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# Home

AFTER SO LONG

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2018 ANNUAL REPORT

**Plymouth**  
**Housing**

*Marie, a Plymouth resident*

## In January 2019, over 11,000 people were experiencing homelessness.

Of these, thousands were single adults experiencing chronic homelessness. These neighbors of ours have been living on the streets for two, five, ten, even twenty or more years. Pause to think on that, on the hardships of having no fixed place to live for decades. How would you maintain hope and determination in the face of such a challenge? What might you do to cope?

Finding a home after homelessness is extremely hard. Renting an apartment comes with many requirements—from a security deposit to government IDs to a solid rental history—that those experiencing homelessness often cannot meet. For many of these neighbors, homelessness becomes a self-perpetuating cycle, because even when they find a home, it's not the right home. Most live with disabilities, behavioral health disorders, and chronic medical conditions. Some have been involved with the criminal justice system, and many are veterans and seniors. In order to maintain a home, they need support.

While homeless, the needs of our most vulnerable neighbors are most often met by our civic emergency systems—jails, emergency rooms, and temporary shelters. In the words of

longtime Plymouth supporter Margaret Breen, "that is both inhumane and very costly." For the cost of three days in the hospital or three months in jail, Plymouth provides a person one full year of housing and services.

That's why permanent supportive housing following Housing First practices is the compassionate, cost-effective solution to chronic homelessness. That's why Plymouth is the solution.

Plymouth's track record is proof that we can end chronic homelessness. Because the need is great, we are launching an ambitious capital campaign to build 800 more permanent, supportive apartments in eight buildings. We hope you'll join us in celebrating this new chapter for Plymouth and, most importantly, for hundreds of our neighbors enduring chronic homelessness.

Our residents have survived so much, and they're all vital members of our community. Their strength, determination, and compassion for their neighbors inspires us every day. Thank you for joining us in our shared commitment to provide them with homes, support, and the chance to rebuild their lives.

Sincerely,



Paul Lambros  
Chief Executive Officer



Eleanor Moseley Pollnow  
President, Board of Trustees

# Values

## WE BELIEVE:

- Every person has the right to a home.
- Every person is valuable, with a unique story and journey.
- Affordable housing requires responsible stewardship.
- Cultural diversity and embracing difference are sources of strength.
- Respect, trust, and compassion are integral to all interactions.

# Mission

Plymouth Housing's mission is to eliminate homelessness and address its causes by preserving, developing, and operating safe, quality, supportive housing and by providing adults experiencing homelessness with opportunities to stabilize and improve their lives.

# Vision

Housing is just the beginning: the first step to building hope and transforming lives. We envision a day when every person has a home and a better quality of life.



