



Human Services Commission Regular Meeting

Date: October 28, 2025

Time: 6:30 p.m.

Place: Rose Hill Room, Kirkland City Hall, 123 5th Ave Kirkland, WA 98033

The commission is directed by the City Council to advise the Parks and Community Services Department, City Manager, and City Council in leading the City's efforts to support a socially sustainable community through health and human services and programs that fulfill the basic needs of all people and enhance the quality of life in our city now and into the future.

AGENDA

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **LAND ACKNOWLEDGEMENT**
4. **APPROVAL OF MINUTES**
 - a. September 23, 2025
5. **ITEMS FROM THE AUDIENCE**
6. **BUSINESS**
 - a. Homelessness Continuum of Care Action Plan Update
7. **SPECIAL PRESENTATIONS**
 - a. King County Sexual Assault Resource Center (KCSARC)
 - b. Behind the Scenes Series: The Monitoring Process
8. **COMMUNICATIONS**
 - a. Commissioner Reports
 - b. Staff Reports and Announcements
9. **ADJOURNMENT**

Upcoming Commission Activities:

Regular Meeting – November date to be determined

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HUMAN SERVICES COMMISSION
Minutes Commission Regular Meeting
September 23, 2025

1. CALL TO ORDER

Chair Gabriela Lopez Vazquez called the meeting to order at 6:31 pm.

2. ROLL CALL

Members Present: Chair Gabriela Lopez Vazquez, Vice Chair Sriram Rajagopalan, Commissioners Kobey Sage Chew, Cristian Liu, Shannon Quinn, Tasnim Rehamani, Youth Commissioner Eric Dodd.

Staff Present: Human Services Coordinators Anny Smith and Regi Schubiger, Human Services Office Specialist Kerry Lam.

Commissioner Jory Hamilton arrived at 6:35pm.

Meeting Recorder: Human Services Office Specialist Kerry Lam.

3. LAND ACKNOWLEDGEMENT

Commissioner Eric Dodd read the land acknowledgment. Commissioner Tasnim Rehamani will read the land acknowledgement for the October meeting.

4. APPROVAL OF MINUTES

Chair Gabriela Lopez Vazquez requested a motion to approve the August 26, 2025 minutes, Commissioner Tasnim motioned for approval. Vice Chair Sriram Rajagopalan seconded. Motion carried (Yes: 7; No: 0; Abstention: 0).

5. ITEMS FROM THE AUDIENCE

Marc Vermouth provided public comment regarding The Sophia Way.

6. BUSINESS

None.

7. SPECIAL PRESENTATIONS

a. Best Starts for Kids

Dr. Jamalia Jones and Jessica Tollenaar Cafferty from Best Starts for Kids provided an overview of the county-wide initiative, including its renewed levy through 2027, current investments in early childhood and youth support, and partnerships with over 365

community organizations. Commissioners were encouraged to review materials provided and engage with BSK staff during the Q&A.

b. Behind the Scenes Series: The Reporting and Payment Process

Staff presented the second installment of the Behind-the-Scenes Series, providing an overview of reporting and payment procedures for 2025–2026 funded programs. Topics included required agency reports, payment structures (advance and reimbursement), and contract compliance expectations, with the intent to inform Commissioners ahead of the next grant review cycle.

8. COMMUNICATIONS

a. Commissioner Reports

Vice Chair Sriram Rajagopalan reported that he attended City of Kirkland's City Hall for All event and reflected on his experience. He also attended Eastside for All's Community Gathering on Housing Equity and affordable housing, noting challenges in the current system.

Commissioner Kobey Sage Chew reported that he met informally with CEO of Evergreen, exploring whether levy funding could be applicable to something human services related.

Commissioner Tasnim Rehamani shared three events that are coming up, the NAMI Gala, Hopelink Fundraiser, and The Sophia Way Coming Home Fundraiser.

Commissioner Jory Hamilton attended City Hall for All and reported on his experience.

Chair Gaby Lopez Vazquez reported on her experience at the Kirkland Health Fair, noting fewer Spanish speakers and Brazilian community members in attendance than in previous years. She also noted ICE raids in Bellevue which may contribute to fear in the community.

b. Staff Reports & Announcements

Anny reported that the Rapid Response RFP closed on Monday and that 24 applications were received, with \$1.2 million in requests. The review panel will review applications this week.

9. ADJOURNMENT

Chair Gabriela Lopez Vazquez asked for a motion to adjourn meeting. Commissioner Jory Hamilton motioned to adjourn and was seconded by Commissioner Kobey Sage Chew. Meeting was adjourned at 8:36 pm.



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

MEMORANDUM

To: Human Services Commission

From: Jen Boone, Human Services Manager
Amanda Judd, Human Services Coordinator
Juliana da Cruz, Management Analyst

Date: October 21, 2025

Subject: Updated Homelessness Continuum of Care Action Plan

RECOMMENDATION:

Staff recommends that the Commission reviews and provides feedback on the updated draft of the Homelessness Continuum of Care Action Plan.

EXECUTIVE SUMMARY:

- A first draft Action Plan was presented in July for Commission feedback, proposing 70 actions and investments to provide a continuum of care to people experiencing homelessness under the policy goal areas of Prevention, Outreach, Emergency Shelter Services, Temporary Shelter & Housing, and Subsidized Permanent Housing.
- Following Commission review, staff presented the draft Action Plan to other Boards and Commissions, service providers, individuals with lived experience of homelessness, and the general public. Staff incorporated this feedback and updated the draft plan.
- Staff will return to City Council to present the final draft Action Plan for Council consideration in November.

BACKGROUND:

Homelessness has increased in Kirkland and the greater Seattle metropolitan region. The 2024 Point In Time¹ report released by the King County Regional Homelessness Authority (KCRHA), East King County estimated that 1,910 people are experiencing homelessness, an 85% increase from 2020.² Over the past five years, the community submitted more than 300 reports of individuals experiencing homelessness in Kirkland, and the City's Homeless Outreach Coordinator has engaged over 300 unduplicated residents experiencing homelessness in two and a half years. McKinney-Vento data from the Lake Washington School District demonstrated that 290 students in Kirkland-serving schools were unhoused during the 2024-25 school year. Because homelessness is often underreported and regional rates continue to rise, these trends suggest that homelessness

¹ https://kcrha.org/wp-content/uploads/2025/05/Point-in-Time-Count-2024_King-County_final.pdf

² https://kcrha.org/wp-content/uploads/2022/05/Count-Us-In-2020-Final_7.29.2020-1.pdf

is not only present in Kirkland but also growing and at risk of reaching a tipping point under existing services provided on the Eastside. This rapid and consistent increase in homelessness regionally requires City action and coordination.

In 2023, the City Manager launched an interdepartmental Coordinated Response to Homelessness Initiative. The initiative aims to support the City more efficiently and effectively coordinating the growing regional focus on issues of homelessness and housing, support the Health Through Housing project coming to Kirkland, and respond to gaps in the system identified by the City's first Homeless Outreach Coordinator position. Since 2023, this initiative has identified that the City is challenged in addressing issues of homelessness in Kirkland, even with the dedicated resources currently provided by Council. This challenge is due to a combination of the scarcity of affordable housing and support services, limited shelter space, and federal court decisions changing the local landscape, among other things. The July Human Services Commission packet³, City's homelessness webpage⁴ and 2025-2026 budget issue papers summarize the problem statement and current City efforts.⁵

Over a series of Council meetings in April,⁶ May,⁷ and June⁸ 2024, the Council deliberated on and ultimately adopted Resolution R-5631,⁹ declaring the City's commitment to addressing homelessness and authorizing the City Manager to develop a Homelessness Continuum of Care Action Plan ("Action Plan").

Staff implemented Phase 1 of a robust community engagement process to inform the development of the draft Action Plan earlier this year. Attachment 1 summarizes the list of more than 50 targeted stakeholders staff engaged to inform the Action Plan, including the public and individuals with lived experience. Engagement revealed that the community appreciates and supports the City's comprehensive and proactive response to homelessness. The community also cautioned that City efforts should remain highly localized and should balance compassion with accountability.

Overall, Kirkland is a largely engaged, compassionate, and supportive community when it comes to homelessness. Homelessness is recognized as a complex problem and a growing concern in Kirkland. Residents generally want the City to act, and many were surprised to learn how much is already being done. Many respondents recognized that Kirkland's relatively low visibility of homelessness likely reflects the City's coordinated, quiet, and effective response. Simultaneously,

³ <https://www.kirklandwa.gov/files/sharedassets/public/v/1/parks-amp-comm-services/human-services/hsc-files/agenda-amp-minutes/hsc-meeting-packet-2025-07-22.pdf>

⁴ <https://www.kirklandwa.gov/Government/City-Managers-Office/Homelessness-in-Kirkland>

⁵ <https://www.kirklandwa.gov/Government/Departments/Finance-and-Administration/Budget-Information/Budget-Documents>

⁶ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/april-16-2024/3a_study-session.pdf https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/april-16-2024/3a_study-session.pdf

⁷ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/may-7-2024/3b_study-session.pdf https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/may-7-2024/3b_study-session.pdf

⁸ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/june-4-2024/10a_business.pdf https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/june-4-2024/10a_business.pdf

⁹ https://www.kirklandwa.gov/files/sharedassets/public/v/1/city-council/agenda-documents/2024/june-4-2024/10a1_business.pdf

they acknowledged that federal policy changes and economic and regional trends are likely to continue straining resources at all levels.

The first phase of community engagement that informed the first draft of the Action Plan was open-ended and generative. Community members spoke of their concerns and ideas for responding to homelessness. These ideas and comments were aggregated with input from service providers, people with lived experience of homelessness, and human service staff expertise to generate the draft plan. A comprehensive summary of community engagement themes is captured in Attachment 2. Feedback from these audiences was aggregated to shape the initial draft Homelessness Continuum of Care Action Plan that was presented to City Council on June 17, 2025 and to the Human Services Commission on July 22, 2025.

DISCUSSION/ANALYSIS:

Phase 2 Community Engagement Summary

Since the July 22, 2025, Commission meeting, staff have continued to engage with new stakeholders and validate feedback with respondents from the first phase of engagement. Staff have incorporated this feedback into the plan and will present the changes to the Commission to gather final feedback before City Council reviews the plan in November.

The second phase of community engagement, which followed the presentation of the draft plan to Council, focused on validating that the draft plan accurately reflected community sentiment and understanding. Staff listened for gaps in the plan and points of contention. Generally, the community was supportive of the draft plan and praised its comprehensive nature. Community groups reiterated their surprise at how much work Kirkland is already doing to respond to homelessness.

The second phase of community engagement validated that community members generally align with the four priority investment areas recommended by staff:

1. Invest in prevention.
2. Continue and expand support for the coordinated outreach response to homelessness, notably HART.
3. Continue investments in shelter capacity and pilot programs aimed at reducing barriers to shelter.
4. Connect Kirkland residents to investments in regional subsidized permanent housing.

Similar to Phase 1, respondents emphasized the City should focus on priority area 1 and 2, investing in prevention and coordinated outreach.

Some actions generated robust conversation and disagreement among community members. However, no actions received unanimous or near-unanimous opposition. Discussion of new funding options was the most debated topic throughout engagement. Staff recommend additional community engagement prior to further consideration of new revenue sources, likely through the regular biennial budget process. A comprehensive summary of community engagement themes from Phase 2 is captured in Attachment 3. Commissioners should note that a community survey is open until October 24 and additional community feedback may be incorporated into the draft plan following the close of the survey.¹⁰

¹⁰ <https://www.research.net/r/YTDKDS8>

Changes to the Action Plan:

In response to community input, staff adjusted the Action Plan to ensure accuracy, comprehensiveness, and alignment with community sentiment. Staff added six actions to the Action Plan and significantly edited four actions. Several actions were also adjusted for clerical errors. Attachment 4 includes the updated Action Plan task list with the 10 actions added or changed highlighted in green.

Proposed New Actions

- Action #: Continue to fund a 1.0 FTE Jail Navigation Coordinator to support individuals exiting the justice system and prevent homelessness.
 - The Jail Navigation Coordinator has become an important part of the prevention and HART team. This position is a limited term position, currently funded through 2026. Recognizing that dedicated funding is needed to sustain this work, a new action was added to the prevention category.
- Action #: Partner with Eastside cities to hire a consultant to conduct an inventory of potential sites to host severe weather day and overnight shelters.
 - The City overspent its severe weather housing voucher program for 2025-2026 in the first year. A gap exists between the community's interest in prioritizing this issue and the financial constraints on the existing program. Some respondents noted concern with large-scale investments in short-term stop-gap measures, specifically the hotel voucher program. They noted that this program should be a bridge for a temporary crisis, not a long-term strategy to house individuals during severe weather. Other respondents identified that a novel use of private and public spaces may serve as temporary shelter for day or overnight use. As such, the City is proposing a partnership to investigate potential pop-up locations for severe weather day and overnight shelters to meet increased demand for a basic need.
- Action #: Pursue development partnerships and incentives to increase the permanent subsidized housing supply for seniors and adults with disabilities
 - Seniors and adults with disabilities face affordability and accessibility barriers to housing. Medical and mobility needs may make existing housing inhabitable, and limited affordable options may reduce an individual's options. Encouraging development of permanent subsidized housing specifically for seniors and adults with disabilities or medical needs can ensure that these community members can remain stably housed in our community.
- Action #: Develop a rapid response framework to prepare the City to respond to urgent but non-emergency crises, both for unhoused and housed individuals
 - By federal and state definitions, homelessness is not considered an emergency nor an immediate threat. Any response to homelessness, even if urgent would not be eligible for federal or state funding. This definition severely limits the City's capacity to respond to a mass influx of individuals experiencing homelessness. Regardless, the City must be prepared to respond to a mass influx, with the goal of stabilizing the situation, supporting basic hygiene, and connecting individuals with regional resources. This action supports developing a framework to respond to a mass influx situation according to various variables. Preparing for a mass influx scenario was a primary goal identified by Resolution R-5631.
- Action #: Identify code adjustments to allow the City Manager to designate and staff a designated habitation area in an urgent but non-emergency situation. Develop activation criteria, operating policies, and termination planning.

