



PLYMOUTH HOUSING'S
**IMPACT
REPORT**

**Stability Makes
Everything
Possible**

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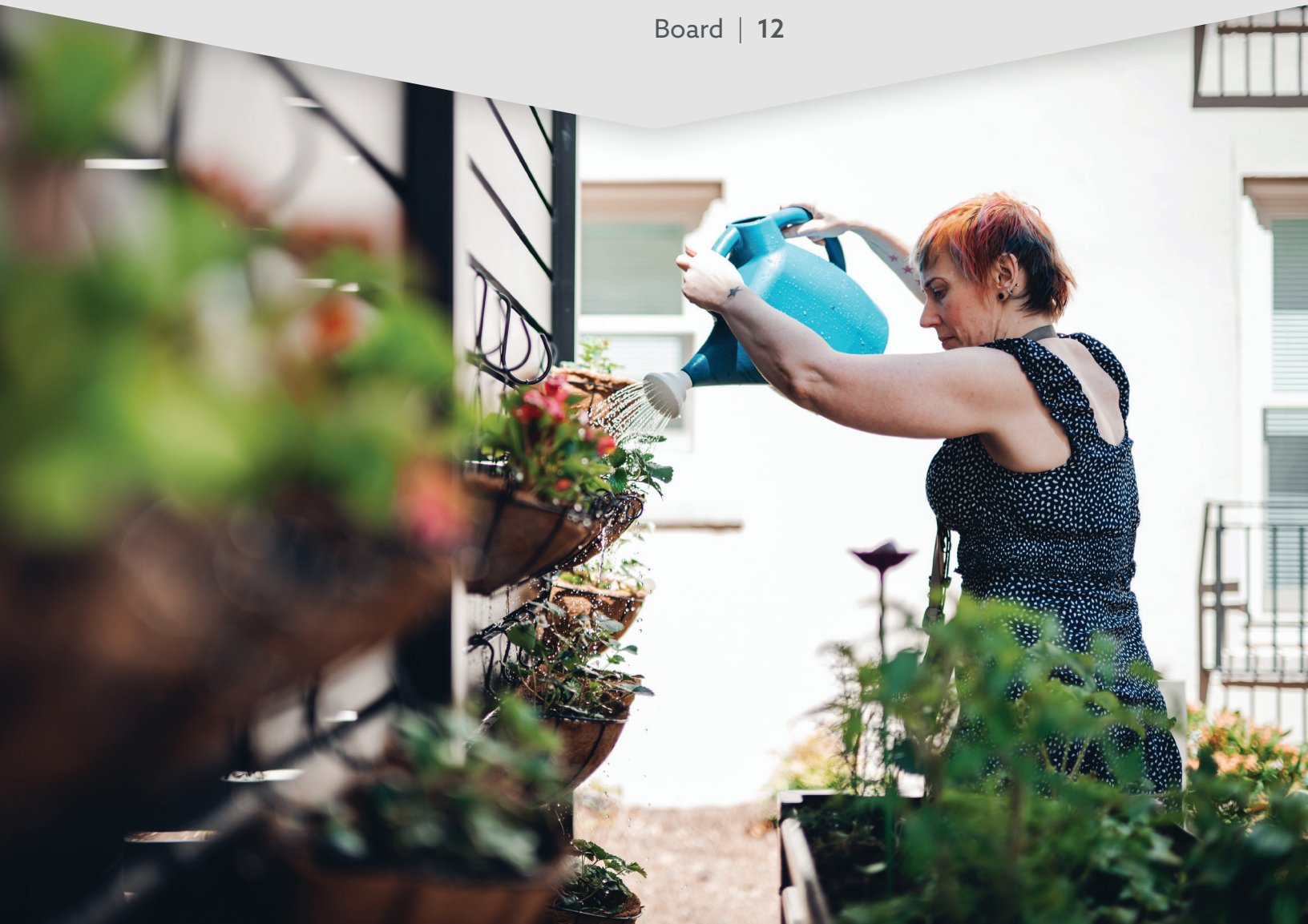
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On Behalf of Plymouth's Leadership

STABILITY MAKES EVERYTHING POSSIBLE

In a year marked by uncertainty, Plymouth helped create something essential: stability.

