportunity to participate in community meetings and provide input on their experiences within the neighborhood.
- Uphold the dignity and rights of all residents. Advocate for residents who experience incidents of bias, discrimination, or mistreatment and actively work to create an environment where residents feel valued, respected, and supported in their transition to stable housing.

City of Kirkland

The City agrees to support positive community relations, and will:

- Designate a City employee to serve as Liaison to Plymouth, the County, and Community Members regarding Kirkland HTH and participate in ongoing engagement, including a commitment to co-host regular community meetings.
- Promptly notify Plymouth Housing of comments received from Community Members to foster timely responsiveness and/or resolution.
- Serve as arbiters for neutral, solutions-focused dispute resolution between Plymouth and Community Members as appropriate or requested, with involvement of the County as needed.
- Assume responsibility of tracking community impact data of interest to the City, such as regional homelessness or community safety.
- Support or create opportunities for community feedback related to Kirkland HTH, including but not limited to Kirkland HTH's regular community meetings.
- Encourage a welcoming community environment that respects the privacy and dignity of all Kirkland residents.
- Work with Plymouth and Community Members to proactively maintain neighborhood safety and livability, including dispatching the City's Homelessness Assistance & Response Team (HART) to engage with unhoused individuals in the immediate vicinity as needed.

King County

The County agrees to own and fund the facility responsibly and support positive community relations, and will:

- Maintain the livability of the Kirkland HTH Property as the site owner and funder by:

- Sufficiently resource contracted site operations to ensure ongoing resident-centered services that promote long-term housing stability.
- Provide regular trash, compost, and recycling services.
- Designate outdoor spaces available to residents as smoking or non-smoking.
- Keeping the property in good order as established by the King County Facility Lease Agreement.
- Support funding of the Safety Ambassador level of service as referenced in the adopted Safety and Security Plan.
- Designate a County employee to serve as Liaison to Plymouth, the City, and Community Members regarding Kirkland HTH and participate in ongoing engagement, including a commitment to co-host regular community meetings.
- Promptly notify Plymouth Housing of comments received from Community Members to foster timely responsiveness and/or resolution.
- Participate in neutral, solutions-focused dispute resolution as needed between Plymouth, the City, and Community Members.
- Assume responsibility of tracking community impact data of interest to the County, such as regional homelessness or community safety.
- Support or create opportunities for community feedback related to Kirkland HTH, including but not limited to Kirkland HTH's regular community meetings.

II. Ongoing Engagement Plan

Regular Engagement Activities

Ongoing Kirkland HTH community engagement will be focused on community integration and relationship building. As part of Plymouth's commitment to listening and being responsive to reasonable community questions and concerns, Plymouth staff (including but not limited to the Neighborhood Liaison) will work to maintain a visible and friendly presence in the greater Kirkland community to promote familiarity, trust, and accessibility.

Following the opening of Kirkland HTH, Plymouth will regularly engage in activities to support and maintain community relationships including one-on-one meetings, tabling at community events, presentations to interested groups, and attending local events. These activities will be similar to Plymouth's pre-opening community engagement efforts, which included:

- Regular open Eastside Community Office Hours
- Hosted informational booths at Kirkland's annual 'City Hall for All' and the Kirkland Kiwanis '7 Hills Bike Race'
- Presentations to neighboring businesses
- Joining the Kirkland Chamber of Commerce
- Coffee meetings with individual neighbors and Kirkland community members
- Serving on the Connections Health Community Advisory Board
- Promoting and managing a dedicated Kirkland email inbox and responding to community questions

Regular Meetings

Following Kirkland HTH opening, Plymouth, the City, and the County will co-host quarterly meetings for Community Members during the first two years of operation of the facility (as required by the PSHA). Thereafter, meeting cadence will be reduced to semi-annually, annually, or otherwise at the shared discretion of Plymouth, the City, and the County.

