



# Transforming Our Region Together

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2023 ANNUAL REPORT



We at Plymouth Housing acknowledge that we are on the unceded ancestral lands of Coast Salish peoples; the Indigenous peoples of our region are still here and continue to honor and bring to light their ancient heritage.



PLYMOUTH HOUSING STAFF  
GATHERED TO CELEBRATE  
PRIDE IN JUNE 2023.

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# A MESSAGE FROM PLYMOUTH HOUSING LEADERSHIP

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**Dear Friend of Plymouth,**

Did you know that more than 16,000 people are experiencing homelessness in King County right now? Many of these neighbors have been living without a home for years—all while navigating complex conditions like mental illness or a disability. Simply walk outside and you'll see fellow human beings in crisis—subsisting in tents and navigating each day without the support they desperately need.

This reality of our neighbors struggling is *unacceptable*. That's why at Plymouth Housing, we're helping to create a different future for our region—a future where no one would need to sleep outside or suffer needlessly. In this future, joy, possibility, and dignity belong to each of us—no matter the trauma we've experienced or financial challenges we face.

In 2023, Plymouth Housing worked tirelessly to bring us closer to that vision. We opened three new permanent supportive housing buildings that brought 300 people out of homelessness. These communities of healing included Toft Terrace in Ballard, and on First Hill we opened Blake House—Seattle's first affordable high-rise in 50 years. Plymouth Crossing in Bellevue marked our first building on the Eastside—where we continue to grow roots. Right now, Plymouth is thrilled to have been named the operator of a Health Through Housing building in Kirkland, and we're proud to be partnering with the City of Redmond on a new building set to open in 2026.

To create a future without homelessness, we will need to create even more housing. We will need to create more just and dignified ways to support the most vulnerable among us. The fact that you are here reading this now is meaningful. None of us can solve homelessness alone. We must work together with many dedicated staff, volunteers, sponsors, partners, and elected leaders to fulfill our mission.

Thank you for being here as we work together to transform our region.



Karen T. Lee  
CEO



Ben Straughan  
Chair 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.

# 2023 by the Numbers

Geared toward single adults who have experienced long-term homelessness, Plymouth Housing offers a vital solution in our region. The combination of housing stability and on-site care is proven to help people leave life on the streets forever.

4,000



PEOPLE EXPERIENCED LONG-TERM (OR CHRONIC) HOMELESSNESS IN KING COUNTY.\*

\*FROM HUD'S 2023 ANNUAL HOMELESSNESS ASSESSMENT REPORT TO CONGRESS

1,400



PEOPLE CALLED ONE OF OUR 17 BUILDINGS HOME. PLYMOUTH RESIDENTS ARE SINGLE ADULTS WHO PREVIOUSLY EXPERIENCED CHRONIC HOMELESSNESS.

352



NEW RESIDENTS WERE WELCOMED INTO THE PLYMOUTH HOUSING COMMUNITY IN 2023.

35,838



SERVICES WERE PROVIDED TO RESIDENTS, SUCH AS ON-SITE CASE MANAGEMENT, HEALTH CARE, LEGAL SUPPORT, TRANSPORTATION, AND MORE.