- Due to the constraints of federal and state emergency definitions, the City is currently constrained to respond to a mass influx scenario. Updating City codes would create staffing flexibility in responding to critical scenarios that do not otherwise qualify as emergencies and subsequent access to additional resources.
- Action #: Assess impacts of federal human service program changes and advocate for regional program and funding continuity.
 - Federal policy changes may create major gaps in housing affordability and human services programs. The City should monitor the impacts of these changes and advocate that regional programs fill gaps and sustain services where appropriate.

Actions Substantially Changed

- Action #6: In partnership with the Chamber and local property owners, explore development of an educational tool to support both tenants and landlords to navigate existing affordable housing restrictions, incentives, and laws.
- Action #7: Explore incentives and partnerships to support landlords leasing to low-income tenants or tenants with barriers to housing.
 - The City had robust dialogue with individuals from the business, property management, landlord, tenant, and service provider communities. Generally, the City heard from business communities that programs supporting landlords may be an effective tool to encourage affordable housing, particularly for tenants with barriers to housing. However, the discussion was inconclusive regarding which type of program would be most effective. A more detailed account of these public engagement efforts is captured in Attachment 3. More dialogue is necessary to create meaningful programs that support housing goals. As such, staff modified the language in Actions 6 & 7 to further explore community engagement and partnerships to achieve these goals.
- Action #65: Advocate for more regional funding for affordable housing in Kirkland
- Action #70: Conduct a public engagement campaign to identify and implement sustainable local funding for human services and homelessness programs
 - Considering the community's mixed reactions regarding new revenue options, staff adjusted actions 65 and 70 in the draft plan. Further community engagement is needed to ensure that funding options align with community preferences.

NEXT STEPS:

The Human Services Commission will review and provide feedback on the updated and new actions that were added since the previous review of the Homelessness Continuum of Care Action Plan at its October 28th meeting before staff presents the final draft to Council at the November 18, 2025 meeting.

ATTACHMENTS:

Attachment 1 – Stakeholder Engagement List
 Attachment 2 – Phase One Engagement Themes
 Attachment 3 – Phase Two Engagement Themes
 Attachment 4 – Homelessness Continuum of Care Action Plan Task List

Stakeholder Engagement List

- General Public
 - Via widely publicized Community Forums (x2) and Focus Groups (x3)
 - Participants self-identified as Kirkland residents, business owners, service providers and faith leaders.
- Lived Experiences of Homelessness
 - Lake Washington United Methodist Church (LWUMC) Safe Parking Participants
- Direct Responders, Regional Partners, and Non-Profit Service Providers
 - City of Kirkland's Homelessness Assistance and Response Team (HART)
 - Eastside Homelessness Advisory Committee
 - Neighboring Cities Human Services and Outreach Staff
 - IKRON
 - Kinderling
 - Friends of Youth
 - Low Income Housing Institute (LIHI)
 - New Bethlehem
 - PorchLight
 - Eastside Legal Assistance Program (ELAP)
 - The Sophia Way
- Public Health Organizations
 - Connections Health Solutions
 - Evergreen Health
- Commercial and Economic Stakeholders
 - Business Community (Park Lane, Kingsgate)
 - Kirkland Chamber of Commerce
 - Kirkland Downtown Association
 - Landlords
- Civic Organizations
 - Human Services Commission
 - Kirkland Community Foundation
 - Kiwanis
 - Moss Bay Neighborhood Association
 - Senior Council
- Educational Providers
 - King County Library System
 - Lake Washington Institute of Technology
 - Lake Washington School District
 - Northwest University
- Faith-Based Organizations
 - Bellevue Presbyterian Church
 - Chabad of Kirkland - Center for Jewish Life
 - Evergreen Mennonite Church
 - Holy Family Catholic Church
 - Holy Spirit Lutheran Church – Kirkland
 - IMAN Center of Kirkland
 - Kirkland Church of Christ

- o Kirkland Congregational United Church of Christ
- o Kirkland Family Church
- o Kol Ami: A Center for Jewish Life
- o Lake Washington Christian Church
- o Lake Washington United Methodist Church
- o Life Community Church
- o Northlake Unitarian Universalist Church
- o Northshore Church
- o Salt House Church
- o St John's Episcopal Church
- o St. John Vianney Catholic Church
- o The Church of Jesus Christ of Latter-day Saints (Sammamish Valley Stake)
- o Woodmark Church

Phase One Stakeholder Engagement Themes

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Introduction

This supporting document summarizes key themes that emerged through Phase 1 community engagement efforts on the Homelessness Continuum of Care Action Plan. The themes reflect a

wide range of relevant perspectives shared by Kirkland residents, service providers, faith-based communities, businesses, landlords, the school district, library system, health care providers, and residents with lived experience, among other community partners. The themes are in no particular order and capture both urgent concerns facing the City today and recommendations to improve the City's coordinated response into the future.

This document is a working draft that will continue to be updated and further consolidated following completion of Phase 2 community engagement efforts.

The completed version of this document will be included in the final transmittal of the Action Plan to City Council.

Kirkland's "Fair Share"

- Homelessness is a national problem – largely a result of policy failure from generations ago. Many respondents specifically acknowledged the Reagan administration cuts and the impacts we are seeing today because of it. Federal support resources have decreased over time and are anticipated to decrease further.
- The City should continue to evaluate the benefits, challenges, and community impacts of a more geographically balanced distribution of homelessness response resources such as shelters, permanent supportive housing, tent cities and consider future options based on that analysis.
- The City should seek more support from the federal government and state, though many respondents are concerned this will become more challenging given the current macro environment.
- Kirkland residents are sympathetic to this issue but feel uncertain or unwilling to support more resources financially with more taxes.
- Residents feel concerned that Kirkland expanding services may become a magnet for more folks seeking resources if they are not served elsewhere.
- A regional approach is valuable to ensure that Eastside cities are sharing resources and responsibilities. Respondents called for transparency to ensure that Kirkland's resources are focused on our own unhoused residents.

Prevention as Priority

- An overwhelming theme expressed by most groups was that the City should invest in keeping people housed because it is more expensive to get people back into housing rather than keep them housed. There is greater return on investment to support programs that keep people from entering the already overburdened system.
- Many expressed that the City should proactively assist the people who are one paycheck away from being unhoused. However, respondents cited the growing challenge of households experiencing chronic instability due to affordability issues. It is no longer one paycheck, but rather each paycheck if a household is cost burdened.
- Service providers including Porchlight, Communities in Schools, and IKRON shared that prevention should be a top priority right now as more people may face homelessness because of changes at the federal level. The City should stay involved in legislative advocacy with King County, King County Regional Homelessness Authority, Department of Commerce and the State Legislature, as well as at the Federal Level with the Department of Housing and Urban Development (HUD) and our Congressional representatives. Advocacy should focus on saving existing programs that provide

funding to the current safety net and ensuring more households don't get pushed into homelessness.

- Many respondents were not familiar with existing resources to support households if someone: loses a job; loses a partner; or experiences a medical event that puts them at risk of losing housing. The currently available resources are not clear to many.
- A multitude of factors contribute to housing stability - it is more than just affordable housing. One example that regularly arose was if an individual cannot find affordable childcare, they are unable to go to work.
- A wide variety of preventative resources are available in the community and should be aggregated and shared more broadly. For example, Lake Washington Tech shared the work they're doing with preventative programming, including its early learning center, affordable childcare, re-training programs after job loss, SNAP assistance, learning English, and obtaining a GED.

Affordable Housing

- Housing is too expensive.
- A lot of people fall into homelessness because they simply cannot afford rent – it is important to provide rental assistance, diverting them from the homelessness response system before needs for services increase and they experience more trauma from experiencing housing instability/homelessness.
- There are unhoused people who are gainfully employed and who want to exit the system but simply cannot afford rent in an area close to their work or school.
- Neighborhoods that have good access to transit and can be live/work communities have very expensive rents. Even designated “affordable housing” can still be extremely expensive and inaccessible to many. Many respondents were unclear about how affordable housing is defined.
 - As the cost-of-living increases, the cost threshold of “affordability” also increases. For example, 80% of AMI may go from \$84,850 to \$89,092 from one year to the next. More individuals may be eligible for housing at the updated 80% AMI cost, but for individuals on a fixed or low income that do not see a proportionate increase in their income, they are less eligible for this income level. Rent in affordable housing units can continue to increase beyond an individual's income leading to cost burden and increased housing instability.
- Individual congregations in the faith community receive calls weekly about someone who is about to be evicted or already fallen into homelessness. They struggle to connect them with the greater network of support, and the congregations do not have many resources to assist. They in turn call the same resources, creating more burden on the system. Often these households are 3-6 months behind on their rent, but the churches do not have the funds to subsidize the rent indefinitely. Fundamentally, the problem is that rent is too high and not sustainable for many in the community.
- Most frequently, City-funded community resource partners are witnessing residents already at the point of eviction with an extensive amount in arrears. The need is greater than service provider staffing levels and funding levels can keep up with to be a quick stopgap in a single missed paycheck. Further, service providers are seeing a pattern of lack of ongoing affordability of rent rather than a one-time need for assistance.
- Additionally, the cost of living (costs other than housing) is high in Kirkland.

- Housing is too expensive for staff and students who work/study in Kirkland – this is a workforce problem, including recruiting and retention of staff. Employers pay staff the best they can, but staff are still commuting 1.5 hours each way to get to work because that's the closest they can afford to live. The commutes are not sustainable. Workforce and student housing should be considered.
- Tenant/Landlord support
 - Tenant protections are important, but they can allow an entrenched resident who is causing problems for the landlord to remain. Eviction rules can be a challenge to building up or sustaining the housing inventory supply. Residents cited that City ordinances should be reviewed to ensure landlords can evict if needed.
 - A lack of rental history may be a barrier for immigrants, refugees, and those without citizenship status or pending status in attaining housing. There is no system connecting willing landlords with tenants. There is also uncertainty under the current climate if households, who may be undocumented, are eligible for and can safely access resources. Even if a family is authorized to be in the country, the lack of credit history, downpayment, or security deposit is a barrier.
 - Application fees, security deposits and moving costs are also a barrier to entry and is an area where the City could provide funding support.
 - The City should consider options to reduce risk for single-unit landlords who take a chance on a low-income tenant – perhaps through rent voucher programs, workforce housing, etc.
 - The City should develop incentives for landlords to support tenants, such as helping them accept partial payment, or understand options so they are more likely to accept a low-income tenant.
- Affordable housing has a compounding effect on the limited housing supply. Some respondents expressed that there are a lot of empty bedrooms in Kirkland – people who have raised their children and are now two people living in a large home. But because there are limited options to downsize and stay in the community, they remain in their oversized housing.
- It was suggested the City could help incentivize alternative housing models, such as working with homeowner's associations to connect housing seekers with available ADU inventory, room rentals and roommate matching—as well as increasing supply of cottage units for seniors.

Support for Subpopulations

- Unhoused people have different levels of needs, which requires different approaches for success.
 - Emergency assistance for temporary one-time setbacks
 - Low to moderate income
 - These households most likely need affordable housing but given the limited supply are trying to manage market rate, thus becoming housing unstable due to high rent burden or on fixed income leading to chronic reliance on rent assistance and long-term housing insecurity.
 - Low-Income Families
 - Lake Washington School District noted that there are families in the district that are doubling or tripling up on families within a single housing unit due to lack of financial resources and high rent. These populations

are predominantly immigrant populations and are fearful of providing information to government entities. This mistrust is a barrier to resources for these families. The faith community can be a strong partner in collaborating with these families, building trust, and connecting families with resources.

- Family shelters in King County are regularly full and most families often must wait several months for a bed to open somewhere in the County via the Family Coordinated Access Intake Line. They are required to call daily to check availability, which creates additional burden in trying to support stability for kids in school, maintain employment, and fulfill basic needs for their family. Emergency housing for parents and children, educational support, and case management would help reduce the long-term impact of homelessness on children and improve family stability.
- About 75% of kids who are homeless will have developmental delays by the age of 5 because of the stress of being unhoused. This is why Kinderling is interested in this space, and this is where the City supports Kinderling's work. Programs focus on preventing expulsions, trying to do early intervention to keep kids in childcare, while also working on parent education.
- Affordable childcare is essential. If a family cannot afford childcare, a parent must stay home with the child. The loss of income could lead to eviction.
- We need more options for shelter that keep families together. LWSD shared a recent example of a mother/daughter that were evicted and had to split up; the student was looking for a youth shelter and mom was looking for an adult shelter option. Ultimately, they had to access services outside of King County.
- It was suggested there may be an opportunity to tap into the Kirkland Teen Union Building's onsite counselor to refer cases of potential housing insecurity to the Homeless Outreach Coordinator.
- There is a significant portion of people who are "invisibly" homeless.
 - They are people who live in Kirkland and suddenly lose housing (i.e. due to a job loss, health concern, loss of childcare, etc.) They have strong ties to Kirkland and the Eastside and access services in our community; they are not highly visible in public spaces and often have jobs and live in vehicles or shelters. But because of the lack of capacity from service providers and resources, this group does not exit homelessness. For example, an individual may utilize a program like Safe Parking or shelters for the long-term because there are no "next step" options for them to access long-term housing stability. These households end up creating stagnation in programs intended to be emergency and temporary but are often treated more like transitional programs given the length of time they are enrolled (more than 90 days and less than 2 years).
- High need, chronic populations (i.e. no income, behavioral/mental health, criminal background, substance use, long periods of homelessness) require additional considerations:

- These folks are harder to move out of homelessness because of the compounding traumatic impact of homelessness.
 - These folks are typically the most visible in our community and can cause distress and calls for immediate response from others to the City.
 - There needs to be a system to deal with high acuity cases – the extremes. This idea was discussed multiple times – a separate system is needed to respond to people who have complex needs and who are not successful in the current system. There was acknowledgement that particularly in a shelter setting that integrating high acuity individuals can threaten the overall success of much-needed programs and the other participants who need the resource.
 - Some respondents suggested that high-acuity cases are not suitable to remain in Kirkland. Some mentioned sending high acuity cases to where there are more specialized services.
 - There are individuals who have complicated histories of trauma and who will not be successful under existing systems of care (including the legal, court system, behavioral, mental, and physical health care systems). These are complex cases that generate outsized community distress and drain an outsized proportion staff time and resources. While being mindful of a person's autonomy, complex behavioral health challenges, the City must enforce its existing laws. The City should explore what options exist internationally to respond to these complex cases. This may involve a research study to explore best practices. The City may consider contracting with a researcher or utilizing graduate students to conduct this research. This could be looked at regionally with other jurisdictions.
 - There are instances in which jail is an appropriate solution, though people favor exhausting more compassionate responses that are likely to yield better long-term outcomes for the investment.
- Seniors are vulnerable to homelessness
 - Online pay portals can include additional fees that make affording services even more challenging. Technological barriers are also a factor.
 - Respondents emphasized we must identify struggling seniors before they lose housing. Auburn Senior Center has in-person help for rental assistance, finding new housing. Residents were not familiar with existing services in Kirkland that provide this type of support.
 - Elderly population is at-risk of homelessness and there are challenges associated with downsizing—they cannot afford to buy a smaller home but managing their entire space is also a challenge. Thus, they are living in too-large homes. This stresses the housing supply and leaves them at risk. They are also vulnerable to increased taxes if they are on a fixed income, leading to a greater risk of housing instability.
 - Evergreen sees people at risk of homelessness – primarily older people who do not have supportive options to help them with life navigation.
 - They may have access to medication but no plan to obtain it and lack the tools or skills to navigate the options (how do you get your prescriptions delivered, how to sign up, etc.)