*David, a Plymouth resident*

# Plymouth Housing

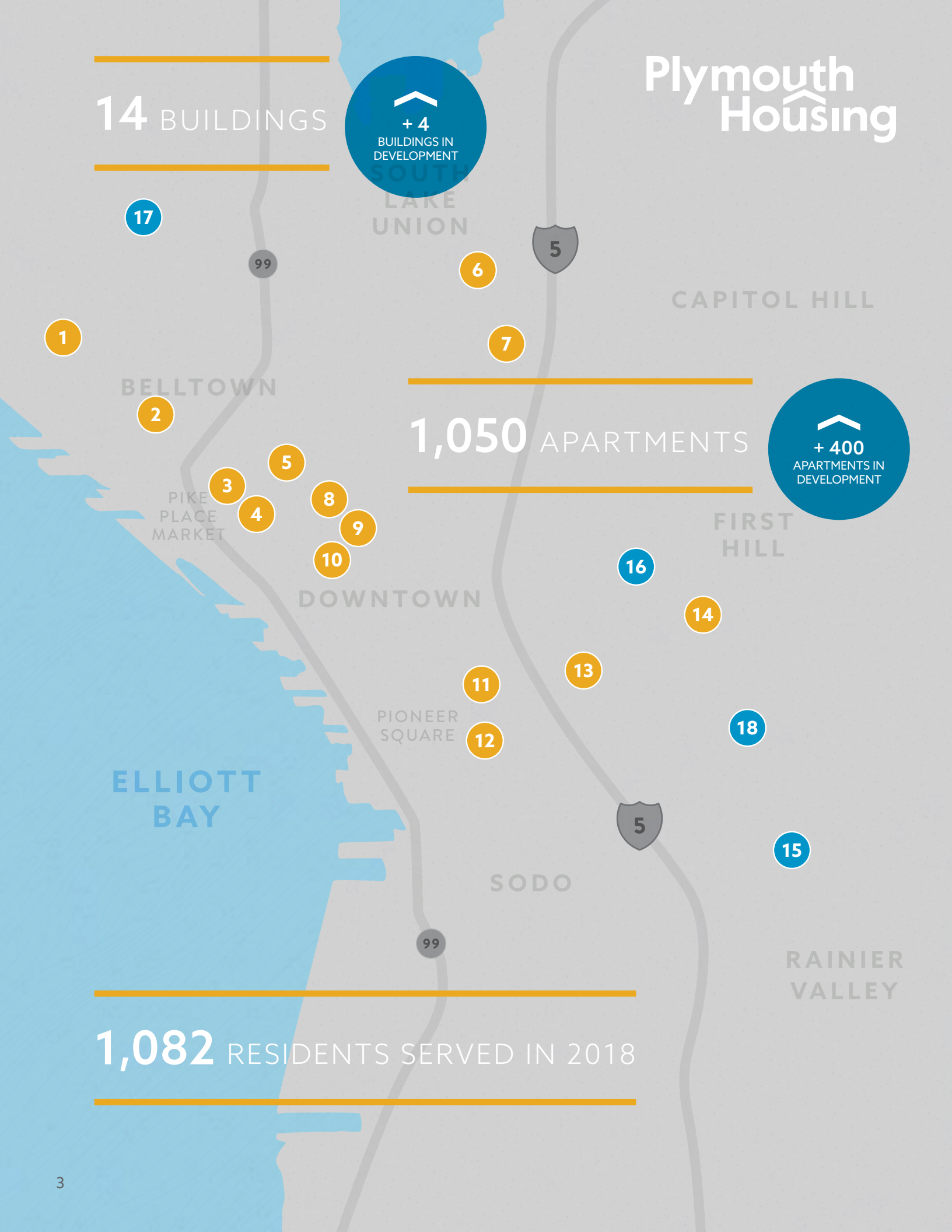
14 BUILDINGS

+ 4  
BUILDINGS IN  
DEVELOPMENT

1,050 APARTMENTS

+ 400  
APARTMENTS IN  
DEVELOPMENT

1,082 RESIDENTS SERVED IN 2018





PLYMOUTH PLACE APARTMENTS • First & Denny

1



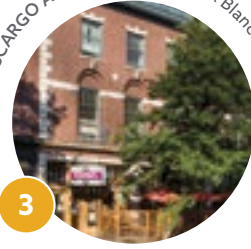
A.L. HUMPHREY HOUSE • First & Cedar

2



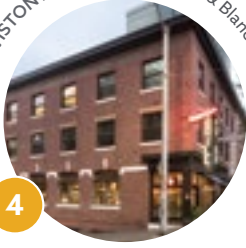
SCARGO APARTMENTS • First & Blanchard

3



LEWISTON APARTMENTS • First & Blanchard

4



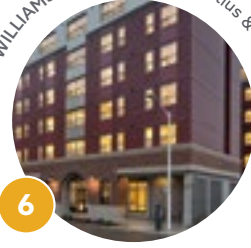
L'AMONGDON & ANNESIMONS SENIOR APARTMENTS • Third & Blanchard

5



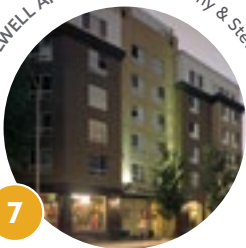
PAT WILLIAMS APARTMENTS • Pontius & Thomas

6



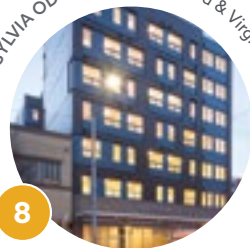
COLWELL APARTMENTS • Denny & Stewart

7



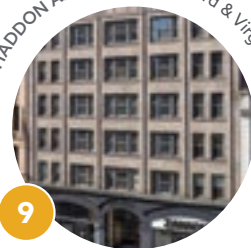
SYLVIA ODOM'S PLACE • Third & Virginia

8



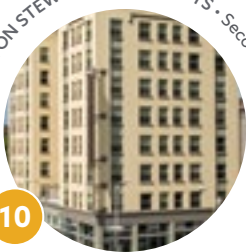
HADDON APARTMENTS • Third & Virginia

9



PLYMOUTH ON STEWART APARTMENTS • Second & Stewart

10



PACIFIC APARTMENTS • Fourth & Marion

11



ST. CHARLES APARTMENTS • Third & Cherry

12



PLYMOUTH ON FIRST HILL • Seventh & Cherry

13



CAL ANDERSON HOUSE • First Hill

14



501 RAINIER SUPPORTIVE HOUSING • Rainier & South King  
OPENING  
2020

15



MADISON/BOYLSTON PROJECT • Madison & Boylston  
BREAKING  
GROUND  
2020

16



2ND & MERCER HOUSING • 2nd & Mercer  
BREAKING  
GROUND  
2020

17



12TH & SPRUCE SUPPORTIVE HOUSING • 12th & Spruce  
BREAKING  
GROUND  
2021

18





1



2



3

## 2018 Year in Review

### 1. SEATTLE DANCES 2018

Our ninth annual Seattle Dances gala reached the stars! Thanks to our nine celebrity dancers and the professionals of Century Ballroom, this event raised an astounding \$1.1 million for Plymouth's mission. This event truly is glitz and glamour for a great cause!

### 2. PRIDE AT PLYMOUTH HOUSING

For the second year in a row, Plymouth staff and residents marched together in the Seattle Pride Parade. We're proud of our LGBTQIA staff, residents, and community members!

### 3. POP SOME TOPS

Three cheers for the Promoters of Plymouth! 2018's Old Hollywood Ball brought together 325 attendees and generated \$130,000 for the mission. Raise a glass to these future leaders whose hearts are set on ending homelessness!

### 4. 15TH ANNUAL KEY TO HOPE LUNCHEON

Dr. Sanjay Gupta motivated over 1,500 people at Plymouth's inspiring fifteenth luncheon, which raised a record-breaking \$1.17 million. As Dr. Gupta said, "Nothing happens well without a home," and this luncheon helps us continue providing over 1,000 homes to our most vulnerable neighbors.

### 5. BELLTOWN CRUSH

At this end-of-summer block party, we celebrated the Belltown community and Plymouth's mission with great drinks, energizing music, and a wonderful crowd. In 2018, over 900 people attended this event and raised more than \$65,000. We love our neighbors!

### 6. GROUNDBREAKING FOR 501 RAINIER

In November 2018, we proudly broke ground on our newest building. By the middle of 2020, we'll be moving people out of homelessness and into this new building with commercial retail space, community rooms, and 105 studio apartments.

