



# Healing Through Community

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2022 ANNUAL REPORT

We at Plymouth Housing acknowledge that we are on the unceded ancestral lands of the Duwamish People—a people who are still here and who are continuing to honor and bring to light their ancient heritage.

OPENED IN JUNE 2022, PLYMOUTH'S BERTHA PITTS CAMPBELL PLACE FEATURES COMMUNITY SPACES WHERE RESIDENTS CAN CONNECT AND RELAX.

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## A MESSAGE FROM PLYMOUTH HOUSING LEADERSHIP

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**Dear Friend of Plymouth,**

As human beings, we all need circles of support to thrive. Plymouth Housing residents are no different. Our residents rely on staff like Walter, a residential specialist, when they're having a difficult day and need someone to talk to. They rely on people like August, a resident—and her cockatiel, Pika—to create an inclusive network of neighbors. Both Walter and August's stories, featured in this annual report, illustrate how healing happens through community.

The year 2022 was also a powerful example of what can happen when we care for each other—beginning with our commitment to equity and antiracism. We advocated for our frontline workers and followed through on our commitment to increase their wages. We celebrated our resident and staff community marching in the Seattle Pride Parade, and through our own gatherings to honor Black History Month, Native American Heritage Month, and more. We opened Bertha Pitts Campbell Place—naming the building after a civil rights activist while helping 100 people move from homelessness into housing. And we made a variety of expansions and improvements that centered resident well-being: from a new service delivery model called One Team to laying the groundwork for expanded behavioral health care services.

Finally, 2022 marked a major leadership transition: we celebrated Paul Lambros' legacy and welcomed Karen Lee as CEO.

In the next few years, Plymouth will rapidly expand to meet the needs of our region. But we won't forget that this work happens one person, one relationship at a time—providing a resident with the counseling they need, investing in livable wages for a frontline staff member, or helping to inspire and build trust with a donor. Read about the strategic plan that will guide our work over the next three years at [plymouthhousing.org/strategy](https://plymouthhousing.org/strategy).

Plymouth Housing does more than create beautiful, vibrant buildings. We have a 96% success rate of helping people remain in housing long-term. One reason we've become so successful at what we do is because of people like you—people who support us with passion, generosity of spirit, and hopefulness for the future. Thank you for being a part of our community.



Karen Lee  
CEO



Lainey Sickinger  
President of the Board of Trustees

# Our 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.

## Our Values



LORI, A PLYMOUTH RESIDENT, WITH HER DOG, FRASIER.



**WE CREATE A SAFE AND INCLUSIVE COMMUNITY**



**WE ADVOCATE FOR EQUITY IN HOUSING**



**WE HELP EACH OTHER THRIVE**



**WE DEMONSTRATE TRUST**



**WE SERVE WITH EMPATHY AND COMPASSION**

## Our 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.

# By the Numbers

Our approach to ending homelessness is working. In 2022, our permanent supportive housing helped residents leave chronic homelessness behind and access the resources they need to thrive.

**5.5**

AVERAGE NUMBER OF YEARS  
A RESIDENT LIVES WITH  
PLYMOUTH HOUSING



**260**

RESIDENTS WELCOMED INTO  
PLYMOUTH HOUSING IN 2022



**3,355**

INDIVIDUALS WHO  
EXPERIENCED CHRONIC  
HOMELESSNESS IN 2020  
ACCORDING TO THE  
KING COUNTY 2020  
POINT-IN-TIME COUNT  
(PRE-COVID)\*

\*Although we do not have an updated count for this year, we anticipate that the need is near or more than what was reported in 2020. See [kingcounty.gov/elected/executive/constantine/news/release/2020/July/01-homeless-count.aspx](https://kingcounty.gov/elected/executive/constantine/news/release/2020/July/01-homeless-count.aspx) for more information.