- Similarly, seniors may not have viable options to go back to when exiting medical care – their homes may not be outfitted for accessibility, but they cannot afford alternatives.
 - Subpopulations often need case management: someone who can check in with them regularly to be sure that they are taking meds, hear that they are well and accessing care.
 - Almost every outreach group mentioned this.
- More support is needed for at-risk youth:
 - Support medically vulnerable and special needs kids
 - Youth and individuals exiting foster care
 - Youth aged 18-24

Importance of Community Safety

- Kirkland residents want reassurance that their neighborhoods will be safe, quiet, and peaceful
- The City must enforce the laws while being compassionate.
- There is a preference that temporary shelter such as sanctioned encampments not be sited in Kirkland's denser neighborhoods.
- Kirkland residents want reassurance that if someone is violating a code or breaking a law, they will be punished and possibly removed. Respondents emphasized the importance of checks and balances in situations like this. Kirkland residents are supportive of human rights and want the City to employ accountability, when necessary, by enforcing laws and codes consistently.
- Respondents often expressed that the City should be proactive and reasonable to ensure that Kirkland "doesn't become Seattle" which is widely viewed as not enforcing laws or addressing criminal activity and therefore sacrificing public safety.
- Generally there is not widespread concern among business owners around homelessness despite spot concerns in some areas as it relates to customer safety and experience.
 - Some feedback indicated marked improvement in visible homelessness in the last year, consistent with increased coordinated response efforts.
 - Efforts in reducing loitering, trash, and substance abuse behaviors and implementing environmental controls/improvements such as lighting, increased police patrolling, trimming of vegetation have helped businesses.

Sense of Foreboding

- There was a repeated concern and theme across focus groups that homelessness is going to get worse sooner than later.
- This is partly driven by regional cost of living, federal funding cuts, and overall economic uncertainty.
- Overall, participants felt that the City should do something in advance of this problem getting worse.
- Equally, participants felt that the City "doing something" could attract more unhoused people to Kirkland or encourage other municipalities to rely on Kirkland rather than making their own investments - and that the City wouldn't have the resources to maintain support or will overburden taxpayers.

- Some concerns were raised that new regional transit networks could bring more unhoused individuals to Kirkland.

Health Through Housing (HTH)

- Many respondents and participants of community focus groups came to the conversation to specifically discuss King County's Health Through Housing Initiative. Many community members did not realize that Health Through Housing is a King County project and that it is a distinct initiative from the Homelessness Continuum of Care Action Plan.
- Respondents generally seemed favorable of permanent supportive housing and see it as essential (especially wrap-around services) but are skeptical of the King County Health Through Housing project at the former La Quinta location. Participants cited issues they have read about at other Plymouth-run projects and proximity to schools, daycares and businesses and assert that violence and crime exponentially increase around such facilities.
 - This was echoed by multiple groups: concern/anticipation in the community that we will see more unhoused folks in the community because of HTH.
 - Some of the concerns raised by the community reflected inaccurate information about the project's requirements and operating structure. For example, some community members referenced the program as a "homeless hotel" with no services, rules or accountability. The City provided information about the Health Through Housing project to clarify that it is permanent subsidized housing, meaning that residents will be long-term tenants provided that they continue to pay rent, abide by a code of conduct, and engage in the wraparound services provided by the operator. Further, the City is incorporating the community's concerns into operating documents like the code of conduct, safety and security plans, and community relations plan. The City confirmed that all federal and state laws regarding substance use will be enforced in the facility.
 - Many respondents expressed a concern that a small percentage of the building occupants will cause problems for the remaining community and surrounding neighborhood. They are concerned that Plymouth, King County, and Kirkland will have no authority to remove these individuals.
 - Area schools/universities and businesses are concerned that the general area - but especially local park and ride/transit and the Cross Kirkland Corridor - will become less safe for those who use it regularly.
 - Generally, respondents are more receptive to housing women, families and seniors. Designating floors by tenant demographic/need – with corresponding and tailored levels of support or security – were also suggested.
- Generally, there was positive feedback about the agreement in place between King County and the City.
 - The people who will be housed in HTH will be local referrals from places like the Sophia Way, Porchlight, Friends of Youth, and LWUMC Safe Parking.
 - When people learned more about the larger continuum of care action plan, they better understood the role HTH plays in the continuum.
 - Public safety, specifically the Code of Conduct and Neighborhood Safety Plan are critical to reinforce, but the success of the plans depends on the implementation. Transparency in our actions and reporting will determine public perception and the credibility of City messaging to date.

Interest in Data¹

- Many residents, businesses, and members of the public expressed that there is not a lot of visible homelessness in Kirkland. They were interested in seeing data that demonstrates that homelessness is an urgent crisis in Kirkland but also expressed that they wanted the City to act before the problem balloons (“don’t be like Seattle”).
- There was some discussion of a need to “prove” that this is a Kirkland problem (rather than a problem originating in another community).
- Some community members wanted more data to understand the causes of homelessness in Kirkland.
- Some community members wanted to know how many people the City served were from Kirkland or coming in from other parts of the state or country.
- Some residents expressed interest in seeing emergency service call data related to homelessness, establishing clear accountability measures for shelters and housing providers. Some called for better data tracking to inform policies and reduce public misconceptions.
- LWSD shared that in one school year, they saw an increase from 300 families to 700 families at risk of homelessness. The challenge in Kirkland is that the need is great, but that homelessness is much less visible than it is in places like Seattle. LWSD is regularly talking with families that have doubled or tripled up in an apartment.
- Shelters, safe parking, and other homeless providers shared they are regularly at capacity for extended periods of time.
- It is generally acknowledged that accurate and aggregated real-time data, including the availability of shelter beds, is a regional systems gap that has not been solved.

Lack of Clarity Around Existing Resources

- Staff, the community, and some service providers expressed uncertainty around which resources are current and which are outdated.
- There was universal consensus that King County 211 is not up to date and is unhelpful. 211 is not updated often enough because it requires the nonprofits to do the updates. There is a high demand for resource navigation, which regularly falls on City staff to support residents.
- Unhoused folks are often referred to programs that they do not qualify for and are bounced around between programs. This can be frustrating, confusing, and unnecessarily slow down the process of connecting an individual with resources.
- Kirkland Police and the Municipal Court try and keep their own individual pamphlets of resources that they try and update quarterly by cold calling and inquiring if the resource still exists. It is hard to get clear information about the availability of resources, where to know to get the most up to date information, etc.
- Multiple service providers and faith-based organizations expressed that it is difficult to keep track of which resources are available and if funds are available (e.g. rent assistance programs).

¹ On May 16, 2025 King County Regional Housing Authority released their 2024 Point in Time Count data, which provided new subregional data on homelessness in East King County. This data was not available at the time of Phase 1 community engagement. This data will be incorporated into future engagement efforts and may answer some of the questions that community members raised about local data on homelessness.

Concern for the Workload and Wellbeing of the Homeless Outreach Coordinator

- Stronger support network needed for Homeless Outreach Coordinator.
- The City only has one Homeless Outreach Coordinator (HOC). Providers that work with HOC and HART expressed concern around the following:
 - Huge workload
 - Gap if HOC is out of office or leaves the organization
 - Can cause a bottleneck in a response
 - HOC is the only person who provides long-term support and has access to a broader array of resources. There is currently no redundancy, but rather huge demand for their support from City staff, HART, providers, faith-based community, and the general community.
- A continued emphasis from HART team members was that the Homeless Outreach Coordinator's scope of work is untenable.
- Existing service level does not provide 7 day a week or 24-hour response, which creates delays between the referral and response, creating a tension on the higher level of service the City wants to provide to those unhoused and to those reporting it from the community.
- It is not realistic for the HOC to be providing outreach in the field under the current response time while also searching for housing, doing the admin support work.
 - Many staff and service providers suggested having a housing navigation coordinator that could help the Homeless Outreach Coordinator.
 - It's challenging to balance time on outreach and helping people apply/get nominated for housing—a lot of desk time is required.
- Having increased training budget for HART team would also help the team keep up with best available research and practice.
- Broad support from the community generally for compassionate and coordinated outreach suggests this would be a favorably viewed investment.

Intersectionality: Mental/Behavioral Health

- To help an individual exit homelessness, they must be stable mentally and behaviorally. Their mental/behavioral health issues must be addressed before connecting them with housing. The Homeless Outreach Coordinator is not a trained mental health professional. RCR can't co-respond unless they're in active crisis, and MIH can't co-respond unless it is connected to a 911 call. The problem is when people are stable ("at baseline") but their reality is still so skewed that they cannot access resources and are unable to move forward with a housing plan.
- Clients cannot access behavioral/mental health resources without insurance for the most part. Medicaid-funded resources, especially more long-term support, is difficult to refer due to it being overprescribed.
- It would be helpful to have a mental health professional that can partner with outreach in real-time. Most people living outside are dealing with mental or behavioral health challenges to some degree.
- Mental health is a barrier to folks finding housing or remaining housed. There is a need to increase mental health support to folks, especially if they don't have insurance or Medicaid.

- Connections Kirkland
 - Connections is a tremendous resource in our community; but because they act as an emergency room, individuals can get caught in a vicious cycle of housing insecurity/homelessness upon discharge.
 - Connections has a “no wrong door” policy where they don’t turn people away, even if they are using Connections like an emergency shelter. Connections usually ends up serving these individuals because homelessness is an issue with deep psychiatric impact.
 - There is an overlap between mental health and homelessness. The Connections model of care discharges patients without a long-term plan for housing stability—they are not equipped to handle anything longer than emergency care. They may provide a list of local shelters, but they do not do any case management. There is a gap in long-term mental and behavioral health care.
 - Connections are interested in partnering with coordinated entry assessors to jump-start people into housing. However, the challenge is the timeline. Connections does not do long-term stays—since their average stay is 5 days, it is not enough time to connect the client to longer-term housing stability resources and shelters are often at capacity. If there was more shelter availability, Connections could refer individuals to shelters, where they would receive long-term case management.
 - Unhoused people generally want to be in the community where they have supportive networks (family, friends, jobs, healthcare). If an individual is exiting Connections but is from another community, it is challenging for the individual to get back to their community of origin. Transportation may be a gap that City funds could help support. King County provides transportation vouchers for services like Connections, so this may be an opportunity to connect providers and existing resources.
 - There may be an opportunity for the Homeless Outreach Coordinator to connect with Kirkland-based folks (those who are already known within local systems) once discharged from Connections. However, it is unclear the best way to flag these folks per HIPPA restrictions.
 - Connections is still a new resource in our community. There may be opportunities to incorporate Connections into regional and City meetings to improve collaboration.
 - More research and collaboration are needed on Connection’s post-discharge protocol to minimize gaps such as case management, transportation, and connection to shelter.
- There is a scarcity of addiction resources
 - When someone is amenable to treatment services, but there are not resources available, it breaks the trust and the rapport with the client and limits viable programs/services to which they can successfully be referred. There needs to be more resources available to enable successful housing outcomes while managing addiction.
- Even folks who are otherwise housing stable are struggling with mental health issues, and there is a growing need for mental health services coming out of the pandemic that is straining the overall system. This issue was raised with regards to Kirkland’s students and youth (at every level).

Lack of Shelter Availability

- People are willing to go inside but shelters are full. The Homeless Outreach Coordinator calls shelters four times a week to determine if they have capacity.
- This is especially relevant on the Eastside. Many unhoused folks are part of the Kirkland and Eastside community and are unwilling to go elsewhere to access services.
 - Kiwanis noted that we should not send people out of Kirkland. Some respondents were in favor of sending unhoused people out of Kirkland to access services. The Homeless Outreach Coordinator does look at resources beyond Kirkland and the Eastside, but clients may want to stay locally if they are connected with other resources or are employed.
 - Local shelter and housing availability are essential. People do not want to leave the community they're connected to—must restart with all their medical and care services.
- In probation appointments, probation officers often spend time helping clients find a shelter place for that night. This is an important service, but it does take away from the time in the appointment to work towards other assessments that have time-sensitive consequences at the court.
- Low-barrier shelter services are important and severely lacking.
 - Often relapse is part of recovery, but it can cause people to lose their housing and their sense of community.
 - People with substance use disorder or people who are actively using do not have options for housing or shelter options.
- Lake Washington United Methodist Church Safe Parking is very successful and appreciated.
- Sophia's Way Day Center is working very well and is appreciated. Community is more inclined to support services focused on women and children. This was stated repeatedly.
- Once an individual exits transitional housing or emergency shelter, there is no place to go, and there are others waiting to enter. This is a leak in the system that can send people back to being unhoused
- Due to the lack of emergency shelters, the library system is often utilized as a day shelter, especially during extreme weather. The library does not allow overnight camping or sleeping overnight, but they do allow people to nap indoors during the day, like a makeshift day shelter. Unhoused people also often use library grounds as sleeping places. KCLS would like to see serious resources put toward more proximate and available shelter/beds for extreme weather events which are likely to become more frequent. A major challenge to getting people into emergency shelter, especially during severe weather is responsive and reliable transportation.
- The emergency shelter length of stay is too short to meaningfully connect with shelter – we need more funding for more capacity in emergency housing
 - We provide overnight shelter space during severe weather but during the day folks have nowhere to stay warm. A City facility could transform into a day shelter during limited daytime hours during severe weather events.
 - Sometimes clients have complex behavioral health challenges that would not be compatible in a hotel or in a congregate shelter environment. Responders need

somewhere to place these individuals for 1-2 days (usually over the weekend) until Monday when more resources will be available.