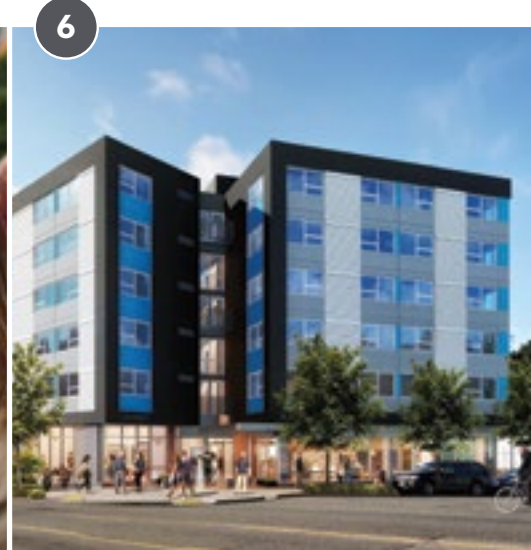


4

5



5



6



## 2018 financial statements

### OPERATING SUPPORT & REVENUE

Residential Rents & Fees	\$9,918,658
Commercial Rents	\$1,242,912
Public Grants	\$16,986,852
Private Grants & Donations for Operations	\$3,912,548
Capital Campaign Revenue	\$7,767,550

**TOTAL REVENUE** \$39,828,520

### OPERATING EXPENSES

#### PROGRAM SERVICES

Housing Management	\$11,409,196
Social Services	\$16,211,361
Housing Development	\$680,426

#### SUPPORT SERVICES

Administration	\$1,556,309
Fundraising & Community Relations	\$1,362,573

**TOTAL EXPENSES** \$31,219,865

**NET INCOME BEFORE DEPRECIATION \*** \$8,608,655

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

#### ASSETS

Cash & Cash Equivalents	\$8,502,628
Restricted Cash & Pledges	\$17,671,558
Accounts Receivable & Prepaid Expense	\$1,846,812
Property, Equipment & Amortizable Assets	\$126,120,942

**TOTAL ASSETS** \$154,141,940

#### LIABILITIES & EQUITY

Accounts Payable & Resident Security Deposits Payable	\$4,141,939
Debt	\$83,744,597
Non-Controlling Interest	\$39,511,984
Net Assets	\$26,743,420

**TOTAL LIABILITIES & NET ASSETS** \$154,141,940

\* Net income is largely earmarked for Plymouth's capital campaign, including real estate development and rehabilitation projects. Audited financial statements are available upon request.

## 2018 support + revenue



**25%** | RESIDENTIAL RENTS & FEES

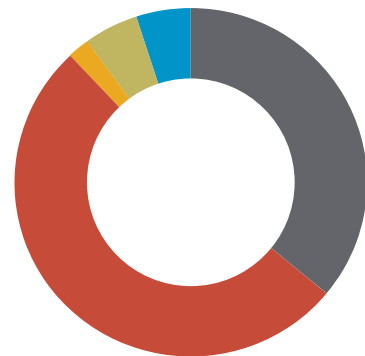
**3%** | COMMERCIAL RENTS

**43%** | PUBLIC GRANTS

**10%** | PRIVATE GRANTS & DONATIONS FOR OPERATIONS

**19%** | CAPITAL CAMPAIGN REVENUE

## 2018 expenses



**37%** | HOUSING MANAGEMENT

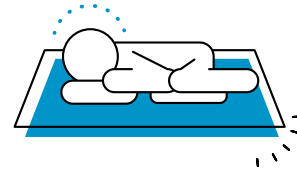
**52%** | SOCIAL SERVICES

**2%** | HOUSING DEVELOPMENT

**5%** | ADMINISTRATION

**4%** | FUNDRAISING & COMMUNITY RELATIONS

# THE CYCLE OF chronic homelessness



Without a fixed place of residence, people become disconnected from regular meals, medical care, safety, steady income, and social ties. Therefore, **basic needs often become urgent crises** met by expensive emergency services: hospitals, jails, temporary shelters.

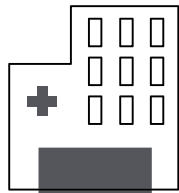
Homelessness itself **creates other traumas**: negative health impacts, extreme stress, involvement with the criminal justice system, lower life expectancy, lack of self-worth, and estrangement from friends, family, and community, to name a few.

## These experiences make it even harder to escape homelessness.

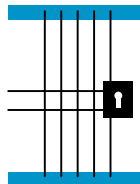
Those who meet the definition of “chronic homelessness” have experienced homelessness for at least twelve months and live with a disability. Many have struggled to find and keep a home for years, or even decades—because without the support to overcome the traumas of homelessness and other challenges, they often return to life on the street.

Permanent supportive housing breaks the cycle of chronic homelessness. It also lowers the strain on emergency services and offsets public spending.

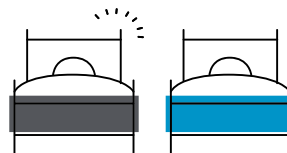
CHRONIC HOMELESSNESS COSTS TAXPAYERS BETWEEN \$30,000 AND \$50,000 PER PERSON PER YEAR.<sup>1</sup>  
HOWEVER, FOR THE COST OF...



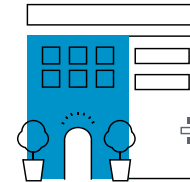
**3 DAYS**  
IN THE HOSPITAL



**3 MONTHS**  
IN A KING COUNTY JAIL

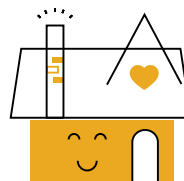


**1 YEAR**  
OF TEMPORARY SHELTER



...PLYMOUTH PROVIDES  
**365 DAYS**  
OF HOUSING AND  
SUPPORT SERVICES.

Permanent homes  
+ personalized support  
= **an end to chronic homelessness.**



1. U.S. Interagency Council on Homelessness, “Ending Chronic Homelessness in 2017.”



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# VOLUNTEERS **changing** LIVES

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Plymouth's volunteers are important members of our community. They enrich the lives of our residents and staff, help us put on successful events, and work behind the scenes to further our mission.