Regular community meetings will allow Plymouth, the City, and the County to provide updates on new developments and share opportunities for community support or involvement, and allow Community Members to raise questions or concerns not already communicated through other channels. These regular meetings are intended to be forums for Community Members but may be expanded to include the public. These meetings are by no means intended to be the sole opportunities for Community Members or the public to communicate or engage with any of the Partners.

An example meeting agenda could involve:

- *County and Plymouth:* Status update of lease-up and # of referral partners
- *Plymouth:* Overview of new residents and their orientation to the neighborhood
- *City:* Overview of community feedback received
- *Community Members:* Sharing of impacts, questions, or concerns
- *Group discussion*

Regular community meetings may take place in person or virtually. Plymouth, the City, and the County will coordinate and share responsibility for meeting planning including date/time/location selection, advertising of meeting information, meeting facilitation, and adherence to the required quarterly cadence during the first two years of operation. Thereafter, responsibility may be delegated among the Partners at their shared discretion.

Opt-In Neighborhood Shared Contact list

Plymouth, City, and County liaisons will co-maintain a contact list of immediate neighbors, including designated points of contact for businesses, schools, and residential properties. The contact list will be utilized to share engagement opportunities, promote neighborhood meetings, and distribute information or alerts about neighborhood activity of community interest.

The initial list will include the Linbrook neighbors who participated in monthly pre-opening engagement meetings. Additional immediate neighbors (e.g. individual commercial tenants) who are interested in being added may reach out to any of the Liaisons.

III. Potential Impacts and Dispute Resolution

Potential Impacts

Kirkland HTH represents 100 new homes in the immediate neighborhood, which includes schools, businesses, and other residences. Before its conversion to permanent supportive housing, the Kirkland HTH site was a hotel. Many potential impacts are anticipated to be similar to the facility's former use as a hotel – including pedestrian and some vehicle traffic from staff, tenants, delivery services, and occasional first responders or emergency services – and are expected to integrate with existing traffic from the neighboring schools, businesses, and other residences. A pre-opening traffic study anticipated vehicle traffic to be substantially less than the facility's former use as a hotel.

Prior to opening, the following additional potential impacts on the immediate neighborhood were raised as points of concern by Community Members:

- Increased pedestrian traffic, including 'cutting through' the Eastside Preparatory School campus as a shortcut from one part of the block to the other.
- Camping or loitering near the Property by individuals who are not residents of Kirkland HTH.
- Petty, property, or interpersonal crime in the immediate area.
- Public cost of local first responders or emergency services providing public safety or medical responses at Kirkland HTH.
- Malicious actors preying on Kirkland HTH residents or other people in the area.
- Children witnessing adults with physical or behavioral challenges and/or obtaining or encountering drugs.
- Businesses or other residents leaving the area due to concerns about community safety, property values, and/or objections to the facility.

Proactive Measures

To proactively address concerns, Plymouth, the City, and the County shall:

- Implement the provisions of the PSHA including adoption of a Safety and Security Plan and Code of Conduct to promote overall community safety.
- Support relationship-building and information-sharing between Partners and with Community Members. Partners will strive to center empathy, truth, and fairness in community dialogue.
- Commit to being responsive to reasonable community concerns before and after building opening.
- Provide public education, myth-busting, and fact-checking to address fears or misconceptions about permanent supportive housing, homelessness, and Kirkland HTH.
- Make the name and contact information for the Neighborhood Liaison easily accessible to Community Members as a point of contact for concerns, complaints, or disputes following building opening.

Dispute Resolution

Upon receiving a reasonable concern, complaint, or dispute:

- The Partners may confer on the appropriate response and responsible party as needed and depending on the individual situation; if needed, the Community Member will be informed who has been designated to respond. In general:
 - Plymouth is responsible for maintaining a safe and orderly building community on the Property, supporting the well-being of Kirkland HTH residents, and contributing to a positive neighborly relationship with Community Members.
 - The City is responsible for law enforcement and maintaining public safety in Kirkland, and ensuring compliance with the PSHA with support and coordination from the County.
- After receiving a concern, complaint, or dispute, the responsive party will engage with the Community Member, listen to their concern, and attempt to achieve a satisfactory resolution. It is understood that some issues may take more time, multiple meetings, or additional information to resolve.