A home is more than four walls. It is a door that locks at night. A place to rest, recover, and breathe. A place where someone can begin to rebuild relationships, improve their health, and imagine a future that feels possible.

Throughout 2025, Plymouth strengthened that foundation. We expanded housing, deepened services, and adapted to meet the evolving needs of our residents. We reopened a historic building, broke ground on future homes, and invested in the care and connection that help people remain housed for the long term.

This year also offered an opportunity to reflect on who we are and why this work matters. As we look ahead, Plymouth has refreshed its mission statement to better express what we see every day: Housing is the beginning, not the end. It creates the conditions for healing, dignity, stability, and opportunity.

While the words have evolved, our commitment has not.

We remain focused on helping people move beyond homelessness and into homes where they can heal, belong, and thrive.

This work is only possible because of you. Thank you.



Karen T. Lee
CEO



Sarah E. Meyer
Chair of the Board of Trustees

Our Mission

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





Why Stable Housing Matters Now More Than Ever

A SAFE HOME IS NOT THE END OF THE JOURNEY. IT'S WHERE HEALING BEGINS.

For many people experiencing chronic homelessness, every day is shaped by uncertainty. Managing a health condition is harder without a place to rest. Recovering from trauma is harder when there is no place to feel safe. Planning for the future is harder when finding shelter takes priority over everything else.

Stable housing with wraparound care changes that reality.

When people have a home they can count on and the support they need, they can focus on their health, reconnect with their community, and begin building the life they want. That's how Plymouth helps people like Trevor (pictured above) remain housed and move forward with confidence.



What does housing make possible?

Ever since I got to Plymouth, my life has been improving. My drug use has gone down. I've been able to get regular medical care now that I finally have a primary care doctor. I couldn't ask for a better place to live.

— Trevor, resident at Plymouth's Pacific Apartments

HOW DO WE KNOW OUR APPROACH WORKS?

More than 95% of Plymouth Housing residents remain stably housed.

Across North America, programs that provide housing without preconditions consistently achieve housing stability rates of 80–90%, significantly higher than older programs that require participation in substance use treatment, which see stability rates closer to 30–50%.

WHY INVEST IN THIS SOLUTION?

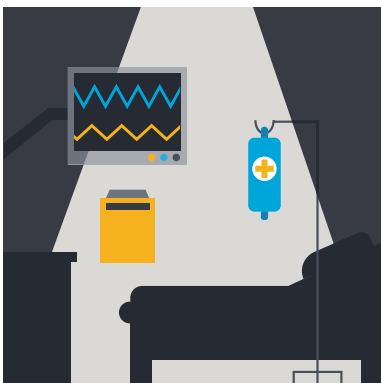
Housing is health care. Housing is public safety.

People with stable housing are less likely to use emergency services or become involved with the justice system (studies show up to a 40% reduction in emergency room visits and hospitalizations).



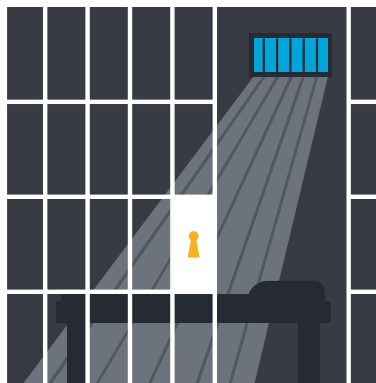
SAME COSTS. DIFFERENT OUTCOMES.