In 2018, **1,025 volunteers** donated over **8,500 hours** of their time to support Plymouth's mission and residents. AMAZING!

A special thanks to these individuals who each donated more than 50 hours in 2018: *Alex Adame, Rudy Barreda, Hanna Brooks Olsen, Jeb Mac, Valerie Heide Mudra, Terry Leers, Audrey Manzanares, Mackenzie Martin, Emmett Montgomery, Denise Ness, Marty Thomson, Jasper Tollefson, Nadia Tommalieh, Michelle Teague, Tina Urso-McDaniel, and Michelle Wise-Bailey.*

In addition, these volunteer groups have each spent more than 150 hours volunteering with Plymouth: *Adullam Church, Elysian Brewing, Horizon House, IREM, Mercer Island Presbyterian Church, Seattle Seahawks, and Woodland Park Presbyterian Church.*

*Thank you to everyone who volunteers with us.  
We couldn't fulfill our mission without you!*

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## IN **memoriam**

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*Edward Ackley*  
1933-2018



*Jeanne Gay*  
1965-2018

Homelessness takes a heavy toll, often creating or exacerbating health challenges. For many residents, Plymouth is their final home. We're grateful to have met them, and we're proud to have provided each of them with a home.

In 2018, thirty-nine of our residents passed away. Our residents have led rich lives, and we hold memorials to honor those lives and remind ourselves how much they gave to those around them.

*To those we have lost:  
we will not forget you.*



## Jimmie's STORY

*Jimmie, a Plymouth resident*

**J**immie has a warm smile and a determined gaze, and his bright eyes belie his sixty-seven years. "There's hope everywhere I go," he says. "It's difficult, but I can't give up."

Jimmie's very transparent about his background. "My criminal history has haunted me my whole life," he says. "I was 17 years old. I got involved with the wrong people, but it was just the way of living in the days I came up in." Jimmie goes on to describe how, in spite of serving his time and seeking to better himself, he continually found himself at dead ends. His involvement with the criminal justice system led to homelessness and barred him from many housing options.

"You get locked, trapped in a situation," he says, and it's hard to find a way out. Jimmie's situation is hardly unique; formerly incarcerated people are ten times more likely to experience homelessness than the general public, and those who experience homelessness are more likely to be arrested and

incarcerated.<sup>1</sup> In addition, 62% of those experiencing chronic homelessness in King County reported having been in jail or juvenile detention—which is 15% higher than the general homeless population.<sup>2</sup>

That's why Plymouth follows Housing First practices. We believe housing is a human right, and we know that lowering the barriers to housing enables people to rebuild their lives. As Jimmie says, "Having a roof over my head gives me room to make some decisions." And one of Jimmie's decisions was to find work at a local food bank so that he could help those currently experiencing homelessness.

Jimmie has been through more than his share of ups and downs, but his forward outlook and desire to help others have survived the hardships. "You'll love his positivity!" says Kris, his housing case manager. And she's right: Jimmie's steady hope makes him an inspiration.

1. Prison Policy Initiative: [www.prisonpolicy.org/reports/housing.html](http://www.prisonpolicy.org/reports/housing.html), accessed March 2019.  
2. All Home King County "2018 Count Us In" Report.

*"Having a roof over my head gives me room to make some decisions."*

*- Jimmie*

# Marie's STORY

**M**arie's home at Plymouth is full of bright colors. Cards, photos, and other mementos surround her as Marie rests in a cozy recliner and her chihuahua Little sleeps in her bed. Marie is soft spoken and direct, occasionally sharing a warm smile that lights up her eyes.

The experience of homelessness creates many significant challenges to overcome—from negative health impacts to justice system involvement to psychological trauma and more. However, homelessness does not define a person. Each of Plymouth's residents is an important member of our community, and their perspectives and voices are valuable.

Plymouth volunteers Hanna Brooks Olsen and Emmett Montgomery want to help residents share their stories, and so they run a monthly "Use Your Voice" workshop. "It felt like one of the biggest and most silent sides of homelessness is that you don't get to talk anymore," Hanna says. So she and Emmett offer space and support for residents to come together, bring their own story ideas, and share them. "It's about talking, listening, and how to find the good things in what you say or what others say," Hanna explains.

Marie credits Hanna and Emmett's workshop with helping her advocate for herself. "It makes me stronger," she says. Marie proudly shares that since moving into her home at Plymouth, she has begun working on getting her GED. She's also acquiring a food handling license so that she can volunteer to serve food at a nearby food bank, and she hopes to move to more independent living in the future. "Plymouth gave me a place where I can go further in life," Marie says, and then her smile brightens the room.

Marie and her dog Little, Plymouth residents



# 2018 ANNUAL FUND SUPPORTERS

GIFTS RECEIVED BETWEEN  
JANUARY 1 AND DECEMBER 31, 2018

Thank you to everyone who gave so generously to support the ongoing services and operations of Plymouth Housing in 2018.

This list reflects tax-deductible gifts received by Plymouth Housing. With the exception of gifts made in honor or memory, only donors whose gifts totaled \$500 or more during the calendar year are listed. Every effort has been made to ensure accuracy. *If you have any questions or concerns, please contact us at 206.374.9409 x 152.*

Donors who have given for three or more consecutive years are listed in bold. Thank you for your continued support! Donors who participated in workplace giving or whose gift prompted a matching gift from their employer have a + after their name.

