

Introducing the Homelessness Continuum of Care Action Plan

This Homelessness Continuum of Care Action Plan (“Action Plan”) is a draft. Staff will continue to revise this draft in response to community engagement and feedback.

Guiding Principles

Kirkland is a belonging community enjoyed by all and a place where community members experiencing housing instability have access to resources needed to thrive, with the goal that homelessness is rare, brief, and non-recurring.

The City of Kirkland has been at work responding in real time to homelessness and emergent needs as they arise. Throughout this response and in developing the Action Plan, the City has committed to the following principles:

- Ensuring Kirkland remains safe, welcoming, and economically vibrant
- Making homelessness in Kirkland rare, brief, and non-recurring by providing paths to stable housing
- Fostering a balanced, person-centered approach that considers the varied interests of everyone in Kirkland—housed and unhoused—with compassion
- Upholding the evolving laws and codes to which everyone in Kirkland is bound while not imposing additional restrictions on unhoused residents due to their circumstances
- Partnering with rather than duplicating the work of non-profit, faith-based, county, state, and federal programs
- Not opening our parks, roadways, alleys, underpasses to unauthorized sleeping, parking, or camping
- Not taking on disproportionate resource burdens or becoming a regional attractant for unhoused residents

Kirkland’s Local Role

The City acknowledges that partnerships are essential and that work is occurring regionally on homelessness and housing. The City is committed to being an active partner in this work and values collaboration over duplication. The City of Kirkland is part of the regional ecosystem as a funder of direct service providers (shelters, nonprofits, etc) and supports regional initiatives and programs (coordinated entry, affordable housing programs, etc). In addition, the City of Kirkland has identified gaps in the existing system and provides direct service to meet this need in the form of direct outreach to unhoused individuals in Kirkland. In addition, the City is responsible for enforcement of the City’s laws and encampment clean ups when they occur on City property. A summary of the City’s role compared to regional entities is represented visually below:

Services: Who Does What

Infrastructure				
Housing Capital and Development				
CoC Funded Services				
Shelters				
Key Kirkland is a Funder Provides Service/Program Out of Scope				
Programs				
Diversion				
Rapid Re-housing				
Coordinated Entry				
HMIS				
Other Services				
Outreach				
Encampment Cleans				
Behavioral Health and Crisis Response				
Enforcement				
Guiding Principles Keeping Kirkland safe, welcoming, and economically vibrant Making homelessness in Kirkland rare, brief, and non-recurring Fostering a balanced, person-centered approach Keeping Kirkland resources focused on our own un-housed residents Partnering rather than duplicating programs Maintaining parks, roadways, alleys, underpasses etc. for their intended uses Upholding evolving laws and codes without imposing additional restrictions				

The Action Plan Overview

The draft Action Plan focuses on strengthening the functionality of Kirkland's local homelessness response system, improving prevention, outreach, shelter, temporary and subsidized housing navigation, all with the goal of residents achieving attainable housing.

The Homeless Continuum of Care Action Plan proposes **70 actions** for City Council to consider and act on homelessness in Kirkland. The plan identifies actions across the 6 policy goal areas in alignment with the continuum of care:

- **Prevention:** 8 actions
- **Outreach:** 21 actions
- **Emergency Shelter Services:** 5 actions
- **Temporary Shelter & Housing:** 6 actions
- **Permanent Supportive Housing:** 3 actions
- **Program Delivery & System Support:** 27 actions

Actions are categorized by policy goal area and include five columns:

- Status
- Strategy
- Lead department
- Timeline
- Level of investment.

The 70 actions are also summarized separately from the narrative in the Action Plan as **Attachment 6**. Each column is explained in more detail on the following pages.

The **status column** indicates both ongoing actions to maintain existing programs and service levels and *new proposals* to expand services and eliminate service gaps.

- **Ongoing:** 35 Actions
 - The ongoing actions would require direction from Council to continue new and existing services at currently funded levels. There are 13 actions currently receiving one-time funding that would require additional funding beginning in 2027-2028. One-time funded actions are marked with an asterisk.
- **Proposed:** 35 Actions
 - The proposed actions would require direction from Council to move forward with implementation, and most would require staff coordination and funding.

The **primary strategy column** refers to the strategies identified in Resolution-5631, including: *person-centered approach, timely communication and collaboration, proactive policy development and legislative action, prioritize safety, and strategic spending.*

The **primary lead column** denotes which City department is responsible for implementation of the action. Staff note that many departments will provide support to the leading department with most of these actions given the overlap and expertise required to ensure a coordinated response.

Timeline is categorized by short-term, medium-term, and long-term investment required. Short-term indicates the action would be prioritized during the current biennium, medium-term prioritizes actions during 2027-2028, and long-term is future biennium.

While not comprehensive, the **level of investment** label is intended to provide an estimated range of the cost of each item. The cost is noted per biennium.

\$	Investment is estimated to cost < \$20,000 per biennium: 32 Actions
\$\$	Investment is estimated to cost < \$200,000 per biennium: 17 Actions
\$\$\$	Investment is estimated to cost < \$1,000,000 per biennium: 9 Actions
\$\$\$\$	Investment is estimated to cost > \$1,000,000 per biennium: 4 Actions
N/A	Action does not require new funding: 8 Actions