The cost of one year of supportive housing is equal to 3.5 months in jail or 1 month in a hospital



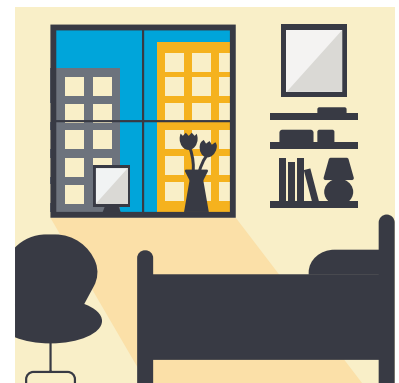
1 month

At a King County hospital



3.5 months

At a King County jail



1 year

At Plymouth Housing

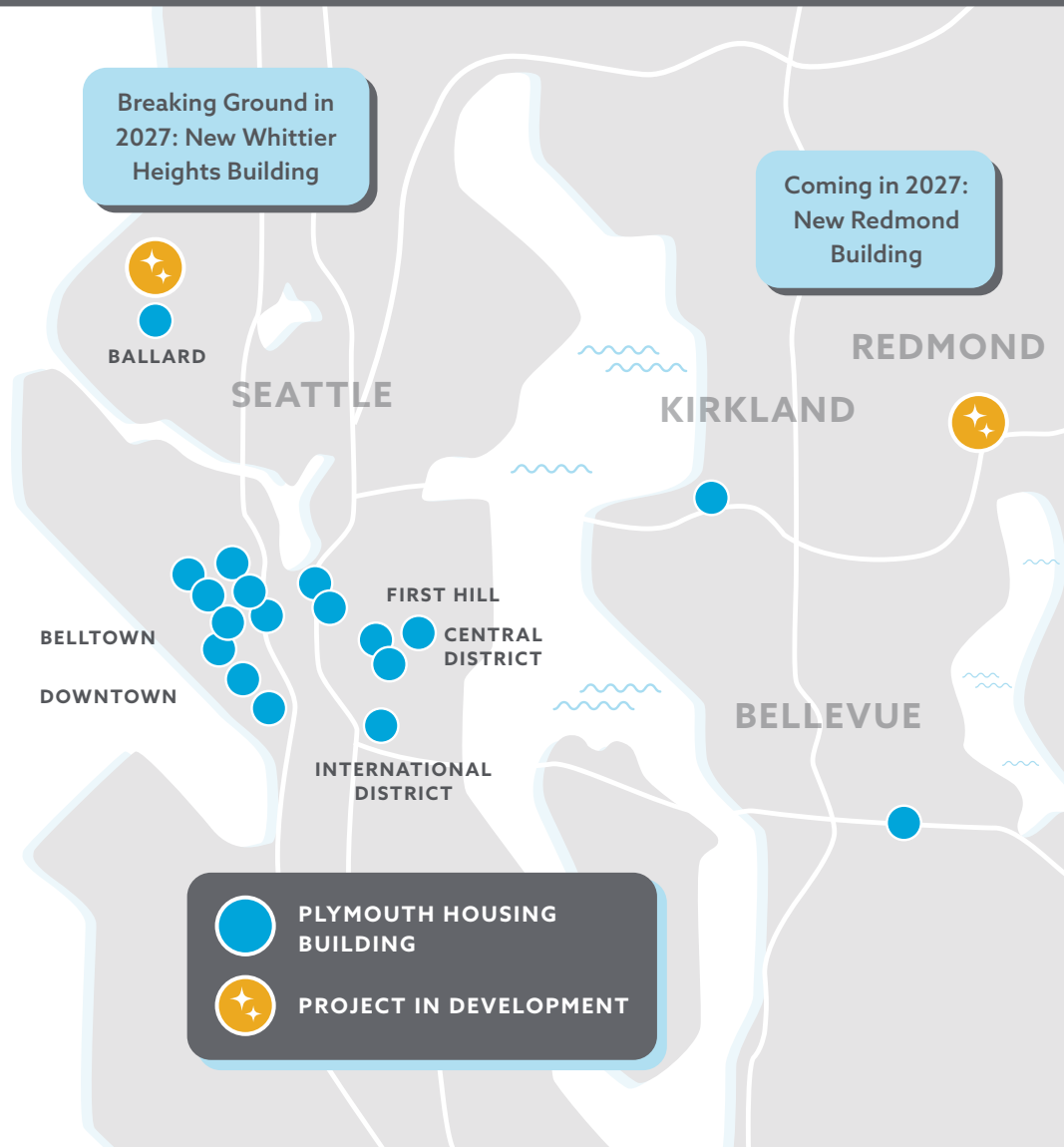
Our Reach

LAND ACKNOWLEDGEMENT

We honor the Coast Salish peoples and their enduring connection to this region. We recognize and appreciate their history, culture, and stewardship of these lands.

Partnering To Meet Regional Needs

- **18 buildings** across King County
- Nearly **1,500 people** housed
- An **additional 1,000+ people** supported through rental assistance
- As the need continues to grow, so does Plymouth's commitment to providing safe, supportive housing across the region.





Honoring the Past. Building for the Future.

THE PACIFIC APARTMENTS RENOVATION

The Pacific Apartments reopen — reimagined for privacy and long-term stability.

Originally a single-room occupancy (SRO) building, the Pacific Apartments were designed with shared kitchens and bathrooms, reflecting a different era of housing.

Through a comprehensive renovation, those spaces have been fully transformed. Former SRO units were converted into modern studio and one-bedroom apartments, each with a private kitchen and bathroom, creating homes that support independence and stability.

Today, the building honors its historic character while meeting modern standards for safety, accessibility, and long-term use. The result is a place where residents not only have housing, but a true home of their own.