- There are inadequate options for when the shelters are full, and it is a weekend.
- Temporary housing resources are scarce but important. Permanent supportive housing is also important, but it doesn't satisfy the needs addressed by temporary housing. Temporary housing (2 years) has an end date that can teach people the skills of being autonomous and moving to the next housing option. We heard from faith leaders that when transitional housing in the region was deprioritized in favor of permanent supportive housing, it created a critical gap in the system that needs to be addressed. Eastside outreach staff also emphasized the gap in temporary and transitional housing and need for investment in more capacity - especially when shelters are not an option or permanent housing is not available.

Barriers to Services and Housing

- Wound Care
 - Wound care can only occur if the request for care comes through 911.
 - Limited ability for the Homeless Outreach Coordinator to refer people to wound care.
 - Ideally, we would like to provide preventative care. It would be helpful to have a nurse as part of the MIH team.
- Prescriptions and Medical Care
 - It is difficult to transfer prescriptions if you must move to access resources
 - This is a major reason why individuals do not want to leave their communities to access open shelters elsewhere.
- Pets
 - Unhoused people are unable to access medical care, shelters, hotel set-aside options or other programs if they cannot bring a pet with them. Generally, people will choose to stay outside to stay with their pet.
 - Access to veterinary care is often needed.
 - Shelters should accept emotional support animals, not just service animals.
- Language & Cultural Barriers
 - Language barriers can prevent unhoused individuals from understanding available services and feeling comfortable accessing services. There is a need to integrate language access resources (both interpretation and translation) into street outreach and other direct service.
 - Shelter services are often segregated by gender, and this can be a barrier for LGBTQIA+ individuals to access services.
- Transportation
 - A key limitation is moving people between services and jurisdictions. Need access to bus vouchers, ORCA cards, etc.
 - It is difficult for unhoused people to access basic resources, run errands like grocery shopping and making appointments without reliable transportation.
 - Getting people to emergency severe weather shelters during times of extreme weather is challenging. In one instance of extreme weather, the only available space was in Seattle...people didn't want to go that far with no guarantee of a bed because then they get stuck somewhere more precarious/dangerous.

Jurisdictional Barriers and Challenges for Case Managers / Workers

- Most resources require that unhoused folks work with a case manager. When the case manager has limited capacity, it is a barrier to accessing resources.
- It is common to be referred to multiple case managers without getting clear information.
- Consistency was raised as being among the most important success factors for a person to access resources and exit homelessness (continuity of same person checking in).
- When unhoused folks move between jurisdictions, they move outside the reach of programs, and must start over with new supportive agencies, case managers, etc.
- Some asked questions about how Kirkland can help catalyze nearby jurisdictions - who do not invest/offer many resources - to do so and help relieve the burden on Kirkland.
- Case workers are working over capacity.
- If funding for a nonprofit comes from a specific jurisdiction, the resource is constrained by jurisdiction. This makes sense, except that unhoused folks do and must travel between jurisdictions to access services, so they leave and enter the scope of these resources, which can make things confusing and force them to restart the process to access resources.
 - Case management services are often limited by jurisdiction, yet unhoused folks often must travel between locations to access services, which can be disruptive to care.
- As a crisis responder, RCR (and sometimes MIH and the HOC) have limited capacity to case manage a situation and walk an individual through the process. Especially for complex behavioral health cases, these individuals require more “handholding” through the process, but the current responders do not have the tools and capacity to provide this service.
- Software and information sharing
 - Often, multiple service providers are engaging with an individual and duplicating efforts unknowingly. Different service providers have different databases tracking the same folks, and there is no singular system for integration. For example, it would be helpful for RCR to know if the HOC is already working with someone.
 - Respondents expressed the need to develop a real-time regional referral system to better track and serve individuals across jurisdictions.
 - KPD suggested that it would be helpful to have a co-documentation system between PD and Human Services so that all parts of the City team can see the status and most recent contact points of that individual. This would be an internal system for HART’s use.
 - Some community members suggested that the City should know everyone who is homeless in Kirkland by name to personalize the process while also acknowledging there may be privacy concerns.
- It was suggested to pay case managers a stipend to continue work with unhoused clients for up to 6 months after they exit homelessness/the region.

Opportunities for Additional Community Education and Engagement

- The public is not aware of the complexity involved in responding to unhoused folks and evolving law and system constraints – the City does not and cannot require immediate removal. There are specific laws and guidelines that govern this response.

- The public often wants to see a removal or a response happen immediately, but this cannot happen if individuals decline resources or services nor does it align with City philosophy to take the time for the HOC to connect with the person and understand what their housing barriers are. The pressure from the community is difficult for staff and service providers to navigate.
- Respondents want the City to speak to (and hear stories from) community members with lived experience.
- PD struggles to give clear answers to public about what will happen with an unhoused resident in public or private spaces, because what will happen is unknown; it varies depending on the situation, the unhoused person's willingness to collaborate with the Homeless Outreach Coordinator, and the specifics of their case and needs.
 - Residents can get increasingly frustrated and continue to call 911 lines which can bog down emergency response.
 - If customers do not get a response or do not get a satisfying response, they can keep calling – calling the Homeless Outreach Coordinator directly, calling non-emergency, and calling 911 which can duplicate referrals. Some will go further and escalate it to City Council, claiming there is no response from the City to their reports, creating additional work for staff.
 - Faith leaders are on the front lines and are often the go-to for most vulnerable communities, including immigrants, who are reticent to interact with government. These leaders want more clarity about how best to connect people to services, especially after hours when the Homeless Outreach Coordinator is not working.
- The expectation of providing a response to the community within 24 hours creates a lot of pressure for staff. This current model is not sustainable.
- Responding to community members can be very upsetting and stressful, especially if residents don't understand the constraints in what the City can realistically do.
- Service providers and faith-based community members expressed a need to have a better understanding of the City's available resources and tools regarding homelessness. A public information campaign could help spread the word about the work that the City is already doing.
- The Kirkland Faith Community, though its ongoing collaboration with the City, have articulated interest in:
 - Contributing to a fund (potential for matching dollars from employers) to help support homelessness work in the form of a "flex fund"
 - Assisting with communicating to the community around this topic
 - Hosting regular meetings and community meals to facilitate continued collaboration and education on this topic.
 - Hosting shelter such as Safe Parking and Camp United We Stand. Several faith leaders sent a joint letter to the City suggesting exploration of tiny homes as a housing solution in Kirkland.
 - Pooling funds and other emergency resources (i.e. emergency kits, food rations, coats, phones, diapers, survival clothing, etc.)
- Awareness of Kirkland's response to homelessness
 - Members of the public and stakeholder groups noted that they were not aware of Kirkland's plan to address homelessness. They were pleased with the continuum of care model and felt that it should be more broadly communicated to the public to help their understanding of this complicated issue.

- The City should consider proactively presenting to neighborhood associations or Kirkland Alliance of Neighborhoods to share more information to the public about what the City is doing in the next phase of outreach.
- People indicated they want to hear stories, especially from people with lived experience.
- Residents are asking for success metrics and regular reporting to know how the City is doing against its goals.
- It was suggested that the City can play a role helping in helping to aggregate available resources and promote them in public spaces around Kirkland.
- People want to know how to help, through volunteering, advocacy, etc.
- City partners like LW Tech are willing to help host City-led resource fairs and forums.
- Some groups like King County Library System would like an alternative tactic to respond to unhoused individuals without having to refer to police. They feel morally conflicted about referring them into the criminal system but do not have alternative options when other resources are at capacity.

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Introduction

This supporting document summarizes key themes and feedback that emerged through Phase 2 community engagement efforts on the Homelessness Continuum of Care Action Plan. The comments reflect a wide range of relevant perspectives shared by Kirkland residents, service providers, faith-based communities, businesses, landlords, the school district, library system, health care providers, and residents with lived experience, among other community partners. These community members were asked to give feedback on the draft Action Plan, proposed priority areas, and general feedback and ideas regarding the City’s homelessness response. A summary of community comments is captured here.

Consensus

The majority of comments received in the Phase Two engagement meetings were supportive of the plan’s overall approach. Even respondents who expressed concern about particular components of the Action Plan, or about the status of homelessness in the region simultaneously expressed satisfaction with the comprehensive nature of the Continuum of Care and the City’s draft action plan. As in the first phase of engagement, many respondents were surprised to learn that the City has processes in place to respond to homelessness and is being proactive about planning for the future. Many participants expressed that they were impressed by how much work is already being done to address homelessness in Kirkland.

As of October 16, 68% of survey respondents who had reviewed the Action Plan reported that they were somewhat satisfied, satisfied, or very satisfied with the Draft Homelessness Continuum of Care Action Plan. The community survey remains open until October 24 and staff will update the plan and this narrative of engagement themes following the close of the survey.

Categorically, the City heard that the draft plan was on track with community expectations. In addition to general support for the plan, feedback largely consisted of clarifying questions regarding individual actions.

Prioritization

Given the length and complexity of the Homelessness Continuum of Care Action Plan, staff recommended priorities for investment and implementation of the plan. Staff sought community feedback on these priorities during presentations of the draft plan and engagement efforts. For example, staff hosted a booth at City Hall for All that encouraged the public to prioritize draft

actions. To make the exercise manageable, staff selected 10 actions from the priority areas and labeled jars with a proportionate cost. Participants were given a stack of pennies to “spend” among the actions, noting their priorities. Participants were not given enough pennies to fully fund all relevant actions. Participants frequently remarked that it was a challenging task to allocate their funds because all of the actions were important.

Notably, a diverse range of community members participated in the exercise, including young Kirkland residents. Many youth were drawn to the exercise and parents explained the different actions to them. Some young participants may have miscounted the “cost” of each action, accounting for some of the uneven contributions to each jar.

In addition, the online survey collecting community feedback on the draft action plan asked participants to prioritize among the 70 actions in the plan. Staff will update this document and the Action Plan following the close of the community survey.

Feedback on Proposed Priorities

In the draft Homelessness Continuum of Care Action Plan, staff proposed four priority areas for Council consideration to make an immediate investment and impact on homelessness. These areas included:

1. Invest in Prevention
2. Continue and expand support for the coordinated response to homelessness, notably the HART team
3. Continue investments in shelter capacity and pilot programs aimed at reducing barriers to shelter
4. Connect Kirkland residents to investments in regional subsidized permanent housing.

Of the four priority themes presented and of the full 70 actions in the draft action plan, the most commonly supported themes were 1) Invest in Prevention; and 2) Continue and expand support for the coordinated response to homelessness, notably HART. Generally, the City received broad support for all four proposed priority areas.

Priority Area 1. Invest in Prevention

Respondents acknowledged that the work to respond to homelessness is complex and that the City’s role is one of many regional partners. Respondents in engagement and in the online survey recommended that the City’s role is most effective and efficient in supporting prevention and outreach efforts.

Action #1: Continue prioritizing human services grant funding that supports rent assistance and eviction prevention

When asked to prioritize among the actions in the proposed priority areas, the most commonly prioritized action was continue prioritizing human services grant funding that supports rent assistance and other prevention responses. The community broadly agreed and reiterated messages from Phase One of engagement that preventing homelessness is the most cost effective and humane approach.

Educational resources and proactive outreach would make prevention more efficient. Among engagement participants with lived experience of homelessness, there was broad consensus that it was impossible to access resources until they were in acute crisis. For example, they were unable to access legal advice until they had received an eviction notice, despite needing assistance for months prior.

Action #20: Hire a Housing Navigation Coordinator

Many also acknowledged that the Housing Navigation Coordinator position would be critical for assisting both the prevention network and connecting unhoused individuals to housing. As one safe parking participant stated, “this help would be worth its weight in gold.”

Priority Area 2. Continue and Expand Support for the Coordinated Response to Homelessness

The most vocal community support in both phases of community outreach validated the importance of the City’s outreach work through the Homeless Outreach Coordinator position. The community was strongly supportive of this position and urged the City to act to ensure that the position is sustainable and supported.

Action #12: Continue the Homeless Outreach Coordinator Position

In every engagement effort, the City heard strong support and praise for the work of the Homeless Outreach Coordinator. The community saw the value of the work that the Homeless Outreach Coordinator is doing to connect unhoused residents with resources.

Action #56: Hire a Human Services Supervisor & Action #20: Hire a Housing Navigation Coordinator

Safe Parking participants, service providers, businesses, and other respondents acknowledged the challenges of doing this work and that more support is required to ensure that the City’s current response is sustainable. As a result, multiple responding groups recommended that the City make an immediate investment in the Human Services Supervisor and Housing Navigation Coordinator positions.

Priority Area 3. Continue investments in shelter capacity and pilot programs aimed at reducing barriers to shelter

Providing alternatives during severe weather and reducing barriers to shelter were noted as strong priorities in various community engagement sessions.

Action #24: Severe Weather Voucher Program & Alternatives

In prioritization exercises, funding a severe weather response, emerged as a priority.

In addition, the Homelessness Assistance and Response Team (HART), individuals with lived experience of homelessness, service providers and community members expressed concern about the current thresholds for severe weather. Safe Parking participants stated that the current threshold for “severe weather activation” is too low; temperatures are uninhabitable before the threshold is reached. Additionally, they noted that heat and air quality should be considered as part of this program. Many noted that with climate change, these challenges are anticipated to intensify. HART noted that an

individual's mental or physical health condition may make them more vulnerable or sensitive to severe weather, even weather that does not currently meet the threshold for the City's Hotel Voucher program. Action #32 is an important compliment to the community's priority action of #24.