## CORPORATE/FOUNDATION GIFTS

### \$100,000 +

Neukom Family Foundation

### \$50,000-\$99,999

Bank of America Foundation  
The Biella Foundation  
Brettler Family Foundation  
JPMorgan Chase  
Medina Foundation  
Premera Blue Cross  
The Seattle Foundation

### \$25,000-\$49,999

Amazon.com  
Bill & Melinda Gates Foundation  
Orin Smith Family Foundation  
The Peach Foundation  
Space Needle, L.L.C.  
Sterling Realty Organization  
Swedish Medical Center  
TEW Foundation  
Vanguard Charitable  
Vulcan, Inc.  
Zillow.com

### \$10,000-\$24,999

Alaska Airlines  
Bellwether Housing  
Hines  
HomeStreet Bank  
Martin Selig Real Estate  
Mercy Housing  
Northwest  
Microsoft Corporation  
Modern Enterprises, L.L.C.  
Olson Kundig Architects  
Puget Sound Energy  
RealNetworks  
Foundation

Safeco Insurance Fund  
Schultz Family Foundation  
The Shanbrom Family Foundation  
Sound Community Bank  
Treeline Foundation  
Union Bank Foundation  
Walsh Construction Company

### \$5,000-\$9,999

The Beveridge Family Foundation  
BNBuilders  
Cairncross & Hempelmann, P.S.  
Catherine Holmes Wilkins Foundation  
Deloitte Consulting, L.L.P.  
Downtown Seattle Association  
Elysian Brewing Company, Inc.  
Enterprise Community Investment, Inc.  
The Ex Anima Fund  
Facebook  
Fales Foundation Trust  
Federal Home Loan Bank of Des Moines  
Fidelity National Title  
First & Goal Hospitality  
Google.com  
Heritage Bank  
Holland America Line, Inc.  
Institute of Real Estate Management  
JPMorgan Charitable Giving Fund  
Kari Gran Skincare  
Leslie Fund, Inc.  
Moz  
The Noble Fir Foundation  
Pacific Project Management

Perkins Coie, L.L.P.  
Pine Street Group, L.L.C.

### Prairie Foundation

R.C. Hedreen Co.  
Security Properties  
Skanska USA  
SMR Architects  
UnitedHealthcare  
Urban Renaissance Group

### US Bank Foundation

Whatley Foundation  
Windermere Foundation  
Zevenbergen Capital Investments, L.L.C.

### \$2,500-\$4,999

Apex Facility Resources  
Avalonbay Communities, Inc.  
Bentall Kennedy, L.P.  
Block 41  
BNSF Foundation  
Board & Vellum  
CallisonRTKL  
CBRE  
The Chan Foundation  
Chicago Title  
Colliers International  
Dauby O'Connor & Zaleski, L.L.C.  
Enwave  
Ewing & Clark, Inc.  
Exxel Pacific  
F5 Networks, Inc.  
Fazio Associates  
Florence and Orville Shortlidge Charitable Trust  
Foster Pepper, P.L.L.C.  
Fred Hutchinson Cancer Research Center  
Goodman Real Estate, Inc.  
GW Cadbury Charitable Trust

Hewitt Architects  
Hillis Clark Martin & Peterson, P.S.  
Holland Partner Group  
Horizon House  
Housing Development Consortium of Seattle-King County  
Howard S. Wright Constructors, L.P.  
I. L. Gross Structural Engineers  
Kaiser Permanente  
Kantor Taylor, P.C.  
Laird Norton Company, L.L.C.  
LMN Architects  
MacDonald-Miller Facility Solutions  
Marpac Construction, L.L.C.

Marriott  
Nyhus Communications, L.L.C.  
Point B Consulting  
Raikes Foundation  
Starbucks  
Stoel Rives, L.L.P.  
Summit Law Group  
Susan Marinello Interiors  
Thrive Communities  
TRUEBenefits, L.L.C.  
Tulalip Tribes Charitable Contributions  
Turner Construction Company  
Unico Properties, L.L.C.  
USI Insurance Services  
Vance Corporation  
Visit Seattle  
Washington Trust Bank  
Weinstein A+U  
Windermere Real Estate  
Midtown  
Wright Runstad and Company



*"A compassionate solution to homelessness is not just a shelter. It's about giving people the capacity to grow... Plymouth doesn't just look at a building, a place that people can rest: it looks at a human being, at their soul, it looks at what is going to feed that soul, and then Plymouth does that."*

*— Norman Rice  
Former Seattle Mayor*

## INDIVIDUAL GIFTS

### Community Builder

**\$50,000-\$100,000**  
David and Catherine  
Colwell Charitable Trust

### Visionary

**\$25,000-\$49,999**  
**Dave and Kristin Acker**  
**David and Joanna Beitel**  
**Stewart Landefeld and Margaret Breen**  
**Angus and Cynthia Cunningham**  
Joseph and Kathleen Jenkins  
Jeannie and Bruce Nordstrom  
**Paula Rosput Reynolds and Steve Reynolds**  
**Matt Griffin and Evelyne Rozner**  
**Anonymous (2)**

### Champion

**\$10,000-\$24,999**  
**Betty and Lyle Appleford**

Tom and Sonya Campion  
Jeri and Doug Donnelly  
Kate Battuello and Larry Engel  
**Mark and Kristin Fleischauer**  
**Don and Lara Fosseen**  
**John Teutsch and Mary Foster**  
**Stan and Katie Humphries**  
**Jane Zalutsky and Mark Kantor**  
**Janet Pelz and Bob Koplowitz + Stephanie and Erik Kristen**  
**Mark Busto and Maureen Lee**  
**Elise Holschuh and Brian McAndrews**  
**Susan and Furman Moseley**  
**Molly Nordstrom**  
Beth Struckoff and Bill Parks  
**Paula and Jeffrey Pyatt**  
**Vicki and Gary Reed**  
Lena and Maher Saba  
**James Solimano and Karen Marcotte Solimano**  
Candy Marshall and Jerry Stehlik  
**Ed and Carmen Thomas + Maggie Walker**  
**Anonymous (2)**

### Advocate

**\$5,000-\$9,999**  
Sarah and Scott Armstrong  
**Tabitha and Tyler Bartlett**  
Neil Beaton  
**Ed Benson**  
**Deirdre Doyle and Patrick Berkeley**  
Andrea Black  
**Fraser and Deirdre Black**