- If a satisfactory resolution cannot be achieved between the Community Member and the responsive party, the Partners may confer on possible additional steps. In any case, the Community Member will be informed of the plan of action or no action.
- At any point during or following engagement around a concern, the Community Member may request involvement in the resolution process from another Partner liaison to consult on resolution or act as arbiter (as appropriate).
- Regardless of how an individual complaint or dispute may be resolved, the Partners commit to prioritizing positive and long-term community relations, continuously improving operations and communications based on experiences with Community Members, and promoting overall community safety and well-being.
- The dispute resolution process outlined above shall be an informal process and is not intended to supplant or limit any rights of the parties.

IV. Key Contacts

Plymouth Neighborhood Liaison: a Plymouth staff person designated to serve as Liaison to the City, County, and Community Members regarding Kirkland HTH and be a visible and friendly ambassador, nurture respectful relationships among community members, attend community events, and receive and respond to neighbor complaints in a timely manner. The Neighborhood Liaison is intended to be the initial point of contact for the majority of community outreach and will facilitate connections to and follow-up with other Plymouth staff as appropriate, including but not limited to Kirkland HTH building staff.

City of Kirkland Liaison: a City of Kirkland staff person designated to serve as Liaison to Plymouth, the County, and Community Members regarding Kirkland HTH. The contact information will be located on the website [here](#).

King County Liaison: a County staff person designated to serve as Liaison to Plymouth, the City, and Community Members regarding Kirkland HTH.

Who to Call:

If you witness an emergency medical or public safety situation: call 911. If appropriate and close to the property, also call the Kirkland HTH front desk.

If you witness a non-emergency public safety situation: call (425) 577-5656, the Kirkland Police 24/7 non-emergency line. If appropriate, also contact the Plymouth Neighborhood Liaison.

If you witness littering, graffiti, or other concerning but non-emergency activity involving or close to the Kirkland HTH property: call (425) 577-5656, the Kirkland Police 24/7 non-emergency line and contact the Plymouth Neighborhood Liaison.

If you have ideas on collaboration, community engagement, process improvement, or would like to request a meeting with a Plymouth representative: contact the Plymouth Neighborhood Liaison. This includes volunteer opportunities, donations, and other community building activities. Additional information can be found on Plymouth's website at www.PlymouthHousing.org.

Example Scenarios:

Scenario A: A neighbor observes a person they believe to be a Kirkland HTH resident littering in the neighborhood.

Solution: Contact the Plymouth Neighborhood Liaison. The Plymouth Neighborhood Liaison will communicate with onsite staff to attempt to verify (if possible) whether the individual is a resident at Kirkland HTH; if confirmed, staff will engage with the resident to reinforce respectful neighborly behavior. The Plymouth Neighborhood Liaison will provide a timely response to the neighbor acknowledging the issue and response in a manner that protects the resident's privacy and confidentiality of personal information.

Scenario B: A neighbor observes a person they believe to be a Kirkland HTH resident engaging in disruptive but nonthreatening behavior on private property.

Solution: To the extent you're comfortable, respectfully inform the individual they are being disruptive and request they exit the area. If additional assistance is needed, call the Kirkland Police 24/7 non-emergency line and/or the Kirkland HTH front desk if nearby; if the situation escalates or requires emergency assistance, go to a safe place and call 911. After the situation has been resolved, contact the Plymouth Neighborhood Liaison. The Plymouth Neighborhood Liaison will communicate with onsite staff to attempt to verify (if possible) whether the individual is a resident at Kirkland HTH; if confirmed, staff will engage with the resident to reinforce respectful neighborly behavior. The Plymouth Neighborhood Liaison will provide a timely response to the neighbor acknowledging the issue and response in a manner that protects the resident's privacy and confidentiality of personal information.

