Home
AFTER SO LONG
2018 ANNUAL REPORT

Marie, a Plymouth resident
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.
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 LGTBQIA 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. BELTOWN 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.
2018 financial statements

OPERATING SUPPORT & REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Residential Rents &amp; Fees</td>
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<tr>
<td>Commercial Rents</td>
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<td>Public Grants</td>
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<td>Private Grants &amp; Donations</td>
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<td>Capital Campaign Revenue</td>
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TOTAL REVENUE: $39,828,520

OPERATING EXPENSES

PROGRAM SERVICES

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<th>Service</th>
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<td>Social Services</td>
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<td>Housing Development</td>
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SUPPORT SERVICES

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<tr>
<td>Administration</td>
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<td>Fundraising &amp; Community Relations</td>
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TOTAL EXPENSES: $31,219,865

NET INCOME BEFORE DEPRECIATION: $8,608,655

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS

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<tr>
<th>Item</th>
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<tr>
<td>Property, Equipment &amp; Amortizable Assets</td>
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TOTAL ASSETS: $154,141,940

LIABILITIES & EQUITY

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<td>Debt</td>
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<td>Non-Controlling Interest</td>
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<tr>
<td>Net Assets</td>
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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.
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.

Chronically homeless individuals cost taxpayers between $30,000 and $50,000 per person per year. 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.

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!

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.

Edward Ackley 1933-2018
Jeanne Gay 1965-2018
Jimmie 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.¹ 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.²

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.

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 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.
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 Foundation
  - JPMorgan Chase
  - Medina Foundation
  - Premera Blue Cross
  - The Seattle Foundation
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  - Bill & Melinda Gates Foundation
  - Orin Smith Family Foundation
  - The Peach Foundation
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  - Cairncross & Hempelmann
  - Catherine Holmes
  - Deloitte Consulting, L.L.P.
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  - Point B Consulting
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  - TRUEBenefits, L.L.C.
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  - USI Insurance Services
  - Vance Corporation
  - Visit Seattle
  - Washington Trust Bank
  - Weinstein A+U
  - Windermere Real Estate
  - Midtown
  - Wright Runstad & 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
IN-KIND GIFTS

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.

$10,000
Cascadelink
DEI Creative
Kaspars Special Events & Catering
Marriott

$1,000-$9,999
Alaska Airlines
Sheri Campbell
Clise Properties Inc.
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JW Marriott Desert Springs Resort and Spa
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Plymouth Congregational Church
Savage Color / Ptarmigan Press
Slager Fuj Creative Media
W Los Angeles-West Beverly Hills
The Westin Seattle
Westin Maui Resort & Spa
WeWork
Woodland Park Zoo

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

— Yvetta
Plymouth Resident
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.
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.

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

**LEADERSHIP TEAM AWARD**
Pacific Apartments Team

Candice Coit, Joseph Ezenwoye, Amber Fedosh, Phoebe Feldsher, Suzy Graydon, Jeanese Hime, Michael Jackson, Serina Jones, Sakai Kearse, 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, Elsiebath 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