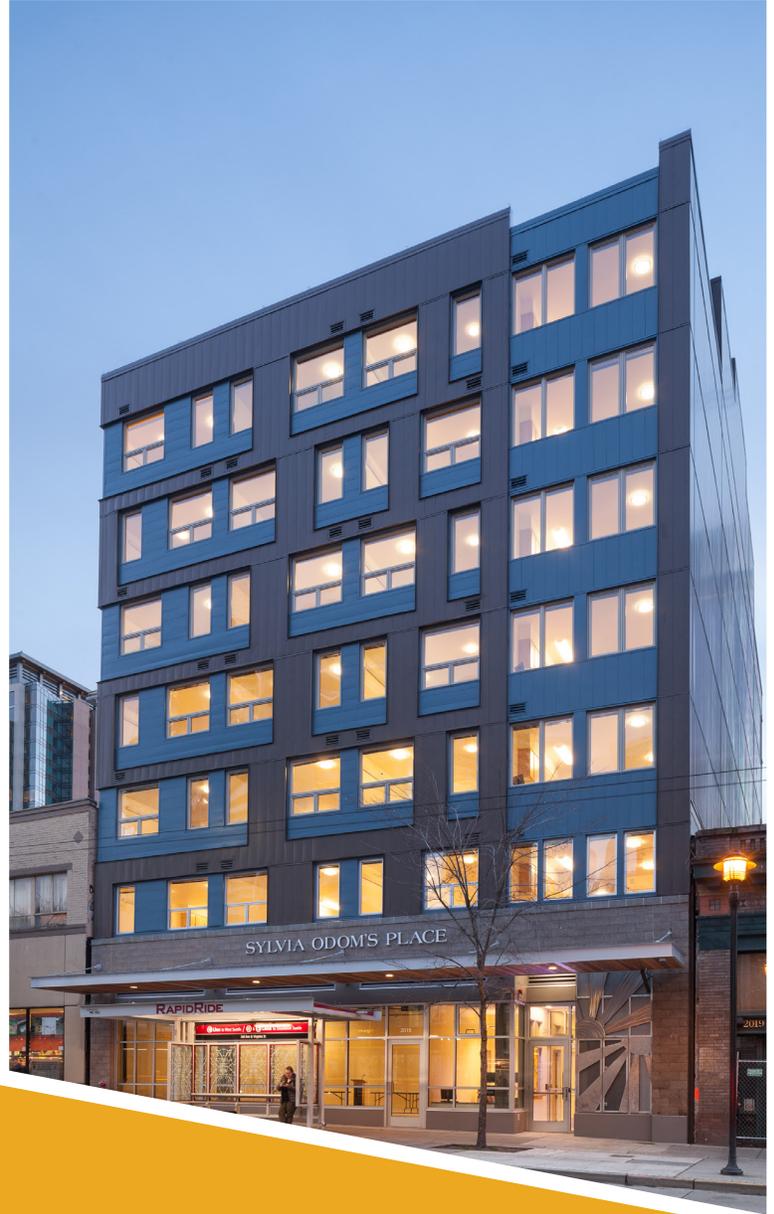


# Plymouth Housing



## Strategic Plan

2026-2028

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BUILDING HOMES, HEALING, AND HOPE.

# Responding to Rising Need — Together

Across King County, more neighbors need permanent supportive housing (PSH). Plymouth is a proven, trusted provider, and this plan positions us to meet the moment with focus, scale, and care. It strengthens what works, aligns services with today's needs, and creates more pathways to stability and belonging.





# Our Mission

**Plymouth Housing provides homes, healing, and hope, so that our neighbors who have experienced chronic homelessness can thrive.**

## Why We Updated How We Express Our Mission

Through deep reflection and dialogue during our strategic planning process, we sharpened our focus on Plymouth's unique role in the community. Our mission itself has not changed, but we refined the language to make it more concise, specific, and memorable, so it truly captures the heart of our impact.

# Key Choices & Commitments for the Next Three Years

1

## Grow where need is urgent

Continue adding new buildings — with a focus on Eastside communities — while also investing in revitalizing existing properties as funding landscapes evolve.

2

## Align care with resident needs

Enhance our service model for residents with higher and more complex needs and pursue a specialty care site (e.g., recovery- or senior-focused) as partnerships and funding align.

3

## Strengthen and diversify resources

Build operating resilience, expand operating and services funding, and pursue program-aligned public and private sources.

4

## Build understanding and support

Increase public understanding and engagement around PSH and expand services that align with growing public interest in resident financial security and recovery.



# Strategic Pillars

## Five Goals Driving Impact Through 2028



### 1: INCREASE PERMANENT SUPPORTIVE HOUSING SUPPLY

- a. Add new homes in our region to meet systemic need; Redmond and Kirkland sites fully occupied, potential for one new site
- b. Modernize and revitalize buildings, completing transition to all studio and one-bedroom



### 2: IMPROVE RESIDENT WELL-BEING

- a. Increase safety and cleanliness in building environments
- b. Increase residents' engagement and connection to their community
- c. Offer more care options for higher acuity residents to support better outcomes
- d. Increase economic security and purposeful activity for residents



### 3: BUILD TRUST AND CHAMPIONS

- a. Expand Plymouth's role as a collaborative community partner on the Eastside
- b. Broaden and deepen base of champions for permanent supportive housing in King County
- c. Increase positive public narrative around permanent supportive housing in King County



### 4: INCREASE FINANCIAL SUSTAINABILITY

- a. Increase funding for services, operations, capital, and staff capacity building
- b. Develop philanthropic strategies to reach new and different segments of donors
- c. Pursue program-aligned public and private sources (well-being, workforce/economic mobility, recovery supports)
- d. Grow reserves and predictable revenue



### 5: INCREASE ORGANIZATIONAL CAPACITY

- a. Implement new organization design to significantly improve resident well-being by improving coordination and alignment with best practices
- b. Foster equitable, trauma-informed culture
- c. Streamline operations and use data effectively

# Why This Matters

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We're building the homes and supports that help our neighbors heal and thrive. This plan keeps us focused on what matters most: increasing resident well-being through housing stability, health and recovery, economic stability and purposeful activity, and empowerment and belonging.

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## HOW YOU CAN HELP

Be a community champion — share why Housing First works

Invest in the permanent supportive housing that our community needs

Partner with us as an individual or organization to support resident well-being

LEARN MORE AND TAKE ACTION AT [PLYMOUTHHOUSING.ORG](https://PLYMOUTHHOUSING.ORG)