**96%**

RESIDENTS WHO STAY HOUSED  
PERMANENTLY AFTER MOVING  
INTO PLYMOUTH HOUSING



**17**

PLYMOUTH BUILDINGS  
OFFERING SAFE, QUALITY  
HOUSING WITH ON-SITE  
SUPPORTIVE SERVICES



**275+**

EMPLOYEES WORKING TO MEET  
OUR RESIDENTS' NEEDS AT OUR  
BUILDINGS, INCLUDING ON-SITE  
CASE MANAGERS, RESIDENTIAL  
SPECIALISTS, AND MORE



**1,100+**

RESIDENTS IN PLYMOUTH'S  
PERMANENT SUPPORTIVE  
HOUSING IN 2022—SINGLE  
ADULTS WHO HAD  
PREVIOUSLY EXPERIENCED  
CHRONIC HOMELESSNESS



**33,517**

SERVICES PROVIDED  
TO RESIDENTS  
CONNECTING THEM  
TO HEALTH CARE,  
COUNSELING,  
LEGAL SUPPORT,  
TRANSPORTATION, AND  
OTHER SUPPORTS—  
AND HELPING CREATE  
A COMFORTABLE,  
WELCOMING PLACE  
TO LIVE



*Together, we can expand our efforts to end homelessness in our region.*

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## PLYMOUTH STORIES

# August

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Each Plymouth resident has a unique personal history, but they also have a lot in common. For starters, 95% have a disability. Many are grappling with multiple forms of trauma. All of Plymouth's more than 1,100 residents are also resilient members of our community who—with a home and the support they need—can thrive. Take August, for example.

At 26, August is much younger than many Plymouth residents, who are mostly seniors.

However, managing a disability is part of her daily life. Plymouth Housing has not only provided her with the health support she needs to alleviate her epilepsy, but has also given her the sober-living environment she desires to keep her wellness in balance.

August has lived in the Pat Williams Apartments since summer 2022. Out of Plymouth's 17 buildings, Pat Williams is the one place focused on supporting people with substance-use disorder. There is no one-size-fits-all approach to solving homelessness, which is why Plymouth provides individual support for each resident.

*Keep reading at [plymouthhousing.org/August](https://plymouthhousing.org/August)*





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## PLYMOUTH STORIES

# Walter

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Many people want something to be done about homelessness—but that work can't happen by magic. It takes hours of patience and hard work from dedicated people like Lead Residential Specialist Walter and his colleagues. Without these caring, skilled professionals who support more than 1,100 residents in Plymouth buildings every day, there can be no progress on the homelessness crisis.

During his eight years at Plymouth, Walter has seen firsthand the complex challenges of someone who's been living without a home for many years. When a person has been living in a tent and feeling constantly on edge, for example, the transition to four walls and a door is not exactly easy. But what he's seen in his time at Plymouth has given him plenty of reason for hope:

"I've seen enough success stories that I'm a believer. That's why I'm still here," he says.

*[Keep reading at \[plymouthhousing.org/Walter\]\(https://plymouthhousing.org/Walter\)](https://plymouthhousing.org/Walter)*

# PLYMOUTH'S 2022 Highlights



## SEATTLE DANCES

What an incredible evening! Ten local leaders took the stage for our 13th annual Seattle Dances on Saturday, March 12. Altogether, more than 1,000 generous donors gave more than \$1 million to support our mission. The showcase of dance styles ranged from bhangra to waacking at our first-ever hybrid version of this event, experienced by in-person attendees as well as at-home audiences watching via live stream.



## KAREN LEE NAMED PLYMOUTH HOUSING'S NEXT CEO

On June 28, the Plymouth Board of Trustees and staff officially announced that Karen Lee had been selected as the next chief executive officer and would begin official duties in mid-August. This announcement came after a national search led by members of the board, staff, civic leaders, and community members. Among a field of strong and compelling candidates, Karen stood out. "I am thrilled to be joining Plymouth during this time of tremendous growth and change," she said. "Plymouth's work is unique and vital in our region, and it inspires me that we are a model for other housing organizations throughout the country and world. I am honored to build on Paul Lambros' legacy of advocacy on behalf of Plymouth and those we serve as Plymouth's next CEO."