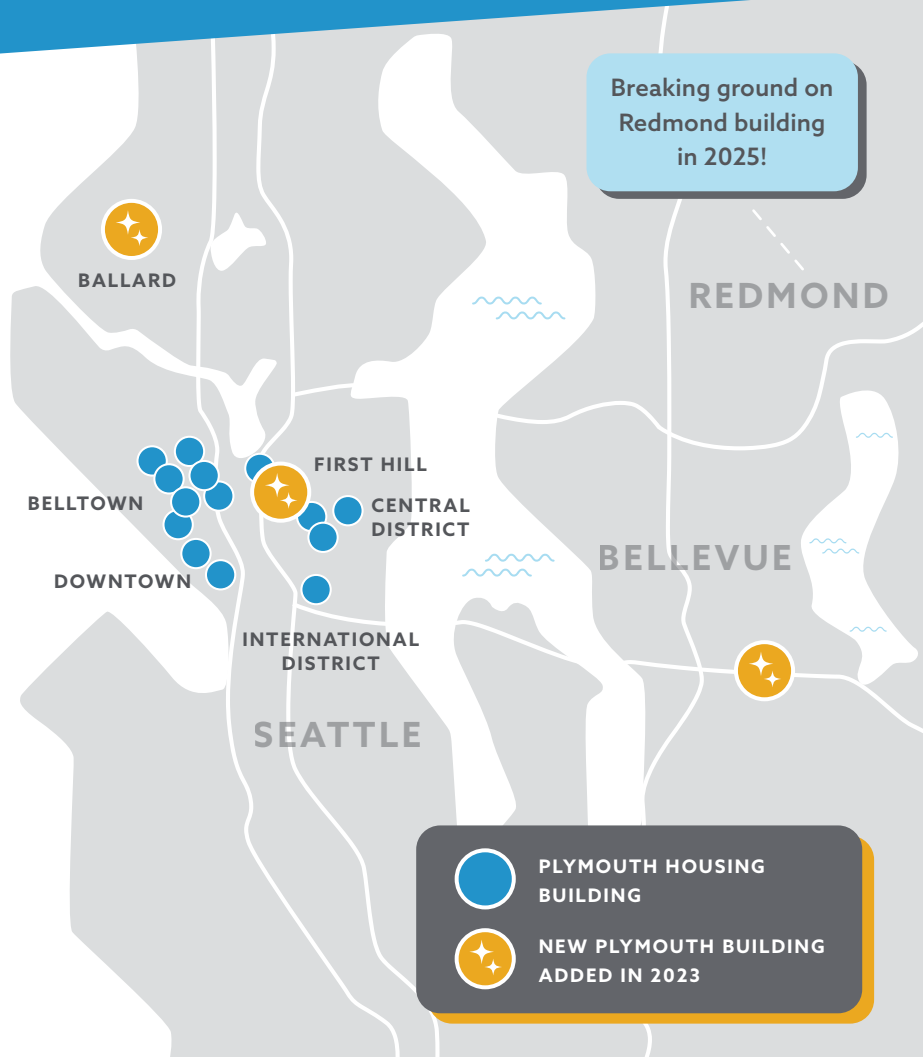


OF RESIDENTS REMAIN STABLY HOUSED FOR THE REST OF THEIR LIVES AFTER MOVING INTO PLYMOUTH HOUSING.

*Together, we can build a future where everyone in our region has a stable home and the support they need to thrive.*

# Our Reach

Through 17 buildings in Seattle and Bellevue, Plymouth is ending homelessness one person at a time. With robust on-site support and around-the-clock staffing, our vibrant buildings improve the lives of our residents, neighbors, and the region at large.



PICTURED LEFT TO RIGHT: EXECUTIVE DIRECTOR STEVE WALKER, WASHINGTON STATE HOUSING FINANCE COMMISSION; EXECUTIVE DIRECTOR / CEO ROBIN WALLS, KING COUNTY HOUSING AUTHORITY; CEO KAREN LEE, PLYMOUTH HOUSING; COUNCILMEMBER CLAUDIA BALDUCCI, KING COUNTY; GOVERNOR JAY INSLEE, WASHINGTON STATE.

## THREE NEW BUILDINGS IN 2023

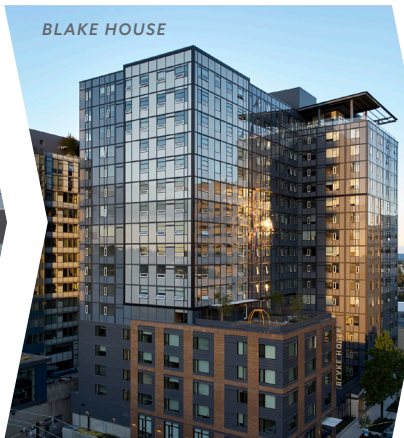
Grand opening events at Toft Terrace, Blake House and Plymouth Crossing brought community members together to celebrate steps we've taken to end homelessness.





Enabling us to build 600 new homes for people who have experienced homelessness, the PROOF Campaign capped off in 2020 with a total of \$59.1 million in contributions. In addition to the construction of six new buildings, the campaign allowed us to renovate Plymouth’s historic buildings and establish an endowment to create a steady, ongoing source of revenue to support Plymouth’s mission in perpetuity.

