Plymouth Housing resident William (left) with Jaclyn (right), his case manager.
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.
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.

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

- **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.

<table>
<thead>
<tr>
<th>By the Numbers</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.5</strong></td>
<td>Average number of years a resident lives with Plymouth Housing</td>
</tr>
<tr>
<td><strong>96%</strong></td>
<td>Residents who stay housed permanently after moving into Plymouth housing</td>
</tr>
<tr>
<td><strong>260</strong></td>
<td>Residents welcomed into Plymouth housing in 2022</td>
</tr>
<tr>
<td><strong>3,355</strong></td>
<td>Individuals who experienced chronic homelessness in 2020 according to the King County 2020 Point-in-Time Count (pre-COVID)*</td>
</tr>
<tr>
<td><strong>17</strong></td>
<td>Plymouth buildings offering safe, quality housing with on-site supportive services</td>
</tr>
<tr>
<td><strong>275+</strong></td>
<td>Employees working to meet our residents’ needs at our buildings, including on-site case managers, residential specialists, and more</td>
</tr>
<tr>
<td><strong>1,100+</strong></td>
<td>Residents in Plymouth’s permanent supportive housing in 2022—single adults who had previously experienced chronic homelessness</td>
</tr>
<tr>
<td><strong>33,517</strong></td>
<td>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</td>
</tr>
</tbody>
</table>

*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 for more information.

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

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Rents &amp; Fees</td>
<td>$12,652,712</td>
</tr>
<tr>
<td>Commercial Rents</td>
<td>$876,085</td>
</tr>
<tr>
<td>Public Grants</td>
<td>$23,946,397</td>
</tr>
<tr>
<td>Private Grants &amp; Donations for Operations</td>
<td>$7,788,388</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$45,263,582</strong></td>
</tr>
</tbody>
</table>

OPERATING EXPENSES

PROGRAM SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Management</td>
<td>$18,859,859</td>
</tr>
<tr>
<td>Social Services</td>
<td>$22,574,801</td>
</tr>
<tr>
<td>Housing Development</td>
<td>$3,189,649</td>
</tr>
</tbody>
</table>

SUPPORT SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$4,288,525</td>
</tr>
<tr>
<td>Fundraising &amp; Community Relations</td>
<td>$1,640,239</td>
</tr>
</tbody>
</table>

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

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

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS

<table>
<thead>
<tr>
<th>Asset</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$14,113,227</td>
</tr>
<tr>
<td>Restricted Cash &amp; Pledges</td>
<td>$34,056,990</td>
</tr>
<tr>
<td>Endowment</td>
<td>$23,429,787</td>
</tr>
<tr>
<td>Accounts Receivable &amp; Prepaid Expense</td>
<td>$2,616,049</td>
</tr>
<tr>
<td>Property, Equipment &amp; Amortizable Assets</td>
<td>$247,223,377</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS** $321,439,430

LIABILITIES & EQUITY

<table>
<thead>
<tr>
<th>Liability</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable &amp; Resident Security Deposits Payable</td>
<td>$9,915,546</td>
</tr>
<tr>
<td>Debt</td>
<td>$164,903,835</td>
</tr>
<tr>
<td>Non-Controlling Interest</td>
<td>$66,813,011</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$79,807,038</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES & NET ASSETS** $321,439,430

*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.
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  
**President**
Ben Straughan  
**Vice President**
Chuck Riley  
**Treasurer**
Laura Bachman  
**Secretary**
Jane Zalutsky  
**Immediate Past President**
Kristin Acker
Mark E. Barbieri
Sean Brennan
Matthew Cazier
Karen Chang
Andrew DeVore

Olivia Doyle
Gail Conway Gray
Ronnie Henderson
Emily Heston
Mary Ives
Stephanie Kristen
Nelly Mubashi
Eleanor Moseley Pollnow
Lavina Sadhwani
Searetha Simons
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.
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

“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

Plymouth staff who contributed to the 2022 Annual Report:
Lisa Dam, Deann Jacob, Walter Johnson, Daniel Kaseberg, Doug Kimura, Jaclyn Lardie, Swema Likonde, Mike Markulec, Gabrielle Nomura Gainor, Elizabeth Peang, Paul Rosenthal, Neil Shafer-Ross, Rainelle Sizemore, Eric Tang, Peter Tolly, Shoko Toyama

Writing & Editing:
Ed Hawkins, Gabrielle Nomura Gainor, Peter Tolly

Design: People People