Scenario C: A neighbor observes a person they believe to be a Kirkland HTH resident exhibiting behavior that may pose an imminent safety risk to themselves or others.

Solution: Call 911. If the person is close to the property, also call the Kirkland HTH front desk and Kirkland HTH staff will engage their emergency response protocol. After the situation has been resolved, contact the Plymouth Neighborhood Liaison. The Plymouth Neighborhood Liaison will communicate with onsite staff to attempt to verify (if possible) whether the individual is a resident at Kirkland HTH; if confirmed, staff will engage with the resident to learn more about the incident and assess potential next steps including but not limited to reinforcing respectful neighborly behavior or convening a care conference. The Plymouth Neighborhood Liaison will provide a timely response to the neighbor acknowledging the issue and response in a manner that protects the resident's privacy and confidentiality of personal information.

Scenario D: A neighbor or community member has been hearing complaints or concerns – substantiated or speculative – about neighborhood safety that seem to be related to the Kirkland HTH building.

Solution: Contact the Plymouth Neighborhood Liaison, the City of Kirkland, or King County. Plymouth, the City, and the County will collaborate to learn more and assess potential actions for remediation, including but not limited to adding the topic for discussion at a future community meeting.

Scenario E: A Kirkland community member wants to communicate their comments, concerns, or questions regarding Kirkland HTH or related City policies to City staff or elected officials.

Solution: Contact the City Liaison or go to www.KirklandWA.gov for additional City of Kirkland contact information and public comment opportunities. The City Liaison will routinely keep Plymouth and the City informed of public feedback regarding or related to Kirkland HTH.

Kirkland Health Through Housing Key Contacts

Sheila Stanton Place

Important Numbers

Sheila Stanton Place 24/7 Front Desk (206) 859-5778

Kirkland Police 24/7 Non-Emergency Line (425) 577-5656

IN AN EMERGENCY OR PUBLIC SAFETY SITUATION, CALL 911

Key Contacts

Title	Role	Contact
Plymouth Neighborhood Liaison	Plymouth Housing contact for community outreach and to facilitate connections to other Plymouth staff as appropriate	Ciara Madden cmadden@plymouthhousing.org
City of Kirkland Liaison	City of Kirkland staff person designated to serve as Liaison to Plymouth, the County, and Community Members	Amanda Judd Submit to OurKirkland at: KirklandWA.qscend.com/OurKirkland
King County Liaison	County staff person designated to serve as Liaison to Plymouth, the City, and Community Members	Jelani Jackson 206-263-8219 health.through.housing@kingcounty.gov