### Tim and Joleen Burgess

Sharon Coleman  
Stephen Romein and Ty Cramer  
**Manuela and Terry Crowley**  
Christina and Mark Dawson  
**Jill and Matt Deasy**  
Cecile and J.D. Delafield  
Tanya and Robert Dimpsey  
**Lois Gamble Duncan**  
**Mark and Mitchell Dyce-Ryan**  
**Ellen Ferguson**  
Andrea and Drew Foster  
**Mercedes Fernandez and Jeff Grant**  
Amy and John Gunnar  
Charlie Curtis and Jane Harvey  
Christopher Roberts and Jennifer Heinz Roberts  
Emily and Bill Heston  
**Suzanne Hittman**  
Mark and Vicci Kane  
Bob and Pauline Kirchner  
Paul Lambros  
Michael T. Lennon  
Emily Neilson and Lewis W. Levin  
Julia and Michael Levitt  
Sharon Maffei  
**Donald Marcy**  
**Donald and Pamela Mitchell**  
**Richard and Kathy Miyauchi**  
Terry and Kate Myerson  
**Peggy Newsom**  
Nick and Brooke Parker  
**Craig and Tara Parsons**  
**Lisa and Ralph Pascualy**  
**Molly Pengra**  
Paul Pigott  
Carla Murray and Tom Robinson  
**Maria and Charles Royer**  
Karen Chang and Chuck Sloane  
Jane and Alexander Stevens  
**Carolyn and Clive Stewart**  
**Sandra and Ben Straughan**  
**Robert and Juanita Watt**  
**Michael Hardt and Kathi Weeks**  
Anonymous

### Architect

**\$2,500-\$4,999**  
Dan Evans and Sharon Berman  
Sarah and Kevin Beshlian  
**Libby Hill and Tom Biehl**  
Stellman Keehnel and Patricia Britton  
Robin Brownstein  
Christopher Brubaker  
**Jeremy and Danae Burger**  
**Diane and Jim Castanes**  
Jennifer Sargent and Matthew Cazier

Kelly and James W. Clark  
**Rebecca DeLozier Clements and Chris Clements**  
**Nick Drader and David Eldred**  
Kris and Kara Engskov  
**Pat Farey**  
Sally and Eben Frankenberg  
**Bill and Lindy Gaylord**  
Lisa Graham  
**Heather and Devin Grdinic**  
Phelps Fisher and Ann Fisher-Hanson  
Racha and Wassef Haroun  
Melissa Haumerson  
Carol and Justin Hutchinson  
**Douglas Ito**  
Randy Chin and Levina Kasmara  
Paul and Heidi Klansnic  
Shari and Mike Koppel  
**Leslie Koutroulis**  
Rosemary Lehman  
**Dan and Julie Little**  
James and Elizabeth Lund  
Jim and Casey Margard  
**Chad and Tina Urso McDaniel**  
**Ruth McLuckie**  
Franny and Casey Mead  
**Chris Schmaltz and Beth Montag-Schmaltz**  
Linda Myhrvold  
Ann Watson and Michael Pickett  
Brooke and Tom Pigott  
**Elizabeth and Jonathan Roberts**  
**Jessica Gibson and Robert Rosen**  
**Deborah and Tim Ross**  
**Lynn Beck and Creed Russon**  
Samer Saba  
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**In Memory of Steve Schepman**  
Laurie Christensen  
Scott Schepman and Donna Okawa



*"A good place for people to come off the street,  
the right place for people that need help."*

— Yvetta  
Plymouth Resident

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*Our heartfelt thanks go out to each generous community member who donated an in-kind product or service to Plymouth in 2018. This list reflects donors whose gifts were valued at \$1,000 or more.*

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PLYMOUTH'S BOARD OF TRUSTEES RATIFIED OUR CURRENT FIVE-YEAR PLAN IN 2017. BY FOLLOWING THIS BOLD STRATEGIC PLAN, OUR ORGANIZATION WILL MAKE AN EVEN BIGGER DIFFERENCE FOR OUR RESIDENTS, SEATTLE COMMUNITY, AND NEIGHBORS EXPERIENCING HOMELESSNESS.

---

## 2017-2022 FIVE-YEAR STRATEGIC PLAN UPDATE

### OVER FIVE YEARS, WE PLAN TO:

- Build 350 apartments.
- Increase private fundraising to \$4 million annually.
- Embrace diversity and empower our staff members.
- Develop and hone new programs to serve our residents.
- Promote resident health and stability.

### IN 2018 WE:

- Broke ground on a building with 105 new apartments and secured three future development sites.
- Raised \$3.8 million in private fundraising.
- Implemented new hiring tools and a new onboarding and training process for staff to provide them with the best introduction to Plymouth.
- Promoted resident voice in several ways, including working with Seattle University professor Dr. Alexandra Adame to explore what "community" means at Plymouth and in Housing First settings.
- Improved service ratios by adding new housing case managers and front desk staff to support residents on the journey to housing stability.