Actions #31 and #33 Prioritizing Populations and Barriers to Shelter

Community engagement demonstrated a clear priority of supporting families with children in accessing shelter and exiting homelessness. However, some respondents recommended that expansion of shelter should occur for all populations; for example, it is not fair to leave single men out in the cold. The prohibition on single men can impact families as well. For example, some of the shelters serving domestic violence survivors will not allow boys over the age of ten in the shelters. This requires families to be separated to access services in some instances. These respondents cautioned that efforts to prioritize families could backfire and contribute to the strain on the system overall.

Priority Area 4. Connect Kirkland residents to investments in regional subsidized permanent housing

Action #8 Explore Voucher Program with Lake Washington School District

An action that was consistently supported among community engagement was to explore a voucher program with Lake Washington School District (LWSD) to address housing gaps for families at risk of homelessness. Community members were eager to support families with children, particularly in response to data from the Lake Washington School District regarding the number of current unhoused children. In the 2024-25 school year, LWSD reported an increase from 300 families to 700 families who are homeless or at risk of homelessness. McKinney-Vento data demonstrated that 290 Kirkland students were unhoused during the 2024-25 school year.

Additionally, a voucher program was proposed as a more effective tool to introduce more affordable housing into Kirkland's market rate housing pool. This program was preferred by property managers and landlords.

#42 and #43: Supporting the first permanent supportive housing project in Kirkland

While the siting and opening of King County's Health Through Housing program has been debated and is not a City program, many respondents were supportive of the City playing a proactive role in ensuring the success and accountability of this program through the code of conduct, community relations plan, safety and security plan, and the good neighbor agreement. In the survey and engagement sessions, service providers reiterated that permanent supportive housing is essential to breaking the cycle of homelessness. In addition, these supportive units are essential to the success of outreach. Without sufficient beds or affordable housing units, outreach efforts cannot successfully transition people indoors.

Other Priorities from the Community

Enforcement and Maintaining Public Spaces

Community members in both phases of engagement expressed that the City must maintain public spaces, parks, and right of way for their intended uses. Some respondents called for strict policies against camping in public spaces. The City's guiding principles align with these respondents' feedback. The City is committed to upholding the evolving laws and codes to which everyone is bound while not imposing additional restrictions on unhoused residents due to their circumstances. The City will not open its parks, roadways, alleys, underpasses, etc. to unauthorized sleeping, parking, or camping. The City's coordinated response to homelessness, notably the HART team, includes enforcement when necessary. Priority Area # 2, Continuing and expanding support for the HART team will aid in the efficiency and transparency of enforcement actions.

Disagreement over Actions

Throughout the Phase Two engagement process, the City received very few comments on actions that should not be included or should be de-prioritized in the plan. When these comments did occur, there was not consensus about the action's exclusion. Some actions received a mixture of support, opposition, and neutrality. The actions that were most discussed with disagreement are noted below.

Action #7: Resources to incentivize single-unit landlords leasing to tenants experiencing barriers to housing

In the first phase of engagement, respondents prioritized preventing homelessness through eviction prevention and lowering barriers to affordable housing. Though tenant protections were noted as important tools, respondents cautioned the City about developing additional tenant protection laws. Some landlords noted that Kirkland's existing regulations on rentals to be fair and reasonable to both landlord and tenant and advocated that these existing policies remain in place. Property managers and landlords who participated in Kirkland's engagement sessions and online survey expressed an opposition to additional eviction restrictions. These participants suggested that the stronger the eviction restrictions, the riskier the rental becomes for the property owner. As a result, this risk can drive up the rent, reduce the willingness to rent to higher-risk tenants, and may drive small landlords out of the market. Instead, respondents urged the City to consider creative options to incentivize property owners to house low-income or higher barrier tenants.

Housing Connector is a nonprofit working to increase affordable housing and reduce barriers for people at risk of or exiting homelessness. Housing Connector provides resources for tenants through dedicated case management for two years. In addition, Housing Connector provides an incentive structure for property managers guaranteeing three months of emergency rental assistance, up to \$5,000 in damage guarantees, 2 years of stability and retention support, and technology to facilitate coordination with applicants and tenants. Housing Connector is already providing the incentives and stabilization programs that participants in Phase One of engagement consistently

advocated for. Conversations with Housing Connector confirmed that higher-barrier tenants tend to create higher risk for property owners. As a result, Housing Connector generally works with large portfolios of properties because the risk is lower to the property owners. Housing Connector's experience runs contrary to the assumption that smaller property owners are more likely to provide affordable housing.

A stronger partnership with Housing Connector may assist the City in developing tools and resources to support more landlords in renting to low-income or high-barrier tenants. In addition, landlords advocated for “win-win” policies such as a neutral ombudsman process, streamlined resolution tools, and targeted accountability for “bad actors.”

Some respondents, particularly service providers, strongly recommended that financial assistance be prioritized directly to tenants, rather than to property managers. As noted in Phase One Engagement, demand on nonprofit and faith-based community's rental assistance programs continues to grow. Additionally, accessing tenants in need is a more efficient line of communication than connecting with property managers. Historically, the City has sought to develop engagement with both tenants and landlords. Both groups are difficult to reach. Generally, tenants in distress are more likely to research resources and connect with rent assistance programs.

Other respondents advocated that any program supporting landlords or tenants should center around education. Individuals with lived experience of homelessness expressed confusion and frustration with the eviction process. Individuals sought help with rent assistance as soon as they identified a problem, but resources were not clear or available until the individual was in acute distress with an eviction notice.

Education may also be a key element in keeping individuals with medical concerns housed. For example, the Mobile Integrated Health (MIH) team identified that some of their clients are at risk of homelessness because their existing rental homes lack the medical equipment or mobility devices they need to stay safely housed in that unit. Under the Americans with Disabilities Act, if a medical assistive device is a medical necessity, the landlord cannot prohibit the installation of the device. The tenant is liable for the cost, installation, and removal of the device. The cost of the device may be a barrier, but resources exist to support this need. Educating both landlords and tenants on their rights and obligations is key to ensure housing stability.

Individuals with lived experience of homelessness expressed frustration with the administrative burden of housing applications. Applications vary in form though fundamentally the required information is generally the same. Both small-unit landlords and individuals applying for housing advocated for a streamlined process to connect “good” landlords with “good” tenants. Many suggested that the City could play a connective role in these relationships; a stronger partnership with Housing Connector may also facilitate these connections.

The City previously piloted a Rental Risk Assistance program open to landlords with tenants facing barriers to stable housing. This pilot program was underutilized. Three

applications were accepted overall from a larger pool of applications. The program was administratively cumbersome for staff and applicants and received several fraudulent applications. Ultimately, the meager financial incentive, high administrative burden, risk for fraud, and low demand for the program made it nonviable. Partnering with an established nonprofit like Housing Connector with an existing network of incentives and resources is a more viable alternative to creating a program to support property owners.

Action #26: Centralized data tracking tool

Participants at the Lake Washington United Methodist Church Safe Parking Program expressed a strong rejection of the centralized data tracking tool. They expressed concerns about security and potential data breaches. These breaches are especially concerning for domestic violence survivors. The local government was not viewed as a reliable entity to maintain this data.

The City's Homelessness Assistance and Response Team were wary of the administrative burden of an additional data tracking tool. However, the team also noted that a centralized system would make communication clearer. Understanding staff's last contact with an individual would help staff provide more timely and current updates to the community about the status of an individual.

This action was the least prioritized among the actions represented in the City Hall for All exercise.

In contrast, some community members recommended this idea in support of generating more real-time data about the number of unhoused individuals in Kirkland.

Actions #41 and 42: Regarding supporting the first permanent supportive housing project in Kirkland, King County's Health Through Housing project

The community expressed mixed and complex feedback regarding permanent subsidized housing, particularly King County's Health Through Housing project. Some community members remain concerned about the siting of the King County project. The City does not have authority over the siting of this project, but has incorporated resident concern into its plans to support King County's implementation of the program.

At City Hall for All, the jar representing these actions received the most votes of support. This may have been the result of the relatively low cost of this action compared to the other proposed actions.

Service providers and the faith-based community also expressed support for permanent subsidized housing.

Action #38: Explore interest in the development of tiny home villages on the Eastside

The City did not hear strong opposition to the development of tiny home villages. But, when forced to prioritize among the priority actions, tiny home villages were ranked as less urgent than permanent subsidized housing, supporting outreach staff, or adding shelter resources during severe weather.

However, the City received a letter of support to pursue tiny home villages from the faith based community, including: Holy Spirit Lutheran Church, Lake Washington United Methodist Church, Lake Washington Christian Church (Disciples of Christ), St. John's Episcopal Church, Kirkland Congregational United Church of Christ, and Salt House.

Participants with lived experience of homelessness noted that more diverse non-congregant shelter options should be prioritized. Some respondents noted that "tiny homes" may be a misnomer, as most tiny home villages do not have running water and plumbing within the unit. However, most projects have on-site bathrooms and kitchens for congregant use. It is important to note "tiny homes" are a form of temporary housing and not considered permanent.

Funding

Generally, the community was supportive of the actions outlined in the draft plan. There was broad consensus that the plan is generally on track, comprehensive, and effective. However, there was less consensus about how to fund this work. The following section reflects some of the feedback that the City received regarding potential funding options.

Grants

Many community members expressed that the City should consider applying for grants to fund the work of the Action Plan. However, as of fall 2025, the forecast of available grants at the county, state, and federal level are limited. A Washington state budgetary shortfall has reduced state spending and eliminated grant opportunities that may otherwise have been relevant. Simultaneously, a federal policy shift has eliminated most federal human services grant opportunities or come with restrictions. While the City currently receives a small portion of grant funding for human services from the federal government, the City does not anticipate more grant funding opportunities becoming available in the near future.

Re-allocating existing human services grants

One proposed action was to re-allocate the funds currently allocated across human services grants to specifically address homelessness actions. Notably, service providers who receive human services grants and the Human Services Commission expressed concern about this approach. Many of the existing human services grants fund essential human services that ultimately contribute to an individual's housing security, including housing stability and food security; supportive relationships; safe haven from all forms of violence and abuse; health care; education, job skills and supports. A full account of the City's human services funding for 2025 is reflected on the [Human Services Dashboard](#).

Some respondents expressed support for re-allocating existing human services grants to fund homelessness services. It should be mentioned, that over half (55%) of the approximately \$3 million annual budget for 2025 (55%) support housing and homelessness efforts.

Simultaneously, many of these respondents (and others) recommend that the City continue action #1, continue human services grant funding that supports rent assistance and other prevention response.

Philanthropy

Many community members expressed that the City should solicit philanthropic contributions from private individuals, organizations, and businesses to help fund the Action Plan. Indeed, corporate and faith-based partners have made significant contributions that have supported the City's homelessness work. For example, a contribution from Congregation Kol Ami supported the City's severe weather hotel voucher program. A contribution from Amazon has supported residents living in RVs to transition into housing.

While the City welcomes public-private partnerships, the City also recognizes that the scope and scale of funding needed to implement the Action Plan is not in alignment with the likely feasibility of corporate philanthropy. Additionally, ongoing City services require ongoing funding mechanisms to ensure that the City's work is fiscally sustainable. Philanthropy is often a one-time contribution or subject to the donor's capacity and priorities.

Kirkland is a generous and compassionate community. Some engagement participants suggested that the City should conduct an educational campaign both to share the successes and challenges of responding to homelessness. They noted that this campaign may prompt individuals to donate to a charitable fund to support this work. This approach may augment the City's dedicated funding for human services and homelessness response.

Levies

In the draft Action Plan, the City proposed several options regarding various local and regional levies. Categorically, the community did not favor these levies. Many expressed concern that property tax or sales tax increases would strain those already on the brink of homelessness, particularly those on a fixed or low income.

Partnership with Faith-based communities

Several engagement groups, including the Economic Development listening session and the Human Services Commission noted that the City should partner with and rely upon faith-based communities to fund, staff, and deliver the programs and actions in the Action Plan. The City is willing to partner with faith-based communities and has convened ongoing meeting with congregations, churches, and temples in Kirkland. While potential collaboration exists, the faith-based community has expressed caution about the scope, scale, and capacity needed for these services to be effective.

Faith-based communities are constrained in funding and staffing of programs. For example, the Lake Washington United Methodist Church (LWUMC) operates a Safe Parking Program. This program grew by 50% in 2025, and is currently operating over capacity. LWUMC church is operating above its staffing capacity and the demand for the program continues to grow. This is not a sustainable model and the LWUMC does not have capacity to further expand programs responding to homelessness. Staffing programs, particularly sheltering programs (tiny homes, emergency shelters) is resource intensive. The sensitivity and vulnerability of the work requires professional staff; relying on volunteers would be insufficient. Faith-based communities generally are resource constrained and therefore have lean staffing structures. Additionally, many congregations are shrinking.

For some faith-based congregations, responding to homelessness is tangential to their core mission. While the faith-based community has been an important part of the service provision network, they are not service providers. It is not reasonable to anticipate the faith-based community will fill all gaps in the service provision network.

In the faith-based convenings with the City, the City has proposed a variety of actions in the Action Plan to the congregations for partnership. While there may be willingness to collaborate, congregations have not committed to implementing the actions in the draft action plan, nor to implementing other ideas proposed by the group. This suggests that the faith-based community is at or near capacity with existing priorities and service levels and that they do not have the capacity to expand services further.

Lastly, some engagement participants urged caution with regard to relying on faith-based communities for homelessness services. In particular, participants of the Safe Parking Program at Lake Washington United Methodist Church noted that not all unhoused individuals feel comfortable receiving services from religiously-affiliated organizations. In addition, the mission and values of some organizations may exclude or give the perception of excluding individuals in some communities like the LGBTQIA+ community.

