



# STRATEGIC PLAN 2023-2025

Plymouth  
Housing

## MISSION

Plymouth Housing works 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 the first step in helping those who face homelessness transform their lives. Our comprehensive approach provides hope. Our dream is one where every person has a home and a better quality of life.

## VALUES

We create a **safe and inclusive** community.

We demonstrate **trust**.

We **advocate for equity** in housing.

We serve with **empathy and compassion**.

We help each other **thrive**.



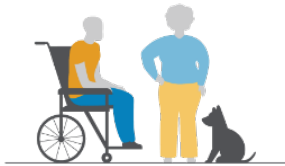
## 2023-2025 THREE-YEAR STRATEGIC PLAN

Plymouth Housing is one of Seattle and King County's largest permanent supportive housing providers. By the end of 2023, Plymouth will house up to 1,600 residents, serve an additional 500 formerly homeless individuals through housing voucher programs, and have nearly 375 dedicated employees.

In 2020, the number of single adults experiencing chronic homelessness – where Plymouth focuses – was 3,355 in King County. Although there is not an updated count for 2023, we anticipate that the need is near or more than what was reported in 2020.

For Plymouth to make measurable progress towards its vision, the Board of Trustees ratified our three-year strategic plan. By following this bold path forward, Plymouth will make an even bigger impact on the lives of our residents, the region, and neighbors experiencing homelessness.

Over the next three years, we plan to frame our efforts in five key areas:



### Invest in Resident Well-being

By the end of 2023, Plymouth will serve up to 1,600 residents across the region. To continue to provide high-quality services and living conditions for residents, we must adapt to their evolving needs and standards of care. We will:

- Establish quality standards for buildings, services, care, and staffing levels.
- Integrate behavioral health care across Plymouth's portfolio.
- Lead groundbreaking research and cutting-edge programming to move residents toward greater well-being.
- Reduce safety incidents by 10% per year.
- Make progress towards a portfolio of 100% studio apartments.



### Become an Employer of Choice

From 2020 to 2023, Plymouth's employee base grew by more than 60% – from 230 to 375 employees. We strive to be an employer of choice that fosters a thriving work environment that is safe, equitable, satisfying, and provides opportunities for growth. We will:

- Implement a comprehensive HR software solution to better support a larger employee base.
- Become a market leader on staff compensation.
- Advance organizational culture and DEI practices.
- Expand the leadership development program.



## **Optimize Infrastructure and Operations**

Over the past three years, Plymouth has experienced the largest phase of growth in the organization's 40+ year history. To support its current state and prepare for continued growth, we must optimize the way we operate. We will:

- Implement an Electronic Health Records System (EHRS).
- Adopt budgeting and financial intelligence software.
- Invest in technology solutions that integrate with Plymouth's core business functions (e.g., property management, compliance, case management, etc.).



## **Maximize Financial Health**

For Plymouth to preserve its financial viability and fulfill its vision, we must continue to increase funding and maintain a diverse revenue stream. We will:

- Increase public funding for operations by 5% year-over-year.
- Grow philanthropy by at least 10% year-over-year.
- Access funding from Medicare and Medicaid.
- Sustain real estate developer fee revenue.



## **Increase Individuals Housed and Served**

In King County, there were approximately 3,355 single adults who were experiencing chronic homelessness in 2020. As a leading housing provider with a strong track record of success, we are committed to meeting the need. We will:

- Develop two buildings per year (about 200 units).
- Explore new and innovative housing models.
- Increase the number of individuals served through housing voucher programs by 5% year-over-year.
- Advocate for equity in housing.