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# Matthew's STORY

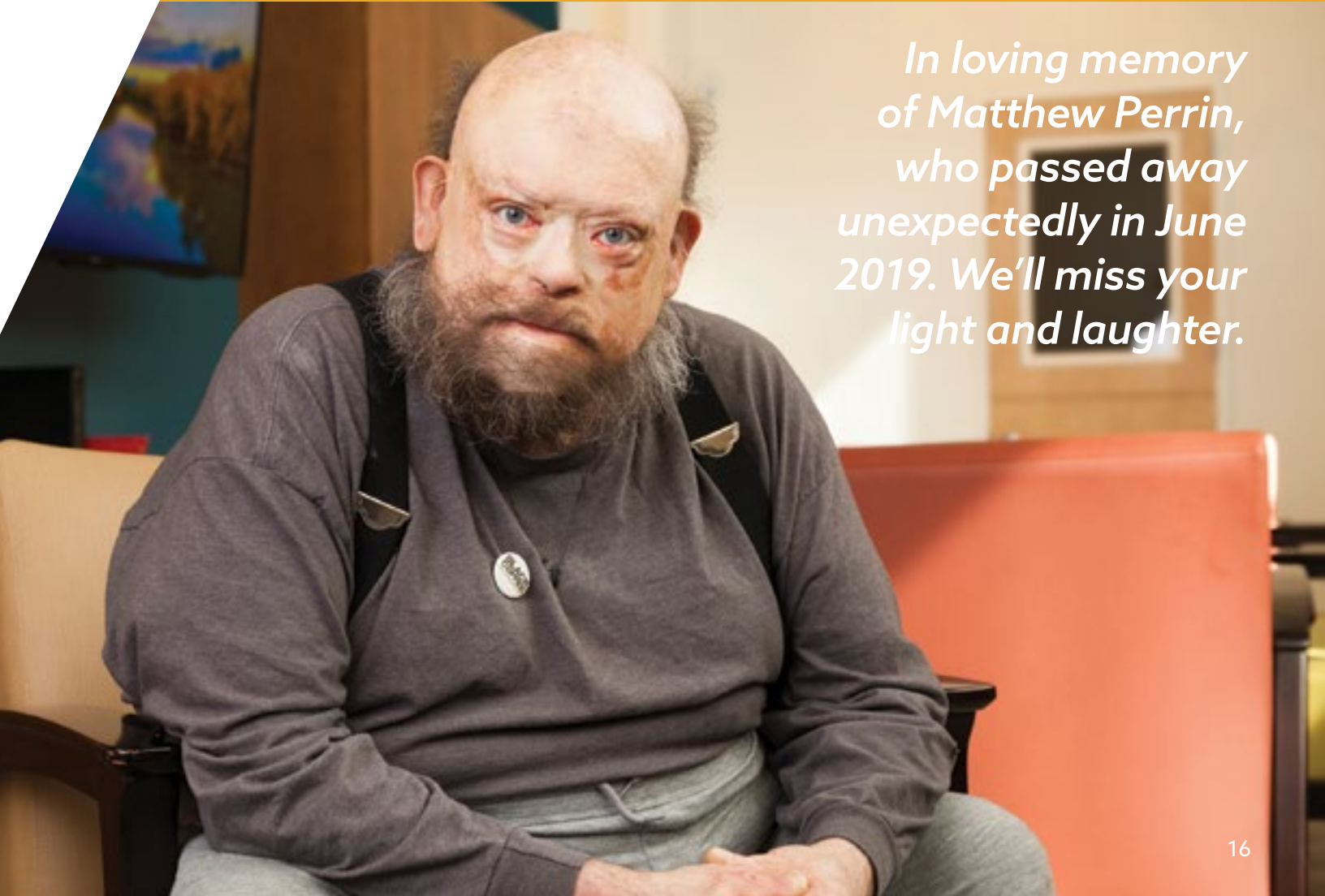
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It's no stretch to say that Matthew's knowledge was encyclopedic. He was a musician, a writer, and a dedicated researcher with a keen mind for detail.

In even a short chat with him, topics could range from Mesopotamian languages to alchemy to science fiction. He was often found at the heart of community events, sharing his love of conversation with those around him. "I appreciate everything the staff at Plymouth have done for me," he said. "They've helped me to grow."

The first time Matthew experienced homelessness, he was 19 years old; he moved into Plymouth on First Hill when he was in his 50s. "I was miserable on the streets," he said. Untreated addiction, exacerbated by homelessness, made it hard for him to find and keep housing. As Matthew aged, his health declined, and before he moved into his home at Plymouth, he was in the hospital three times and receiving palliative care.

Moving into a permanent home allowed Matthew to get regular medical care and manage his health. "It was mercy that gave me a place to live," he said, quiet and serious. It was more than that, though: we believe that every person is valuable. Matthew's presence strengthened our community, for both Plymouth residents and staff. We're grateful that he found a home with us.



*In loving memory  
of Matthew Perrin,  
who passed away  
unexpectedly in June  
2019. We'll miss your  
light and laughter.*



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# PLYMOUTH HOUSING **staff**

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Every staff member contributes to Plymouth's critical mission. The people here, who filled staff positions between January 1 and December 31, 2018, helped us support our residents and improve our Seattle community. Thank you!

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Calvin Ivory  
Michael Jackson  
Charles Johnson  
David Johnson  
Walter Johnson  
Chris Jones  
Scott Jones  
Sakai Kearse  
Jeremy Kern  
Netanya Khosrovani  
Ayalnesh Kifle  
George Kimball  
Kevin King  
Jon La France  
Binh Lai  
Jayson Lawrence  
Phong Le  
C.J. Lebert  
Chan Lee  
Gregory Lewis  
Rodney Lewis  
Liz Little  
Norma Locke  
Teri Logan  
Tary Lowery  
Scott Lozano  
Anthony Ludgood  
Mose Lyons  
Dan Macdonald  
Stefanie Marin  
Shanika Mayes  
John Meadows Jr.  
Tesfa Mekonnen  
Sue Mercer  
Charmaine Min  
Ronnie Mitchell  
Dave Moore Jr.  
Gregory Morris  
Alberta Morrison  
Beverly Muhammad  
Joe Murillo  
Joseph Musisi  
Ayan Musse  
Todd Napier  
Robin Neely  
Doug Noble  
Brenda Paiz  
D.K. Pan