What difference does a private home make?

Residents are picking out sheets in their favorite colors, inviting neighbors to share meals, and welcoming family members into their apartments. Moving from shared kitchens and bathrooms to private homes has been transformational.

—Juanita Juchau, Residential Services Manager at the Pacific Apartments

Expanding Opportunity on the Eastside

REDMOND GROUNDBREAKING



Pictured: Plymouth Housing CEO Karen Lee (left) and Redmond Mayor Angela Birney

Plymouth is bringing 100 new homes to Redmond.

After years of planning, design evolution, and community engagement, Plymouth officially broke ground on a new development in downtown Redmond. This project represents a major step forward in expanding access to permanent supportive housing on the Eastside — where the need continues to grow.

The building will provide 100 permanent homes paired with wraparound services. Along the way, Plymouth worked closely with local leaders, neighbors, and partners to ensure the project reflects both community priorities and the needs of future residents.

Why do Redmond neighbors support Plymouth?

It is a place where people can come and actually find permanent housing with the supportive systems and services that help them stay on their feet and stay housed.

—Jane Broom, Senior Director of Microsoft Philanthropies



Evolving To Meet Resident Needs

ENHANCING OUR MODEL OF CARE

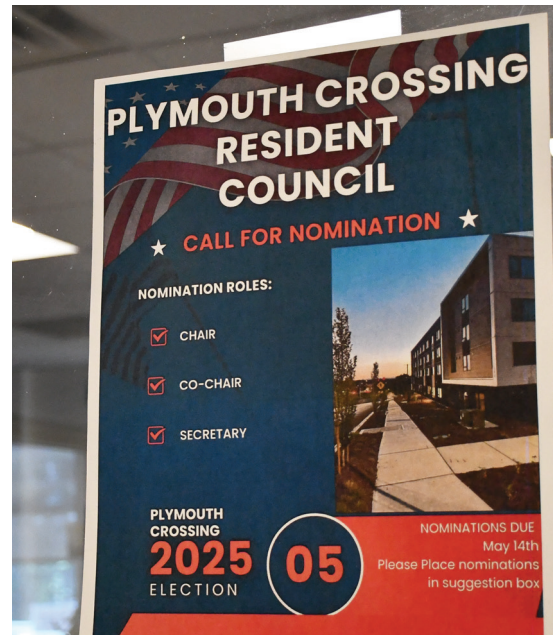
Housing is just the beginning. Plymouth continues to strengthen the services that help people stay housed.