After 29 years of visionary leadership, outgoing CEO Paul Lambros completed his tenure on August 12, 2022. We are grateful for his contributions in growing Plymouth from a grassroots organization into an innovative, nationally recognized model of permanent supportive housing. The mission and values of the organization he helped build remain unchanged. Plymouth will continue to provide innovative, cost-effective, and supportive care, and we will continue to move people out of homelessness, one person at a time.



## KEY TO HOPE: BUILDING OUR FUTURE TOGETHER

On September 23, Plymouth raised more than \$1.3 million at the first in-person Key to Hope luncheon since 2019. Nearly 800 event attendees gathered with our region's business and community leaders at the Westin Hotel Seattle. This year's program was hosted by Joyce Taylor of KING 5 TV and featured remarks from Event Co-Chairs Fred Rivera and Lavina Sadhwani, Plymouth Board President Lainey Sickinger, Max Brettler of the Brettler Family Foundation, and Plymouth CEO Karen Lee. A short video showed firsthand how Plymouth's mission changes lives.



BUILDING ON OUR  
**PROOF Campaign  
Success**

Enabling us to build 600 homes for people who have experienced homelessness, the PROOF Capital Campaign capped off in summer 2020 with a total of \$59.1 million in contributions from our corporate and foundation partners—plus nearly 700 individuals. In addition to the construction of six new PROOF buildings, the funds will allow us to provide critical support services for all Plymouth residents into the future.

**Bertha Pitts Campbell  
Place**

**JUNE 2022**

100 new homes for people who have formerly experienced homelessness, many of whom are veterans. The building's name celebrates the legacy of a lifetime advocate who played an integral role in Seattle's Central District, a historically Black neighborhood.



**Toft Terrace**

**JANUARY 2023**

81 studio apartments for single adults who are experiencing housing insecurity. Toft Terrace takes its name from the Old Norse for "homestead," honoring the Ballard community's Scandinavian heritage while promoting the idea of "home" to our residents.



**Blake House**

**MAY 2023**

This joint development with Bellwether Housing is the first affordable housing high-rise to be built in Seattle in more than 50 years. Named in honor of Blake Nordstrom, the building includes 112 studio apartments for seniors and veterans who have experienced chronic homelessness.



## 2022 FINANCIAL STATEMENT

### OPERATING SUPPORT & REVENUE

Residential Rents & Fees	\$12,652,712
Commercial Rents	\$876,085
Public Grants	\$23,946,397
Private Grants & Donations for Operations	\$7,788,388
<b>TOTAL REVENUE</b>	<b>\$45,263,582</b>

### OPERATING EXPENSES

#### PROGRAM SERVICES

Housing Management	\$18,859,859
Social Services	\$22,574,801
Housing Development	\$3,189,649

#### SUPPORT SERVICES

Administration	\$4,288,525
Fundraising & Community Relations	\$1,640,239

**TOTAL EXPENSES** \$50,553,073

**NET LOSS BEFORE DEPRECIATION AND UNREALIZED INVESTMENTS\*** (\$5,289,491)

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

#### ASSETS

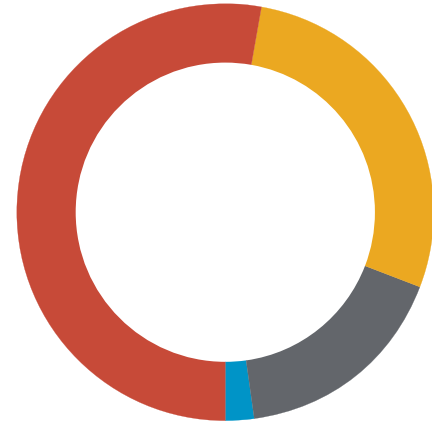
Cash & Cash Equivalents	\$14,113,227
Restricted Cash & Pledges	\$34,056,990
Endowment	\$23,429,787
Accounts Receivable & Prepaid Expense	\$2,616,049
Property, Equipment & Amortizable Assets	\$247,223,377
<b>TOTAL ASSETS</b>	<b>\$321,439,430</b>