Additional Information

PlymouthHousing.org

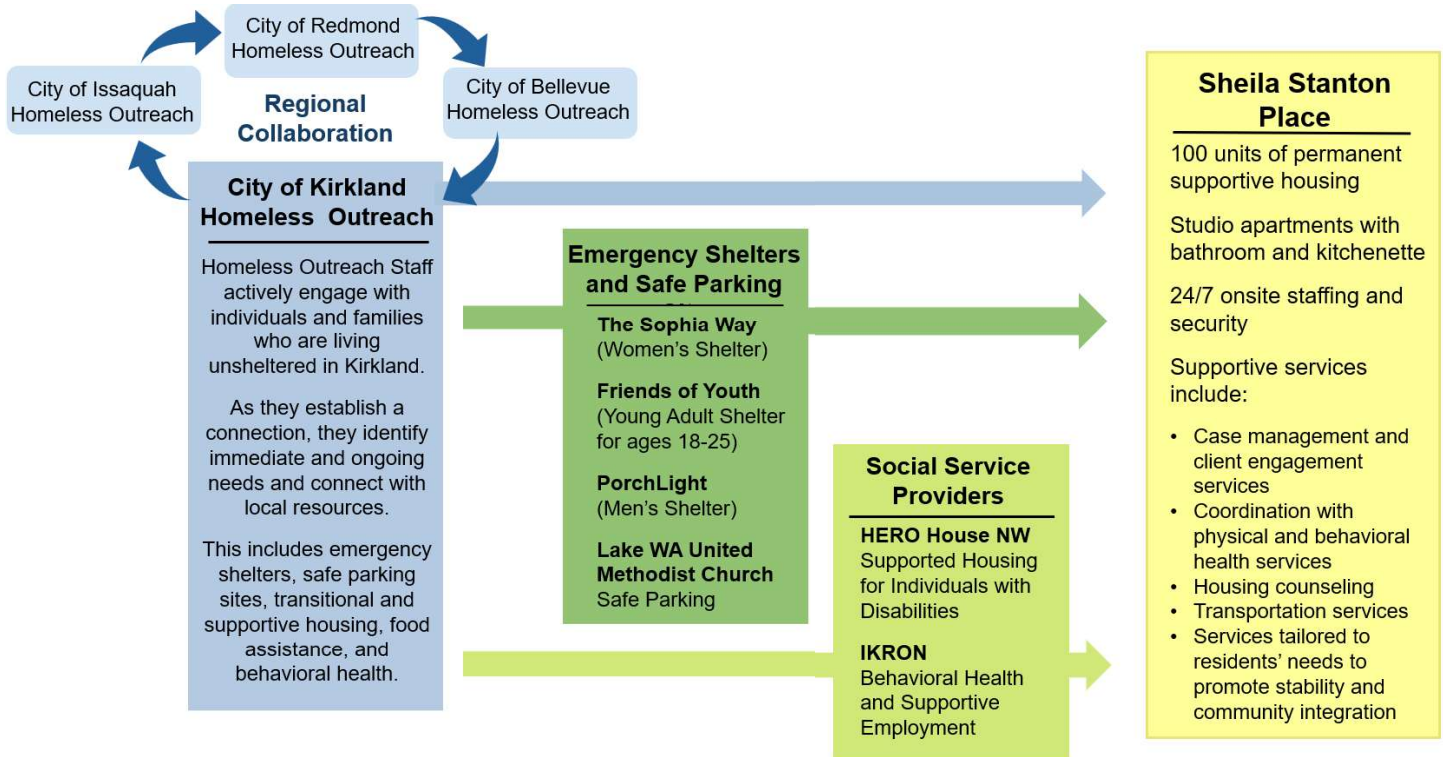
KirklandWA.gov/HealthThroughHousing

KingCounty.gov/HealthThroughHousing

KirklandWA.qscend.com/OurKirkland



Sheila Stanton Place – What is a Local Referral?



Kirkland's continuum of care is part of a regional approach that reflects how people experiencing homelessness transition between neighboring cities to access emergency shelter and social services. Outreach staff across the Eastside collaborate through regular case conferencing, as well as information and resource sharing.

When engaging unhoused community members, the City's homeless outreach staff build trust while exploring needs and making referrals to regional resources until long-term housing is available. The City has included those regional resource providers and collaborating Eastside City outreach staff as partners that can also make local referrals to Sheila Stanton Place. Through the agreement between King County and the City, up to 65% of the units at Sheila Stanton Place will be filled through local referrals.

Partnerships-At-A-Glance

A snapshot of regional partners and the number of Kirkland community members served in 2025:



Referrals-At-A-Glance

A snapshot of local experiences of homelessness being referred to Sheila Stanton Place:

- 68-year-old man with chronic illness, unhoused and sleeping in his vehicle in Kirkland
- 58-year-old woman with terminal cancer, unhoused sleeping in her vehicle in Kirkland
- 44-year-old man, born and raised in Kirkland, homeless after the death of his parents and sale of the family home
- 67-year-old man, long-time Kirkland resident, utilized PorchLight's men's shelter while waiting for an open unit at Sheila Stanton Place