Universal Wi-Fi across all buildings

Ensuring every resident can access telehealth, stay connected with loved ones, and pursue opportunities for education, employment, and community.

Digital skills training for residents

Providing hands-on support that helps residents build confidence using technology — opening doors to services, resources, and everyday independence.



Expanded overdose protection

Improving access to tools and training to prevent overdose fatalities, ensuring residents can remain housed and safe while working toward stability.

One year of the Plymouth Supply Center

Providing consistent access to essential household goods at no cost, reducing financial strain and allowing residents to turn their apartments into true homes.

Resident councils strengthening community voice

Creating space for residents to take leadership, build connection, and shape the community they call home.

WHY FOCUS ON OVERDOSE PREVENTION?

Plymouth takes a practical, compassionate approach to care that meets people where they are. We work to reduce the risks associated with substance use so people can stay safe, stay housed, and take steps toward greater health and stability.



Why is our approach to substance use more effective?

Over the years, I have witnessed extraordinary growth in our residents. Not because someone 'rescued' them, but because they finally had access to the conditions necessary for change to occur. People are far more likely to grow when they are supported than when they are shamed.

—Astro Pittman, Lead Behavioral Health Case Manager

What does resident leadership look like at Plymouth?

I wanted to take ownership of my home and help build something better for everyone. When we come together as a council, we create space to support each other and make our community stronger.

—Lisa, Resident Council Chair at Plymouth Crossing in Bellevue



It Takes All of Us

Partnership turns housing into healing, belonging, and long-term impact.

Ending homelessness is not the work of one organization — it is the work of an entire community. Donors, volunteers, partners, and advocates came together in 2025 to support Plymouth residents in ways both big and small, visible and unseen.

Together, we created the conditions for people not just to stay housed — but to feel supported, connected, and hopeful about what comes next.

HOW DID OUR COMMUNITY SHOW UP IN 2025?



**3 record-breaking
events raised \$3.5M**

Funding housing and resident services.



**1,000 volunteers
950+ hours**

Supporting residents and building community.



4,500 acts of service

Helping residents thrive every day.



\$30,000+ donated goods

Providing essentials for new homes.



50 shared meals

Creating connection across
our communities.



**175+ advocacy & community
engagement activities**

Advancing housing solutions together.

BEYOND THE NUMBERS



Advocacy at the local and state level

Partnering with leaders across Washington to advance policies that expand supportive housing.



Rapid response in times of uncertainty

When SNAP funding was at risk, our community came together to help residents access food and essentials.



Deepening corporate partnerships

Partners donated time, resources, and expertise to improve residents' daily lives.



Creating moments of connection and joy

Resident gatherings and community events fostered connection, belonging, and joy.



Why partner with Plymouth?

“At IKEA, we believe everyone deserves a place to call home — and our co-workers are proud to give their time and energy to make that vision real. Volunteering together is deeply meaningful to our teams, bringing purpose, connection, and hope as we support our King County neighbors who experienced homelessness. We're proud to help create the comfort, dignity, and sense of home that allow people to move forward.”