#### LIABILITIES & EQUITY

Accounts Payable & Resident Security Deposits Payable	\$9,915,546
Debt	\$164,903,835
Non-Controlling Interest	\$66,813,011
Net Assets	\$79,807,038
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$321,439,430</b>

\*Net loss is largely due to one-time investments to support Plymouth's rapid expansion and growth in operations including real estate development, staff compensation, and service model enhancements. Audited financial statements are available upon request.

## 2022 REVENUE



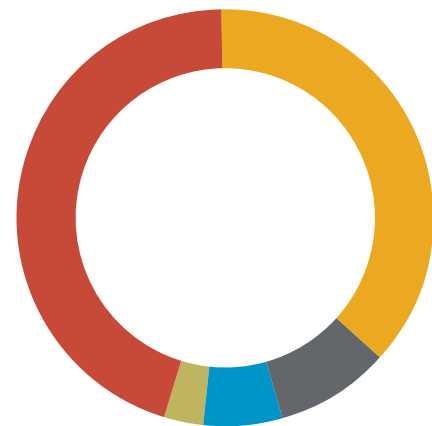
**53%** PUBLIC GRANTS

**28%** RESIDENTIAL RENTS & FEES

**17%** PRIVATE GRANTS & DONATIONS FOR OPERATIONS

**2%** COMMERCIAL RENTS

## 2022 EXPENSES



**45%** SOCIAL SERVICES

**37%** HOUSING MANAGEMENT

**9%** ADMINISTRATION

**6%** HOUSING DEVELOPMENT

**3%** FUNDRAISING AND COMMUNITY RELATIONS

# BOARD OF TRUSTEES AND ADVISORY COUNCIL

We're grateful to the community leaders who help provide the foundation for Plymouth to pursue its vision and achieve its goals.

## 2022 BOARD OF TRUSTEES

Lainey Sickinger <i>President</i>	Olivia Doyle
Ben Straughan <i>Vice President</i>	Gail Conway Gray
Chuck Riley <i>Treasurer</i>	Ronnie Henderson
Laura Bachman <i>Secretary</i>	Emily Heston
Jane Zalutsky <i>Immediate Past President</i>	Mary Ives
Kristin Acker	Stephanie Kristen
Mark E. Barbieri	Nelly Mubashi
Sean Brennan	Eleanor Moseley Pollnow
Matthew Cazier	Lavina Sadhwani
Karen Chang	Searetha Simons
Andrew DeVore	Ed Thomas
	Satish Thomas
	Richard Waters
	Deb White

## 2022 ADVISORY COUNCIL

Deirdre Black  
Dan Brettler  
Angus Cunningham  
Phil Fujii  
Kate Joncas  
Stewart Landefeld  
Gillian Neukom Toledo  
Brian Olsavsky  
Molly Pengra  
Lorne Richmond  
Mari Smith  
Joyce Taylor  
Jane Zalutsky



PLYMOUTH TRUSTEE MARK E. BARBIERI SPEAKS WITH A VISITOR AT THE OPENING CELEBRATION FOR TOFT TERRACE.

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# Read More & Give Online

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Please join us in celebrating the impact you made in 2022. With your help, Plymouth will continue to expand our support for residents and strengthen our organization for the future.



To view our full annual report online or support our work, scan the code or go to [plymouthhousing.org/AnnualReport](https://plymouthhousing.org/AnnualReport)

"Plymouth takes an interest in what's going on in your life and what you feel you need to accomplish. It gives you faith back in the world—as cheesy as that sounds. They pay a lot of attention to detail, and it's awesome to see. It's awesome to feel. They definitely are a lifesaving place."

- CAMERON,  
PLYMOUTH HOUSING RESIDENT



## CREDITS

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