Phase Two Gaps

The following gaps were identified in the second phase of engagement. City staff have added new actions to the plan to address these gaps

Prevention

Accessing Prevention Resources

As in Phase One of engagement, a common theme was the importance of investing in preventing individuals from becoming homeless in the first place. Respondents expressed that they understood that a variety of existing prevention resources exist but were uncertain about how to navigate these resources. Many noted that it would be helpful to have a resource like 211 that aggregated the available resources. However, many noted that 211 is frequently out of date and therefore ineffective.

Emergency Shelter Response

By federal definitions, homelessness is not considered an emergency or an immediate threat. Any response to homelessness, even if urgent or imminent, would not be eligible for state or federal funding. This severely limits the City's capacity to respond to a mass need for shelter of unhoused individuals. The City is not prepared to accommodate a mass influx of unhoused individuals, as occurred in Tukwila in 2023. Given the current federal landscape, responding to a mass influx with the goal of connecting individuals to housing is not feasible. According to Kirkland's Office of Emergency Management estimates, sheltering 100 people (homeless or not) for one day costs approximately \$500,000 per day. Sheltering a large group of individuals on a long-term basis is not feasible. Regardless, the City must be prepared to respond to a mass influx, with the goal of stabilizing the situation, supporting basic hygiene, and connecting individuals with regional resources. Given these constraints, the City must develop a framework

to respond to a mass influx situation according to various variables. Preparedness may include updates to City codes to provide staffing flexibility in responding to emergent scenarios.

Accordingly, the City has added two additional actions to the plan:

- Develop a rapid response framework to prepare the City to respond to urgent but non-emergency crises, both for unhoused and housed individuals.
- Identify code adjustments to allow the City Manager to designate and staff a designated habitation area in an urgent but non-emergency situation. Develop activation criteria, operating policies, and termination planning.

Severe Weather

The City overspent its severe weather housing voucher program in 2025. A gap exists between the community's interest in prioritizing this issue and the constraints on the existing program. Some respondents noted concern with large-scale investments in short-term stop-gap measures, specifically the hotel voucher program. They noted that this program should be a bridge for a temporary crisis, not a long-term strategy to house individuals during severe weather. Some respondents identified that a novel use of private and public spaces may serve as temporary shelter for day or overnight use. As such, the City is proposing a partnership to investigate potential pop-up locations for severe weather day and overnight shelters. This new action is to partner with Eastside cities to hire a consultant to conduct an inventory of potential sites to host severe weather day and overnight shelters.

Questions and Clarifications:

The following were common questions or requests for clarification received in engagement. The City has attempted to clarify these responses into the updated plan and provide a short summary here.

- Would the Human Services Supervisor and/or the Housing Navigation Coordinator provide backup to the Homelessness Outreach Coordinator?
 - Yes, the intent of these positions is that both would provide backup support and coverage for the Homeless Outreach Coordinator
- How would the Housing Navigation Coordinator's services differ from the nonprofits who provide coordinated entry (such as case managers at shelters)?
 - Unhoused individuals can only access case management services at shelters and resource providers if they are being sheltered there. If a shelter is full or if the client is barred from the shelter, they would not have access to the resources that a case manager can provide.
- Is the data tracking tool described in Action #26 intended to be an internal tool? Why?
 - Yes. The community frequently expressed the utility of having a regional data tracking tool. The City agrees that having such a tool would be very helpful to the City's work and to regional collaboration. However, developing a regional tool is outside the scope and resources of the City's capacity. A regional data-sharing software is in the scope and workplan of the King County Regional

Homelessness Authority (KCRHA). As such, the City has included action number 64 in the Action Plan to urge KCRHA to expedite the progress on this action.

- Simultaneously, the City needs a better system to track an unhoused individual's last point of contact with City staff. The City's coordinated response to homelessness includes multiple departments and staff members through the Homelessness Assistance and Response Team (HART). This interdepartmental approach to responding to homelessness allows the City to adapt to an individual's unique needs and circumstances and provide timely responses to community reports. However, the inherent de-centralized approach can create a lag or double reporting. For example, Kirkland Police may receive a report of an unhoused individual in Marina Park in the late evening. Due to the time of the report, the responding officers may be unaware that the Homeless Outreach Coordinator had prior contact with the individual earlier in the day. This creates a multiplication of effort that impedes a timely and efficient response. By creating an internal tool, HART could more immediately see and understand an individual's last point of contact with the HART team and prior attempts to engage the individual. This tool would also assist HART to provide timely updates to community members who are reporting an unhoused individual through OurKirkland.

Homelessness Continuum of Care Action Plan Draft Action List - 10/28/2025

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Prevention	1	Continue prioritizing human services grant funding that supports rent assistance and other prevention response.	Strategic Spending	PCS	Ongoing*	\$\$\$\$	Short-Term
Prevention	2	Continue to fund a full-time attorney dedicated to eviction prevention and housing support for low-income Kirkland residents in partnership with Eastside Legal Assistance Program (ELAP).	Strategic Spending	PCS	Ongoing	\$\$	Short-Term
Prevention	3	Continue funding a 1.0 full time employee Human Services Coordinator position focused on Community Wellbeing, which includes connecting residents to resources.	Proactive Policy Development & Legislative Action	PCS	Ongoing	\$\$	Short-Term
Prevention	4	Continue the Kirkland Cares Low-Income Support Program to support households with discounts on utility rates and other City services and charges.	Strategic Spending	FA	Ongoing*	\$\$\$	Short-Term
Prevention	5	Explore funding partnership to create a dedicated homelessness action fund to act as a centralized donation hub for community members, including the faith community to support outreach flex funds and severe weather response.	Timely Communication and Collaboration	CMO	Proposed	N/A	Short-Term
Prevention	6	In partnership with the Chamber and local property owners, explore development of an educational tool to support both tenants and landlords to navigate existing affordable housing restrictions, incentives, and laws.	Proactive Policy Development & Legislative Action	PB	Proposed	\$	Short-Term
Prevention	7	Explore incentives and partnerships with organizations like Housing Connector to support landlords leasing to low-income tenants or tenants with barriers to housing.	Proactive Policy Development & Legislative Action	PB	Proposed	\$\$	Medium-Term
Prevention	#	Continue to fund the Kirkland Police Department 1.0 full time employee Jail Navigation Coordinator to support individuals exiting the justice system and prevent homelessness.	Strategic Spending	KPD	Ongoing*	\$\$\$	Medium-Term
Prevention	8	Explore voucher program with partners such as the Lake Washington School District (LSWD) to address housing gaps for families at risk of homelessness.	Timely Communication and Collaboration	CMO	Proposed	\$\$	Medium-Term
Outreach	9	Continue Homelessness Assistance and Response Team (HART) coordination and response with regular evaluation of its role, mission, and function at the City. Continue educating City staff and the community on the purpose and how to activate HART. Consider branding a Kirkland Coordinated Response Protocol.	Person-centered Approach	CMO	Ongoing	\$	Short-Term
Outreach	10	Continue funding a 1.0 full time employee Homeless Outreach Coordinator position focused on building rapport and connecting residents with resources to help address barriers to work towards housing stability.	Proactive Policy Development & Legislative Action	PCS	Ongoing	\$\$\$	Short-Term
Outreach	11	Formalize pilot programs to reduce barriers for people working with the Homeless Outreach Coordinator. These pilot programs may include mail services, showers, laundry, and property storage.	Person-centered Approach	PCS	Ongoing*	\$\$	Short-Term

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Outreach	12	Continue to invest in the Flex Fund the Homelessness Assistance and Response Team (HART) uses to purchase basic human needs items or other resources that otherwise pose barriers to housing.	Strategic Spending	PCS	Ongoing*	\$\$	Short-Term
Outreach	13	Continue vehicle and RV repair program.	Person-centered Approach	PCS	Ongoing*	\$	Short-Term
Outreach	14	Continue property safekeeping program for unhoused residents who require temporary storage of belongings.	Person-centered Approach	KPD	Ongoing	\$	Short-Term
Outreach	15	Continue 24/7 open restroom at Marina Park.	Prioritize Safety	PCS	Ongoing	\$	Short-Term
Outreach	16	Evaluate current wound care service through Mobile Integrated Health. Consider expansion to provide preventative medical services outside of a 911 response.	Person-centered Approach	KFD	Ongoing	\$	Short-Term
Outreach	17	Ensure all Kirkland police officers are trained on homelessness standard operating procedures for both engagement and enforcement.	Prioritize Safety	KPD	Ongoing	\$	Short-Term
Outreach	18	Continue to work with the Kirkland Senior Council and support the Senior Center to provide resources to seniors experiencing housing instability.	Timely Communication and Collaboration	PCS	Ongoing	\$	Short-Term
Outreach	19	Evaluate current members of the Homelessness Assistance and Response Team (HART) and annually consider expansion to include Probation and other staff that interact with people experiencing homelessness.	Timely Communication and Collaboration	PCS	Proposed	\$	Short-Term
Outreach	20	Fund a 1.0 full time employee Housing Navigation Coordinator position to support homeless outreach clients with housing navigation and case management support plus direct assistance to residents who have been priced out of market rate housing (fixed income, disability, loss of spouse, etc) and don't know how to navigate the complex multiple steps required to locate and apply to affordable housing.	Proactive Policy Development & Legislative Action	PCS	Proposed	\$\$\$	Short-Term
Outreach	21	Consider flex fund expansion to include all first responders to offer basic needs to people who are unhoused as part of their response.	Strategic Spending	FA	Proposed	\$	Short-Term
Outreach	22	In alignment with the City's Language Access Plan, expand access to training, culturally-relevant resources, and linguistic services (interpretation and translation services) for the Homelessness Assistance and Response Team (HART) to assist the growing, diverse population of unhoused residents.	Strategic Spending	CMO	Proposed	\$	Short-Term
Outreach	23	Create Homeless Outreach Program Manual to educate internal staff on policies and procedures in responding to homelessness across the City.	Timely Communication and Collaboration	PCS	Proposed	\$	Short-Term
Outreach	24	Continue to fund severe weather response. Partner with faith-based organizations and private sector philanthropy to increase funding.	Person-centered Approach	PCS	Ongoing*	\$\$	Short-Term

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Outreach	25	Consider increasing homeless outreach staffing over time to provide 7-day a week response capability, ensure staff wellbeing, retention, coordination with Homelessness Assistance and Response Team (HART), and sustained impact.	Proactive Policy Development & Legislative Action	PCS	Proposed	\$\$	Medium-Term
Outreach	26	Explore centralized data tracking tool to synthesize information on shared clients and locations for Homelessness Assistance and Response Team (HART) members. Develop a scope of work for technological solutions to allow HART to collectively track the last point of contact with a client.	Timely Communication and Collaboration	PCS	Proposed	\$\$	Medium-Term
Outreach	27	Explore options to deploy a mental health professional to co-respond with the Homeless Outreach Coordinator. This may include partnerships with Mobile Integrated Health or additional City staff.	Proactive Policy Development & Legislative Action	PCS	Proposed	\$\$	Medium-Term
Outreach	28	Expand transportation options for Homelessness Assistance and Response Team (HART) members to support unhoused clients accessing court dates, medical, licensing, and other appointments. Consider formalizing bus ticket program through Human Services to other HART members unable to transport clients.	Person-centered Approach	PCS	Proposed	\$	Medium-Term
Outreach	29	Explore co-hosting a regional clinic in the OneHealth Clinic model - providing veterinary and human medical services, co-located. Consider piloting at annual Kirkland Health and Wellness Fair.	Person-centered Approach	CMO	Proposed	\$	Long-Term
Emergency Shelter Services	#	Partner with Eastside cities to hire a consultant or UW MPA program students to conduct an inventory of potential sites to host severe weather day and overnight shelters. Develop a public engagement plan for potential sites and activation criteria.	Person-centered Approach	PCS	Proposed	\$\$	Short-Term
Emergency Shelter Services	30	Continue Hotel Set Asides Pilot Program for clients working with Homeless Outreach Coordinator who require interim shelter but on track to secure housing. Consider expanding budget due to shelter capacity issues on Eastside.	Person-centered Approach	PCS	Ongoing*	\$\$	Short-Term
Emergency Shelter Services	31	Continue funding to build capacity at Eastside shelters and day centers for all population types; but prioritizing women and family shelters.	Strategic Spending	PCS	Ongoing*	\$\$\$\$	Medium-Term
Emergency Shelter Services	32	Improve the threshold for activating extreme weather shelter programs, in accordance with input from individuals with lived experience.	Person-centered Approach	PCS	Ongoing*	\$	Medium-Term
Emergency Shelter Services	33	Explore opportunities to advance programs that support populations not served under the current shelter model or experience barriers, including but not limited to: families, couples, people with pets, LGBTQIA+, immigrants, and refugees.	Person-centered Approach	PCS	Proposed	\$	Medium-Term
Emergency Shelter Services	34	Advocate for and enlist other interested entities such as faith organizations and Lake Washington School District to increase emergency shelters and other resources for families with children to reduce the long-term, generational impact of homelessness.	Person-centered Approach	CMO	Proposed	\$	Long-Term