Dan Perry  
Huy Pham  
J.P. Pickett  
Robert Pope  
Avery Quinn  
Carl Rainey Jr.  
Bladimir Recinos  
Katharine Revello  
Arnell Robinson  
Pearl Roche  
Ryu Roh  
Ron Roy  
Chai Saechao  
Asosa Sailiai  
Nichelle Saunders  
Blake Shelafoe  
Michael Sheldon  
Scott Shields  
Angel Smith  
Smitty Smith  
Jolliette St. Helen  
Jamia Stephens  
Darnell Stubblefield  
Gerald Thompson  
Isiah Tolson  
Robert Turner  
Irma Ward-Elexander  
Cassius Watkins  
Kila Weeks  
Andre Wheeler  
Imo Williams  
Michael Williams  
Towanna Williams  
Domonique Wilson  
Michelle Wise-Bailey  
Irving Wright  
Sterlyn Young

## **REAL ESTATE**

Rosey Atkinson  
Lyle Harris Jr.  
Bo Scarim  
John Torrence

## **RESOURCE DEVELOPMENT**

Quenton Baker  
Stephen Fredericks  
Grace Little  
Theresa Mejia  
Gretchen Rhoden  
Shoko Toyama  
Sara Umeda  
Amanda Vail

## **SOCIAL SERVICES**

Ryan Agnew  
Mickey Beatima  
Kris Benson  
Alan Berliner  
Gregory Berry  
Margaux Blich  
William Brattain  
Dani Cardoza  
Candice Coit  
Ryu Roh  
Kerriann Egan  
Amber Fedosh  
Phoebe Feldsher  
Renee Franklin  
Beruke Giday  
Abel Girma  
Kristina Giscombe  
Juawana Grant  
Linda Hargrove  
Barry Harkin  
Hope Harvey  
Jeanese Hime  
Yqueun Hurley  
Serina Jones  
Jean Kallas  
Jaclyn Lardie  
Kelli Larsen  
Jorge Lausell  
Allison Masangkay  
Luther Mitchell  
Marilyn Mitchell  
Tracey Mullian  
Alyssa Nanney  
Shannon Perez  
Deana Plymale  
Bobbie Pond  
Liz Rapuzzi  
Carlos Reiner  
Darell Rhodes  
David Rodriguez  
Paul Rosenthal  
Michael Sarver  
Rebecca Satterlund  
Leo Shriver II  
Amy Stromme  
Solie Strubhar  
Wendy Tyau-Dumlao  
Clint Washington  
John Zimmerman

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# 2018 mission award WINNERS

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Every year, we honor the hard, life-changing work of our staff by celebrating five individuals and one team who have been exemplary models of Plymouth's mission and values.



### **Beruke Giday**

As a social services program manager since 2015, Beruke stands out for her everyday approach of understanding, cooperation, and positive intent. As a supervisor, she is willing to roll up her sleeves and dive into challenging situations to support her staff and residents alike. She cares deeply for staff and residents, and she shows it every day.

### **Sakai Kears**

Since he started in 2016, Sakai has been a steady presence at the Pacific Hotel. His mood is predictably sunny, and his quiet demeanor and intuitive de-escalation skills are a benefit to residents and teammates alike. He firmly believes in living a life of service, and his dedication is an inspiration to all.



### **Sam Sauer**

Sam has been a committed, compassionate, and integral member of Plymouth's staff for more than 15 years. As compliance manager, she plays a critical and often unseen role, ensuring our success in securing and maintaining public funding for the development and rehabilitation of Plymouth buildings. She has mentored many highly skilled staff, making her an instrumental leader.



### **Shoko Toyama**

As a key member of Plymouth's Resource Development department since 2013, Shoko has championed the advancement of our fundraising events, nurturing a community of supporters who help us carry out our mission. She is a dedicated leader with a gracious style, and she's truly a joy to work with.



### **Michelle Wise-Bailey**

Michelle's welcoming smile is the first thing people notice about her—and ever since she started her career at Plymouth in 2012, she has been sharing that smile and her commitment to community with coworkers and residents. She's a natural community builder, welcoming everyone to experience the transformative power of Plymouth's mission.



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## LEADERSHIP TEAM AWARD **Pacific Apartments Team**

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Candice Coit, Joseph Ezenwoye, Amber Fedosh, Phoebe Feldsher, Suzy Graydon, Jeanese Hime, Michael Jackson, Serina Jones, Sakai Kears, Phong Le, Carl Rainey, Ryu Roh, Robert Turner, Andre Wheeler, Michael Williams

*Thank you to everyone who supported the creation of this report—in particular, to the residents who generously shared their stories.*

PLYMOUTH STAFF WHO CONTRIBUTED TO THE 2018 ANNUAL REPORT:

Elizabeth Aguilar-Imsland, Karla Armstrong, Quenton Baker, Mickey Beatima, Lynn Beck, Kris Benson, Andrea Carnes, Brandon Getz, Abel Girma, Kristina Giscombe, Yquem Hurley, Scott Jones, Jean Kallas, Jeremy Kern, Kelli Larsen, Grace Little, Lenna Mendoza, Tim Parham, Shannon Perez, Tammie Schacher, Shoko Toyama, Diane Pietrowski, Sara Umeda, Michelle Wise-Bailey, John Zimmerman

WRITING AND EDITING: Amanda Vail

DESIGN: DEI Creative

PHOTOGRAPHY: Rhoades Clark, Shawn Harrigan, Elisabeth Vasquez Hein, HRV Media, Jorge Lausell, Rolan Wong, William Wright Photography

RENDERINGS: SMR Architects, Weinstein A+U

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Join a special group of donors who have committed to investing in Plymouth Housing's future health and stability.

*By including Plymouth in your estate plans or making a gift to our endowment, you are ensuring that ending homelessness will become part of your lasting legacy.*

For more information, contact Lynn Beck, chief development officer, or Shoko Toyama, senior events & development manager, at **206.374.9409**

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