BUILDING ON OUR  
**PROOF Campaign  
Success**



**TOFT TERRACE | JANUARY 2023**

Toft Terrace has 81 studio apartments for single adults who previously experienced housing insecurity. Toft takes its name from the Old Norse for “homestead,” honoring the Ballard community’s Scandinavian heritage while promoting the idea of “home” for our residents.

**PLYMOUTH CROSSING | JULY 2023**

Bellevue’s first permanent supportive housing building features 92 studio apartments for adults who have experienced chronic homelessness. Plymouth Crossing is located in the Eastgate neighborhood on a housing campus that includes a men’s shelter operated by PorchLight and low-income family housing operated by Polaris at Eastgate.

**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.

**PACIFIC APARTMENTS | OCTOBER 2023**

Renovations on the historic Pacific Apartments, originally built in 1916, began in October 2023. When construction is complete in 2025, there will be 79 studio apartments and 10 one-bedroom apartments as well as significant improvements to modernize building systems, revitalize finishes and enhance accessibility features.

# This Work Changes Lives

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Being a part of Plymouth Housing is a transformative journey, not only for our residents but also for our dedicated staff. At Plymouth, we recognize the profound ways in which this work changes lives, illuminating stories of resilience, growth, and hope.

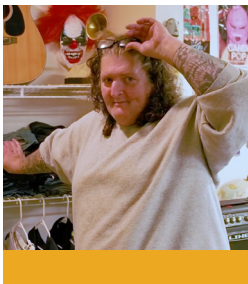
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## DARRIUS | LEAD HOUSING CASE MANAGER

When Darrius started working at Plymouth, the residents in his building recognized his face. As a member of a “Plymouth family,” Darrius is related to multiple current and former Plymouth employees; his mom, dad, and three of his brothers have all worked for this organization. To this day, he continues to grow personally and professionally, as he’s learned how to support people navigating trauma—including the trauma of having been homeless. In this way, working at Plymouth allows him to help his city, community and region.

*“When I am graced by the presence of a new hire, I reiterate that we are working with people—people with daily struggles we couldn’t imagine. And yet, our residents still get out of bed.”*



## KEVIN | PLYMOUTH RESIDENT

Before moving into Blake House on First Hill, Kevin slept outside in that very neighborhood for years. With no place to go and few possessions other than his sleeping bag, he had found himself lost in life—exposed both physically and emotionally. When Kevin’s building opened in 2023, he was the very first lease signer. Today, from the window of his brand-new studio apartment, he can see the spot across the street where he used to sleep outside.

*“Moving into Plymouth Housing has afforded me the ability to grab my binoculars and look out my window at night and find Mars and Venus and the constellation of Orion, the hunter, and all different constellations. It has afforded me the ability to have quiet.”*



## MCKENNA | SITE DIRECTOR

At Plymouth Housing, human dignity is one of our core values. In part, this means that we strive to prioritize the experiences of those most impacted by oppression, including Black, Indigenous, People of Color, elders, people with disabilities, members of the LGBTQIA+ community, and more; many of these groups are disproportionately impacted by homelessness, too. Fostering human dignity is critical for our residents’ healing and vital for staff well-being. When McKenna came to work at Plymouth, she was in the midst of her gender transition and wasn’t sure how she would be received. McKenna was pleasantly surprised, and today she is a building site director and member of the Diversity, Equity, Inclusion and Belonging Core Team.

*“I’ll never forget just how compassionate and understanding they were. I really wanted this job, and I knew, embarking on this journey, that Plymouth would be a safe place to transition.”*

Read more stories online at [PlymouthHousing.org/AnnualReport](https://PlymouthHousing.org/AnnualReport)

# PLYMOUTH'S 2023 Highlights



## ● EXCITING EVENTS, RECORD-BREAKING SUPPORT

In 2023, all three of our annual fundraising events brought in record-breaking support for Plymouth's mission. On March 11, seven dedicated leaders took to the stage for Seattle Dances, showcasing styles such as Swing, Latin, and Waacking—and raising \$1.6 million for Plymouth. The Promoters of Plymouth hosted their annual fundraiser on June 9, with the Interstellar Discotheque-themed party generating \$225,000. And on Oct. 13, Plymouth celebrated the 20th anniversary of Key to Hope, raising \$1.5 million. Dr. Nadine Burke Harris (pictured) gave an inspirational keynote speech that highlighted the importance of the work we do at Plymouth, and why having empathy and compassion in our response to homelessness is critical.