—Annie Boeckman, Loyalty Manager, IKEA Renton

2025 FINANCIAL STATEMENT

OPERATING SUPPORT & REVENUE

Public Grants	\$55,026,895
Residential Rents & Fees	\$16,867,651
Private Grants & Donations for Operations	\$11,629,902
Commercial Rents	\$1,668,063
Development Fees	\$1,211,612
TOTAL REVENUE	\$86,404,123

OPERATING EXPENSES

PROGRAM SERVICES

Housing Management	\$62,103,877
Behavioral Health Services	\$1,602,446
Housing Development	\$1,211,613

SUPPORT SERVICES

Administration	\$12,648,677
Fundraising & Community Relations	\$2,362,900

TOTAL EXPENSES **\$79,929,513**

NET INCOME BEFORE

NON-OPERATING EXPENSES* **\$6,474,610**

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS

Property, Equipment & Amortizable Assets	\$315,051,547
Long-Term Assets & Other Assets	\$52,323,804
Restricted Cash & Reserve Funds	\$17,616,554
Accounts Receivable & Prepaid Expenses	\$14,092,438
Cash & Cash Equivalents	\$2,981,858
TOTAL ASSETS	\$402,066,201

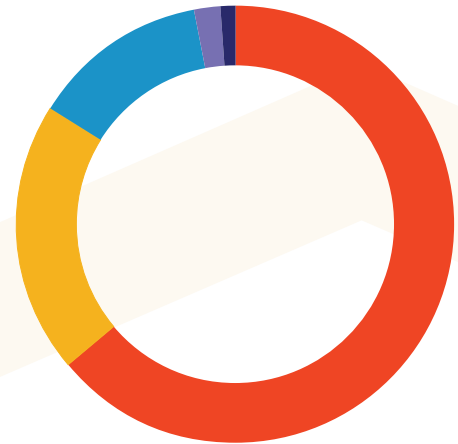
LIABILITIES & EQUITY

Long-Term Liabilities*	\$212,173,697
Non-Controlling Interest	\$161,370,962
With Donor Restrictions	\$16,663,627
Current Liabilities**	\$11,857,915
TOTAL LIABILITIES & NET ASSETS	\$402,066,201

*Debts & Interest Payable

**Accounts Payable, Accrued Expenses, Advances,
Asset Management Fee, Resident Security Deposits & Prepaid

2025 REVENUE



64% PUBLIC GRANTS

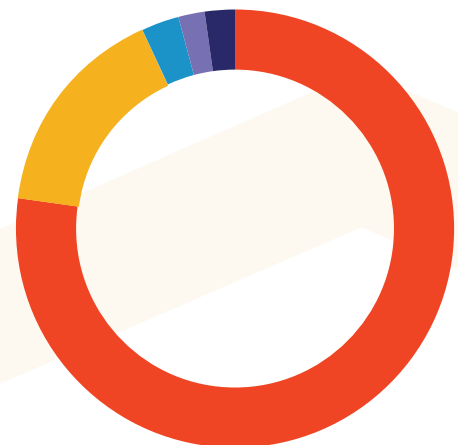
20% RESIDENTIAL RENTS & FEES

13% PRIVATE GRANTS &
DONATIONS FOR OPERATIONS

2% COMMERCIAL RENTS

1% DEVELOPMENT FEES

2025 EXPENSES



78% HOUSING MANAGEMENT

16% ADMINISTRATION

3% FUNDRAISING &
COMMUNITY RELATIONS

2% BEHAVIORAL HEALTH SERVICES

2% HOUSING DEVELOPMENT

BOARD OF TRUSTEES AND ADVISORY COUNCIL

Thank you to our Board of Trustees and Advisory Council for their leadership and commitment.
Together, we are building a future where everyone has a place to call home.



BOARD OF TRUSTEES

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**ROLLED OFF THE BOARD
IN 2025 OR LATER*

*PICTURED: PLYMOUTH
HOUSING TRUSTEES AT
KEY TO HOPE 2025*

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Mari Smith

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Gillian Neukom Toledo

Jane Zalutsky

SUPPORT OUR WORK



Give today to help Plymouth
expand our reach and strengthen
our organization into the future.

VIEW OUR REPORT ONLINE

Read an online version of our 2025 impact report:

[PLYMOUTHHOUSING.ORG/IMPACTREPORT](https://plymouthhousing.org/impactreport)