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Temporary Shelter and Housing	35	Continue providing sanitation services, fencing, and case management at City designated temporary housing sites.	Person-centered Approach	PW	Ongoing*	\$	Short-Term
Temporary Shelter and Housing	36	Support Comprehensive Plan policies to reduce regulatory and zoning code barriers to transitional housing programs and to avoid displacement.	Proactive Policy Development & Legislative Action	PB	Ongoing	\$	Short-Term
Temporary Shelter and Housing	37	Analyze and propose improvements to the code that supports sanctioned encampments, for the purpose of enhancing the permitting process. In particular: - Consider allowing the City or other organizations to function as a sponsor or managing agency for authorized encampments - Consider extending the initial authorized operation period of 92 days - Consider allowing authorized encampments to be established on a recurring basis over a period of several years in the same location, similar to City of Redmond's regulations	Proactive Policy Development & Legislative Action	PB	Proposed	\$	Medium-Term
Temporary Shelter and Housing	38	Work with East King County partner cities to conduct public engagement to explore the siting and development of tiny home villages on the Eastside.	Proactive Policy Development & Legislative Action	CMO	Proposed	\$\$\$	Medium-Term
Temporary Shelter and Housing	39	Explore diverse, short term sheltering solutions that are non-congregate (e.g. pallet shelter, tiny home, safe parking) on the Eastside, particularly at faith-based community properties.	Strategic Spending	CMO	Proposed	\$\$\$	Medium-Term
Temporary Shelter and Housing	40	Evaluate current investment in congregate shelter solutions by population type and identify alternative strategies.	Strategic Spending	PCS	Proposed	\$	Long-Term
Permanent Subsidized Housing	#	Pursue development partnerships and incentives to increase the permanent subsidized housing supply for seniors and adults with disabilities.	Proactive Policy Development & Legislative Action	PB	Proposed	\$	Long-Term
Permanent Subsidized Housing	41	Support current Comprehensive Plan policies to incentivize increased supply of affordable housing units for households between 0-60% Area Median Income and promote progress on number of affordable housing units/developments in Kirkland, including workforce and student-focused housing opportunities.	Proactive Policy Development & Legislative Action	PB	Ongoing	\$\$\$	Long-Term
Permanent Subsidized Housing	42	Provide oversight and support success of first permanent supportive housing project in Kirkland through coordination and collaboration with the operator, King County, and City. Bring transparency to the community through support of regular reporting to Council and regular engagement with the community after project opening.	Person-centered Approach	CMO	Ongoing	\$\$\$	Short-Term
Permanent Subsidized Housing	43	Implement the local referral network and ensure accountability relating to the City approved code of conduct, community relations plan, safety and security plan, and good neighbor agreement.	Person-centered Approach	CMO	Ongoing	\$	Short-Term
Program Delivery & System Support		Develop a Rapid Response Framework to prepare the City to respond to urgent but non-emergency crises; both for unhoused and housed individuals	Proactive Policy Development & Legislative Action	PCS	Proposed	\$\$	Short-Term

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Program Delivery & System Support		Identify code adjustments to allow the City Manager to designate and staff a desingated habitation area in an urgent but non-emergency situation. Develop activation criteria, operating policies, and termination planning.	Proactive Policy Development & Legislative Action	CAO	Proposed	\$	Short-Term
Program Delivery & System Support	44	Ensure that response to homelessness coordinates with other Citywide plans and work including: - Human Services Element of the Comprehensive Plan - Homelessness Element in the Comprehensive Plan - Health through Housing Agreement	Timely Communication and Collaboration	PB	Ongoing	\$	Short-Term
Program Delivery & System Support	45	Continue Eastside City homeless response coordination, including: - pooled contract interlocal agreement with shelter providers - monthly meetings with street outreach teams, human services staff, and the Eastside Homelessness Advisory Committee - monthly meetings with King County Regional Homelessness Authority	Timely Communication and Collaboration	PCS	Ongoing	\$\$\$	Short-Term
Program Delivery & System Support	46	Advocate on the county, state, and federal level for funding to support Kirkland's homelessness action plan.	Timely Communication and Collaboration	CMO	Ongoing	N/A	Short-Term
Program Delivery & System Support	47	Continue to allocate Community Development Block Grant public service funds to emergency shelter programs.	Strategic Spending	PCS	Ongoing*	\$\$	Short-Term
Program Delivery & System Support	48	Continue comprehensive campaign to engage with and educate the community on Kirkland's successes and challenges to address homelessness through online and printed materials and events, partnering with faith community and other advocate partners when appropriate.	Timely Communication and Collaboration	CMO	Ongoing	\$	Short-Term
Program Delivery & System Support	49	Continue participation in case management and data tracking system with the Cities of Redmond and Bellevue.	Timely Communication and Collaboration	PCS	Ongoing*	\$	Short-Term
Program Delivery & System Support	50	Support King County Regional Homelessness Authority to collect annual Eastside data on number of sheltered and unsheltered individuals through the Point in Time Count.	Timely Communication and Collaboration	PCS	Ongoing	\$	Short-Term
Program Delivery & System Support	51	Continue to participate and support the Regional Crisis Response Agency. Consider funding an expanded role for RCR to provide dedicated homelessness response that is not conditioned on a 911 call/active crisis.	Timely Communication and Collaboration	CMO	Ongoing*	\$\$\$\$	Short-Term
Program Delivery & System Support	52	Coordinate with KTUB staff and other nonprofit organizations to support youth and young adults experiencing housing insecurity.	Person-centered Approach	PCS	Ongoing	\$\$\$	Short-Term
Program Delivery & System Support	53	Coordinate with community centers and other city spaces to make referrals and provide resources for participants accessing the space, including but not limited to, North Kirkland Community Center and Peter Kirk Community Center.	Timely Communication and Collaboration	PCS	Ongoing	\$	Short-Term

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Program Delivery & System Support	54	Continue to develop standard operating procedures and policies that prioritize a person-centered approach with compassion, accountability, and safety as a focus. Establish a regular review schedule of existing procedure and policies on an annual basis.	Prioritize Safety	CMO	Ongoing	N/A	Short-Term
Program Delivery & System Support	55	Continue to advocate for state funding for affordable housing in the Housing Trust Fund.	Timely Communication and Collaboration	CMO	Ongoing	N/A	Short-Term
Program Delivery & System Support	56	Hire a human services supervisor to staff and support the expanded homeless outreach program, serve as liaison of the Homelessness Assistance and Response Team (HART), and support implementation of the action plan.	Strategic Spending	PCS	Proposed	\$\$\$	Short-Term
Program Delivery & System Support	57	Establish dedicated space for Human Services staff to conduct outreach and provide services confidentiality. This includes the Homeless Outreach Coordinator, King County Sexual Assault Resource Center Pilot Position, and any future human services positions focused on direct service.	Person-centered Approach	CMO	Proposed	\$\$\$	Short-Term
Program Delivery & System Support	58	Explore potential approaches to data reporting and measures of success to Council, including format, content, and appropriate frequency.	Timely Communication and Collaboration	PCS	Proposed	\$	Short-Term
Program Delivery & System Support	59	Coordinate volunteer opportunities within the Volunteer Services Program to support the homelessness service provision network, including opportunities by and among faith communities.	Timely Communication and Collaboration	CMO	Proposed	\$	Medium-Term
Program Delivery & System Support	60	Research regional funding and facility options for individuals with high acuity needs, aiming to provide specialized interventions beyond transitional shelters and supportive housing programs.	Person-centered Approach	CMO	Proposed	\$	Medium-Term
Program Delivery & System Support	61	Explore local funding to sustain Mobile Integrated Health with staffing levels that specifically support homelessness response in Kirkland.	Proactive Policy Development & Legislative Action	KFD	Proposed	\$\$\$	Medium-Term
Program Delivery & System Support	62	Coordinate regular meetings to ensure system coordination with key stakeholders, including Lake Washington School District, King County Library System, Connections, Evergreen, Fairfax, etc.	Timely Communication and Collaboration	CMO	Proposed	\$	Medium-Term
Program Delivery & System Support	63	Explore activating partnerships with the private sector to address funding gaps in Eastside homeless services.	Timely Communication and Collaboration	CMO	Proposed	\$	Medium-Term
Program Delivery & System Support	64	Advocate for King County Regional Homelessness Authority to expand data-sharing software connecting service providers, shelters, and jurisdictions with real-time data on resource availability and client case management.	Timely Communication and Collaboration	CMO	Proposed	\$	Medium-Term
Program Delivery & System Support	65	Advocate for more regional funding for affordable housing in Kirkland.	Timely Communication and Collaboration	CMO	Proposed	N/A	Medium-Term

Policy Goal Area	No.	Action	Primary Strategy	Primary Lead	Status	Investment	Timeline
Program Delivery & System Support	66	Advocate for more pass through dollars of King County human services levies to support local homelessness response. Encourage Best Starts for Kids (BSK), Veterans, Seniors, Human Services Levy (VSHSL), and Mental Illness and Drug Dependency Behavioral Health Sales Tax Fund (MIDD) to align funding model similar to the Medic 1 and King County Parks Levy.	Timely Communication and Collaboration	CMO	Proposed	N/A	Medium-Term
Program Delivery & System Support	67	Explore and develop a referral process between the Homeless Outreach Coordinator and residents exiting an institution, including but not limited to, hospitals, behavioral health clinics, and jails.	Timely Communication and Collaboration	PCS	Proposed	\$	Medium-Term
Program Delivery & System Support	68	Explore a workforce development partnership with Evergreen Health and Lake Washington Technical College on workforce development programs that could provide assistance to the service provision network. Example: Automotive Tech programs assisting in vehicle repairs at safe parking programs, culinary programs supplying community meals, healthcare technician graduates assisting at a healthcare clinic.	Timely Communication and Collaboration	CMO	Proposed	\$\$	Medium-Term
Program Delivery & System Support	69	Assess current human services grant funding levels across goal areas, and determine prioritization based on highest level of need across the the continuum of care. Consider conducting a needs assessment to strategically align Human Services Division work.	Strategic Spending	PCS	Proposed	\$\$	Long-Term
Program Delivery & System Support	70	Conduct a public engagement campaign to identify and implement sustainable local funding for human services and homelessness programs.	Strategic Spending	CMO	Proposed	\$\$\$\$	Long-Term
Program Delivery & System Support	71	Assess impacts of federal human service program changes and advocate for regional program and funding continuity.	Strategic Spending	CMO	Proposed	\$\$\$\$	Long-Term



CITY OF KIRKLAND
Department of Parks & Community Services
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MEMORANDUM

To: Human Services Commission

From: Jen Boone, Human Services Manager
Amanda Judd, Human Services Coordinator – Community Wellbeing
Andreana Campbell, Sr Management Analyst

Date: October 16, 2025

Subject: Introducing Kirkland Dedicated Sexual Assault Legal Advocate

RECOMMENDATION:

Staff recommends that the Commission receive information on the Kirkland-dedicated Sexual Assault Legal Advocate.

EXECUTIVE SUMMARY:

- As part of the 2025-2026 Budget, the City Council authorized a pilot program with the King County Sexual Assault Resource Center (KCSARC) for a dedicated Sexual Assault Legal Advocate in Kirkland.
- In July 2025, Hua Goldstein was selected as the Kirkland-dedicated Sexual Assault Legal Advocate.

BACKGROUND:

The City of Kirkland provides human services grant funding to the King County Sexual Assault Resource Center (KCSARC)¹, which is a designated Community Sexual Assault Program (CSAP) specializing in sexual assault advocacy, therapy, and prevention. Through that funding partnership, Kirkland residents have access to services from KCSARC. However, historically there has not been a dedicated Kirkland-specific position within the City to support victims of sexual assault (referred throughout as survivors). The Kirkland Police Department (KPD) wrote 47 sex offense case reports in 2022, 54 in 2023, and 34 in 2024. These figures do not represent all sex offense calls received for those years, only calls for sex offenses that resulted in case reports.

DISCUSSION/ANALYSIS:

As part of the 2025-2026 Budget, the City Council set aside \$200,000 to initiate a two-year pilot program with KCSARC for a Sexual Assault (SA) Legal Advocate dedicated to serving the Kirkland community. By contracting for a legal advocate dedicated to survivors in Kirkland, the

¹ <https://www.kirklandwa.gov/Government/Departments/Parks-and-Community-Services/Human-Services/Human-Services-Dashboard/2025-Funded-Programs>

City will better ensure sexual assault survivors have immediate and reliable access to support, advocacy, and resources. The services provided by the SA Legal Advocate in the pilot program is in addition to, rather than a replacement of, the existing resources and wraparound services provided through human services grant funding.²

On June 3, 2025, the City Council passed Resolution R-5684³, authorizing the City Manager to execute a contract with KCSARC to initiate the Legal Advocate pilot program through Q4 2026. The Council also approved a Scope of Work outlining the role and responsibilities of the Kirkland-dedicated SA Legal Advocate. See Attachment 1 for specific details of the Scope of Work. The pilot program includes (1) KCSARC 1.0 FTE co-located at the City of Kirkland to serve as the primary contact for sexual assault victims.

A fundamental piece of the SA Legal Advocate position is to meet clients where they are at by providing what is known as mobile advocacy. While the SA Legal Advocate will be co-located in Kirkland, they may also be assisting clients in other locations, such as attending a multi-day trial with a victim. The SA Legal Advocate would attend interviews, hearings, and trials, provide emotional support, inform victims of their rights, and provide guidance to victims for access to financial and legal assistance. Given the dynamic nature of the primary duties of this position, KCSARC's recommendation is to offer a hybrid work environment. The recommendation put forth by KCSARC has the SA Legal Advocate in Kirkland three days per week in a space agreed upon by the City, at the KCSARC office in Renton one day per week, and one day of remote work.

Without a dedicated SA Legal Advocate for Kirkland, KCSARC's involvement does not typically begin until an investigation is underway or charges have been filed with the King County Prosecuting Attorney's Office (KCPAO). The pilot program establishes clear coordination protocols between the SA Legal Advocate and KPD to victims at the onset, ensuring victims receive the immediate and highest level of support, care, and guidance throughout the entire criminal justice process. Through directly contracting for KCSARC's services, the SA Legal Advocate will provide victims early and immediate access to all KCSARC's community services, including the 24-hour Resource Line, trauma-focused therapy, and culturally responsive programs such as "Dando Voz" (Giving Voice) for Spanish-speaking clients. Equitable access to these services ensures inclusive and responsive support, ensuring all victims, regardless of their background or identity, can receive support navigating the court system during a traumatic time in their lives.

In July 2025, Hua Goldstein, one of KCSARC's existing experienced SA Legal Advocates, was selected as the Kirkland-dedicated position for the pilot program. Since that announcement, the SA Legal Advocate has transitioned into the role and began building relationships with City staff, the community, and external organizations.

NEXT STEPS:

The Human Services Commission will meet the SA Legal Advocate at their October 2025 Commission Meeting and receive a presentation on the role of the position and services offered through the pilot program.