## ● CELEBRATING CULTURAL DIVERSITY AT PLYMOUTH

We're proud to bring our staff and residents together throughout the year to recognize and uplift the many cultural backgrounds represented in our community. Our Black History Month Celebration featured inspiring speakers and musical performances. Our Asian American Native Hawaiian Pacific Islander Heritage Month Celebration included a powerful presentation from guest speaker Katherine Cheng, VP of Culture and Diversity, Equity and Inclusion at Seattle Mariners. In June, Plymouth marched in the Seattle Pride Parade and celebrated Juneteenth (pictured). For Native American Heritage Month, Indigenous leaders Debbie Guererro, Carolyn Hartness, and Plymouth's own David Rodriguez performed traditional songs and shared the stories behind them, reflecting on themes of healing, resilience, and community.



## ● COMMUNITY-BUILDING ACTIVITIES WITH RESIDENTS

Creating a sense of community and belonging in our buildings is part of the support we provide to our residents as they take steps toward stability. Shared activities ranging from picnic outings to weekly peer support groups help residents establish the meaningful relationships that are so integral to healing. Over 100 community activities take place at our buildings each month. Whether volunteers from the community are hosting a game night or residents and staff are taking a trip to a local museum, we cherish these opportunities for joy and connection that make our buildings vibrant places to call home.



Read more highlights at [PlymouthHousing.org/AnnualReport](https://PlymouthHousing.org/AnnualReport)



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## PARTNERSHIP SPOTLIGHT

# Amazon and Nordstrom

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Meaningful partnerships are at the heart of Plymouth's work to end homelessness. We are grateful to every company, group, and organization that partners with Plymouth through financial giving, volunteering, or in-kind donations. Today, we're highlighting two of them: Amazon and Nordstrom, whose year-round support is deeply meaningful to us. Supporting Plymouth year-round allows our partners to engage their

employees, act on their corporate values, and make a positive difference in their community. For Plymouth, this sustained support allows us to help people move from homelessness to thriving.

Learn more about why Amazon and Nordstrom chose to support Plymouth in 2023.

## AMAZON

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*"Our financial support helps Plymouth Housing address the critical needs of adults experiencing homelessness. From operating safe, quality housing, to providing comprehensive care, Plymouth Housing's work is essential and aligns with Amazon's long-standing commitment to help people facing housing instability across our region."*

**ALICE SHOBE** | GLOBAL DIRECTOR |  
AMAZON COMMUNITY IMPACT



IN 2023, AMAZON CONTRIBUTED TO PLYMOUTH'S SUCCESS IN A VARIETY OF WAYS, INCLUDING THROUGH SIGNIFICANT FINANCIAL SUPPORT, THE COMPANY'S GLOBAL MONTH OF VOLUNTEERING, AND BY PARTNERING WITH PETIQ TO PROVIDE NAIL TRIMS AND VACCINATIONS FOR RESIDENT PETS. ADDITIONALLY, SEVERAL AMAZON LEADERS HELPED US RAISE A RECORD-BREAKING \$1.6 MILLION AT OUR SEATTLE DANCES FUNDRAISER. PEARL LEUNG, SENIOR MANAGER OF PUBLIC POLICY, CO-CHAIRLED THE EVENT, AND ADAM SELIPSKY, FORMER CEO OF AWS, PERFORMED AS A "CELEBRITY DANCER," TAKING HOME THE HOUSING FIRST HERO TROPHY.



## NORDSTROM

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*"Nordstrom cares about its hometown and the people who call the city home! It is really that simple, but also quite complicated. When looking to address one of the largest issues impacting the city, we wanted to partner with an innovative organization that would look through different lenses to provide complete and well-rounded support to the people they serve. It was a no-brainer to partner with Plymouth Housing!"*

**SYMONE SPARROW** | SOCIAL IMPACT  
+ PHILANTHROPY | NORDSTROM



IN 2023, 45 NORDSTROM EMPLOYEES GENEROUSLY VOLUNTEERED THEIR TIME TO SET UP APARTMENTS FOR NEW RESIDENTS OF BLAKE HOUSE, NAMED IN HONOR OF THE LATE BLAKE NORDSTROM. BLAKE NORDSTROM WAS A DEDICATED PLYMOUTH SUPPORTER AND LONG-TIME ADVOCATE FOR HOUSING JUSTICE IN THE COMMUNITY.