² <https://www.kirklandwa.gov/Government/Departments/Parks-and-Community-Services/Human-Services/Human-Services-Dashboard/2025-Funded-Programs/Goal-Area-3-Safe-Haven-from-All-Forms-of-Violence-Abuse>

³ <https://docs.kirklandwa.gov/CMWebDrawer/RecordHtml/601830>

ATTACHMENTS:

Attachment 1 – Scope of Work

Scope of Work for City of Kirkland 2025-2026 Pilot Project Partnership with King County Sexual Assault Resource Center

Project Overview: The City of Kirkland will fund a dedicated sexual assault legal advocate provided by King County Sexual Assault Resource Center (KCSARC) to support victims of sexual assault within the Kirkland community (“survivors”) through December 31, 2026. The goals of the pilot program are to enhance survivor support and raise community awareness of available resources. The legal advocate will:

- Expand on existing direct services for survivors.
- Facilitate timely support for survivors.
- Facilitate legal advocacy.
- Coordinate with law enforcement and community partners to provide effective case management for survivors.
- Provide public outreach to the community and service providers to grow awareness of the resources available to survivors through KCSARC, including through this pilot program.

I. Scope of Services

1. Direct Service Support

- a. Provide legal advocacy services to survivors of sexual assault, as those services are outlined in the KCSARC Legal Advocate (LA) job description.
- b. Facilitate access to KCSARC’s 24-hour confidential resource line for survivors seeking assistance.
- c. Make direct connections with survivors to offer support and services.
- d. In the event the Legal Advocate is reassigned or otherwise replaced, KCSARC will ensure survivors continue receiving an adequate level of support through a period of transition or an early end to the program by developing necessary transition plans that ensure minimal disruption.

2. Community and Law Enforcement Collaboration

- a. The LA, their supervisor, and an appropriate KPD representative will participate in monthly meetings established by the LA to assess cases as needed for survivor support.
- b. The LA will participate in quarterly leadership meetings established by staff in the City Manager’s Office (CMO) including KCSARC leadership, the Kirkland Human Services Manager, and appropriate representatives from CMO or others invited by the City.
- c. The LA will participate in internal quarterly human services coordination meetings as requested by the City, including but not limited to Kirkland Neighborhood Resource Officers (NROs), Kirkland Community Resource Officers (CROs), and Mobile Integrated Health (MIH) staff.
- d. The LA will establish relationships with community partners such as EvergreenHealth, Connections Health Solutions (Connections), The Sophia Way women’s shelter, the Regional Crisis Response Agency (RCR), Lake Washington School District (LWSD) staff, and other relevant external partners with the help of City staff.

3. Outreach and Education

- a. The LA will provide 8-10 educational and resource-based presentations to the Kirkland community, schools in Kirkland, and service providers. Some presentations may include co-facilitation with the KCSARC prevention team.
- b. The LA will participate in meetings with local service providers, school counselors/leadership, and other community-based resource organizations.
- c. The LA will establish ongoing relationships with the City's CROs and NROs and with appropriate staff of schools located within Kirkland for sustained community engagement.
- d. With client consent, the LA will work with the support networks of survivors to direct them to KCSARC resources, programs, and materials to educate them on how to best help survivors through the process.

4. Physical Location and Oversight

- a. As LAs are mobile and often in the community meeting with survivors, the LA will work a hybrid schedule. The hybrid weekly schedule will consist of three days in person at Kirkland City Hall in a space designated as suitable by both parties, one day at the KCSARC Office in Renton to maintain training and coordination with other KCSARC programs and staff, and one day working remotely.
- b. The Kirkland Human Services Manager and staff in the City Manager's Office will serve as a resource and support for the LA and coordinate with the KCSARC supervisor and Leadership team as needed.
- c. The LA will notify their supervisor and the appropriately designated City staff of vacation dates or sick days. These days do not need to be approved by City staff.
- d. The LA will have access to a conference room in City facilities as needed for meetings with survivors and other appropriate parties.
- e. The LA will use a KCSARC-provided computer in order to comply with the privacy requirements of the position. KCSARC staff will provide technology support to the LA regarding the KCSARC-provided computer.

5. Pilot Program Reporting

- a. KCSARC will provide the City with an end report at the conclusion of the pilot project. The end report must provide a detailed evaluation of the pilot project, detailing number of individuals served and other appropriate metrics, along with lessons learned and any recommendations. The end report must be submitted to the City within 90 calendar days of the pilot project's conclusion.
- b. Metrics will be reported out by KCSARC and provided to Council by KCSARC in conjunction with City Manager's Office staff.
- c. Presentations will be made to the Kirkland City Council at least every six months.

II. Metrics for Success

1. Service Delivery and Outreach

- a. The pilot program will provide capacity to serve up to 60 individuals in Kirkland, including carryover from the previous year.
- b. KCSARC will track the number of survivors that engage in advocacy services.
- c. KCSARC will track the number of coordination meetings attended.
- d. KCSARC will track the number of presentations given.
- e. KCSARC will track outreach efforts.
- f. If the number of individuals served reaches 55, the LA will reduce activities described in Section 2 below and focus on direct service to survivors.

2. Collaboration, Community Awareness, and Education

- a. Maintain monthly meetings between KPD and LA.
- b. LA participation in quarterly internal human services coordination meetings.
- c. Establish and quantify outreach connections with key community entities.
- d. Conduct 8-10 educational and resource-based presentations to various community groups and document number of participants.
 - i. Conduct post-presentation surveys to assess increased knowledge about the program and its resources.

3. Survivor Experience and Overall Program Satisfaction

- a. Implement surveys to measure satisfaction with advocacy services.
- b. Target a 75% positive response rate in key areas:
 - i. Survivors feeling supported.
 - ii. Survivors being able to identify their next steps.



CITY OF KIRKLAND
Parks and Community Services
123 5th Avenue, Kirkland, WA 98033
425-587-3000

MEMORANDUM

To: Human Services Commission

From: Jen Boone, Human Services Manager
Antoinette Smith, Human Services Coordinator, Equity

Date: October 15, 2025

Subject: **Behind the Scenes Series: The Monitoring Process**

RECOMMENDATION:

That the Human Services Commission (HSC) receive the final presentation of the Behind-the-Scenes Series to learn about the contract monitoring process for 2025-2026 funded programs.

BACKGROUND DISCUSSION:

The Human Services Commission approved the 2025 workplan that included a series of educational presentations from staff. This series of presentations will focus on work being done “behind the scenes” by staff after the Commission’s grant funding recommendations are approved and adopted as part of the City’s 2025-2026 budget.

DISCUSSION/ANALYSIS:

At its October meeting, the HSC will review the contract monitoring process. The following topics will be discussed:

Monitoring Policy and Procedures

The monitoring process is used as a tool by funding cities to ensure contract compliance by grantees and provide an opportunity for support and connection with program staff each grant cycle.

Staff use the Monitoring Policy and Procedures developed by the 16 cities that make up the Human Services Funding Collaborative (HSFC). Attachment 1 includes the [Human Services Funding Collaborative](#) current version. The current version has undergone a review process by a workgroup who provided the greater collaborative with recommendations for updates. These updates are currently under final review and will be integrated into the current version following the approval process.

Agency Requirements and Monitoring Visit Expectations

Individual cities are identified as “leads” for the monitoring process and responsible for coordinating with agencies to schedule monitoring visits. Staff then coordinate with other city funders and the agency to schedule a visit. Attachment 2 includes the monitoring form that details requested documents for review and additional questions for discussion during the scheduled contract monitoring site visit. Following completion a visit, staff prepare a summary letter for the agency for their records. This may include additional follow-up actions if an agency is found out of compliance.

NEXT STEPS

Following a presentation from staff, the Commission will understand the monitoring process as part of agency requirements for receiving grant funding from the City. This will inform Commissioners as they prepare for the 2027-2028 Human Services Grant review process that will begin in Spring 2026.

ATTACHMENTS

Attachment 1- Monitoring Policy and Procedures
Attachment 2- Monitoring Form

**Human Service Funders Collaborative
Monitoring Policy and Procedures**

Policy

The Human Services Funding Collaborative, a collective of North, East, and South King County cities inclusively referenced as “cities” in this document (i.e., Auburn, Bellevue, Burien, Covington, Des Moines, Federal Way, Issaquah, Kenmore, Kent, Kirkland, Redmond, Renton, Sammamish, SeaTac, Shoreline, Tukwila) will work together to conduct monitoring of selected jointly funded human services agency programs in order to ensure contract compliance. Monitoring will include onsite and/or virtual monitoring of the selected programs. Monitoring is optional for agencies who receive a combined award of less than \$5,000.

Contract monitoring is not intended to replace required agency audits or generally accepted business practices and standards.

Procedures

Onsite and/or Virtual Monitoring

1. A monitoring schedule will be developed and updated annually by the cities, showing the past monitoring done and potential upcoming monitoring schedule of selected jointly funded programs. Monitoring may be done on-site or virtually.
2. The schedule will list the City who will lead the monitoring for that program (“Lead City”) and the proposed timeframe for the monitoring. For programs that receive funding from both North/East and South King County cities, a lead city from both subregions may be identified.
3. The Lead City will prepare and send “intent to monitor” communication to the program contact. Such communication will include a listing of the items to be reviewed during the visit and/or a copy of the approved monitoring form.
4. The Lead City will notify other cities that fund the program regarding the time and place of the on-site/virtual monitoring to allow for their participation in the monitoring visit. Reasonable efforts will be made to select a time and place that works for all funding cities.
5. During the visit, the Lead City will review documentation and complete the monitoring form. CDBG Entitlement cities may use a CDBG monitoring form in place of the onsite/virtual monitoring form.
6. At the conclusion of the monitoring visit, the Lead City will write up a monitoring summary to include any items for follow-up and/or concerns. This summary and a copy of the completed monitoring form should be shared with the program contact and other

cities, if applicable, and then posted in the linked records associated with the Agency Profile within 45 days of the visit.

7. Monitoring of programs that are not jointly funded, but funded by a single city, is at the discretion of that City.

City Specific Desktop Monitoring

In addition to joint onsite/virtual monitoring of selected programs, Cities may choose to perform desktop monitoring of their own agency contracts for their own use, at intervals they determine. This may include:

- Verification that contract documentation is up-to-date and on file (e.g. insurance certificate, audit)
- Review of quarterly reports to ensure timeliness and accuracy.

A sample desktop monitoring form is included on the Google site.

AGENCY DOCUMENT CHECKLIST

Document		Comments (for city staff only)
Organizational Chart showing name, position, and role of major program staff	☐	Click or tap here to enter text.
Required Financial Documents: Grantee MUST provide the highest level of financial reporting they have.		
1. Audited Financial Statements, including management letter if received, and documentation that the Agency's governing Board (or Board designated committee) has accepted the audit report. Acceptable documentation can be either: (a) minutes of the agency Board (or Board designated committee) meeting at which the audit report was accepted as final, or (b) a letter signed by an agency Board officer that, in his/her capacity as a Board officer, he/she accepts the audit report as final, as authorized by the board. OR	☐	Click or tap here to enter text.
2.Reviewed Financial Statements and documentation that the Agency's governing Board (or Board designated committee) has accepted the review. Acceptable documentation can be either: (a) minutes of the agency Board (or Board designated committee) meeting at which the review was accepted as final, or (b) a letter signed by an agency Board officer that, in his/her capacity as a Board officer, he/she accepts the review as final, as authorized by the board. OR	☐	Click or tap here to enter text.
3. IRS Form 990 or 990EZ	☐	Click or tap here to enter text.
Certificate of Insurance Click or tap to enter a date.	☐	Click or tap here to enter text.

Board of Directors, including city of residence and any vacant positions	☐	Click or tap here to enter text.
Minutes from last three board meetings	☐	Click or tap here to enter text.
Agency Policies Review:		
• Whistleblower Policy	☐	Click or tap here to enter text.
• Conflict of Interest	☐	Click or tap here to enter text.
• Internal Controls Please provide a brief description or copy of policies and procedures in place at the organization to segregate financial responsibilities between record keeping and authorization of transactions to ensure accuracy of financial records and to detect and prevent fraud.	☐	Click or tap here to enter text.
• Records Storage/Retention	☐	Click or tap here to enter text.
• Nondiscrimination for employees and clients	☐	Click or tap here to enter text.
• Grievance Policy	☐	Click or tap here to enter text.
• Interpretation/Translation Policy (optional)	☐	Click or tap here to enter text.
• Emergency Operations Plan (optional)	☐	Click or tap here to enter text.

Agency Questions

- How often does your Board meet?
Click or tap here to enter text.
- Are board members required to sign the organizations conflict of interest policy?
Click or tap here to enter text.
- Briefly describe the qualifications of the person responsible for the books of the organization.
Click or tap here to enter text.
- Briefly describe the qualifications of the person preparing the IRS 990 form.
Click or tap here to enter text.
- How is your organization working to address disparities based on race, gender, income, and other factors, both internally and in the services you provide? What changes or impacts have you seen as a result of your efforts?
Click or tap here to enter text.
- What progress or new activities are you planning to expand your equity work?
Click or tap here to enter text.

7. How can we better support you?

Click or tap here to enter text.

PROGRAM MONITORING FORM

Program Name: [Click or tap here to enter text.](#)

Please provide 3 randomly selected sample client files, including intake forms. ☐

1. Give an overview of the funded program. Has the program changed its scope since the initial application? If so, how?
[Click or tap here to enter text.](#)
2. What are eligibility requirements and how are they verified?
[Click or tap here to enter text.](#)
3. Is there anything current or forthcoming not mentioned in the quarterly report that could affect the program's performance?
[Click or tap here to enter text.](#)
4. Provide an overview of the data collection process, from the moment a client enters the agency through how data is collected and reported to the City. A flow chart or similar visual representation can help clarify this section.
[Click or tap here to enter text.](#)
5. How do you ensure your tracking in the new year is accurate and you are accounting for all unduplicated clients?
[Click or tap here to enter text.](#)
6. How is demographic information collected and verified? Particularly regarding income and city residency?
[Click or tap here to enter text.](#)
7. How is data collected and reported regarding outcomes? What criteria are used to determine outcome measurement?
[Click or tap here to enter text.](#)
8. Describe the program's policy/practice for storing client files to preserve confidentiality.
[Click or tap here to enter text.](#)

Next Steps:

Follow up items for City Staff:
[Click or tap here to enter text.](#)

Follow up items for Agency:
[Click or tap here to enter text.](#)

Additional Comments:
[Click or tap here to enter text.](#)