## 2023 FINANCIAL STATEMENT

### OPERATING SUPPORT & REVENUE

Residential Rents & Fees	\$14,710,428
Commercial Rents	\$840,573
Public Grants	\$37,616,262
Private Grants & Donations for Operations	\$9,530,467
<b>TOTAL REVENUE</b>	<b>\$62,697,730</b>

### OPERATING EXPENSES

#### PROGRAM SERVICES

Housing Management	\$29,803,373
Social Services	\$23,331,635
Health Services	\$764,089
Housing Development	\$1,945,606

#### SUPPORT SERVICES

Administration	\$6,846,124
Fundraising & Community Relations	\$2,331,298

**TOTAL EXPENSES** **\$65,022,125**

**NET LOSS BEFORE DEPRECIATION AND UNREALIZED INVESTMENTS\*** **\$(2,324,395)**

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

#### ASSETS

Cash & Cash Equivalents	\$4,396,086
Restricted Cash & Pledges	\$69,564,788
Accounts Receivable & Prepaid Expense	\$4,039,790
Property, Equipment & Amortizable Assets	\$273,561,708
<b>TOTAL ASSETS</b>	<b>\$351,562,372</b>

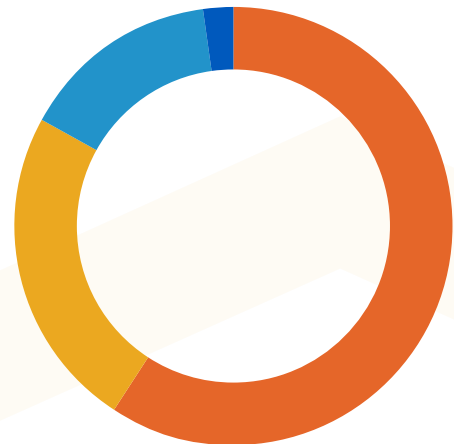
#### LIABILITIES & EQUITY

Accounts Payable & Resident Security Deposits Payable	\$9,515,846
Debt	\$184,474,586
Non-Controlling Interest	\$77,232,069
Net Assets	\$80,339,871

**TOTAL LIABILITIES & NET ASSETS** **\$351,562,372**

\*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.

## 2023 REVENUE



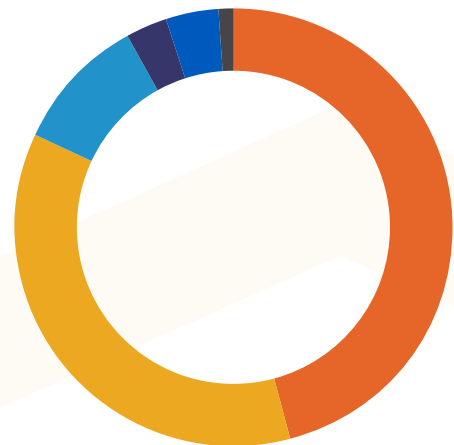
**60%** PUBLIC GRANTS

**24%** RESIDENTIAL RENTS & FEES

**15%** PRIVATE GRANTS & DONATIONS FOR OPERATIONS

**1%** COMMERCIAL RENTS

## 2023 EXPENSES



**46%** HOUSING MANAGEMENT

**36%** SOCIAL SERVICES

**10%** ADMINISTRATION

**4%** FUNDRAISING & COMMUNITY RELATIONS

**3%** HOUSING DEVELOPMENT

**1%** HEALTH SERVICES



# BOARD OF TRUSTEES AND ADVISORY COUNCIL

A special thanks to our Board of Trustees and Advisory Council for their leadership.

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*\*ROLLED OFF THE  
BOARD/COUNCIL IN 2023*

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## READ MORE AND SUPPORT ONLINE

View our full annual report at:

[PLYMOUTHHOUSING.ORG/ANNUALREPORT](https://plymouthhousing.org/annualreport)



With your help, Plymouth will continue to expand our support for residents and strengthen our organization into the future.



*PLYMOUTH TRUSTEES ON STAGE AT  
OUR 2023 KEY TO HOPE LUNCHEON.*