For 160 years

Plummer Home has served vulnerable youth. Originally a reform school for boys, Plummer has evolved into a multi-service organization serving both boys and girls. Most of the young people we serve are in or at risk of entering the foster care or juvenile justice system.
April 2015 will mark my 10th anniversary as Executive Director of Plummer Home. When I arrived in 2005, Plummer Home was an $800,000 organization serving 10–20 young men per year. We had one program (a group home), on one site (Winter Island in Salem.)

Ten years later, we are a $3.3 million organization serving more than 200 youth each year. We have five programs, we serve girls as well as boys, and we operate on three sites.

Driving our growth is the belief that, though the government must remove children from dangerous situations, it was never meant to be a parent. Children need and deserve to grow up in families. Whenever possible, those families should be their birth families or relatives. When that’s not possible, new families need to be found.

The young people we serve also need skills. They need to be educated, they need to know how to take care of themselves and they need to know how to get along in the world. Ideally these things are taught by a family; when necessary, we fill in the gaps.

In FY 14, we spent a lot of time figuring out how to evaluate our work. In this report, you will see some of our initial data.

We could not do our work without the extraordinary support of our talented staff as well as state partners, donors, volunteers, parents, foster parents, teachers, police officers, the juvenile court and so many others.

Our kids need all of you. Thank you so very much for all you do.
Plummer’s Intervention Model is applied in each of our five programs, with varying emphasis on each element depending on the program and the needs of each youth.

All Plummer Home programming is based on three principles:

**Permanency**
Every youth has a safe, emotionally secure parenting relationship in a life-long, legal family.

**Preparedness**
Every youth should have the skills and support to meet his or her physical, emotional, educational and economic needs.

**Community**
Every youth has a safe place to live, a sense of belonging and a chance to positively contribute to the community.
Plummer’s Programs at a Glance

Plummer has five programs on three sites in Essex and Middlesex County. We serve more than 200 youth annually, most between the ages of 12 and 20.

**Group Home.** Located on Winter Island in Salem, the group home is our oldest program and serves young men ages 13 to 18. It accommodates up to 12 young men at a time, and in FY 14 served a total of 26 young men.

**Supported Apartment.** Located in the same building as our Group Home, this apartment houses up to six young men at a time who are between the ages of 16 and 22. In FY 14, this apartment served 10 young men.

**Community Apartments.** Our community apartment program consists of one-bedroom or studio apartments in various communities. It serves young men or women ages 18–22 who turned 18 while in foster care. Apartments are located in communities that make sense for each youth. FY14 apartments were in Salem, Beverly, Marblehead and Boston. In FY14 this program served eight young men and women.
Of the youth discharged from our foster care program in FY 14, 71% were reunified with their families, adopted or achieved guardianship with somebody committed to them forever.

One year after completing OnPoint’s structured program, 83% of youth remain free of juvenile detention.

Plummer’s Programs at a Glance

Foster Care. Plummer foster care serves girls and boys ages birth to 22, with an emphasis on older youth. Our foster youth live in foster families throughout Essex and Middlesex Counties. In FY 14, Plummer Foster Care served 20 children and youth.

On Point. Our On Point program serves youth ages 10 to 18 who are at-risk of being removed from their families. Many of these youth are involved with the court system due to low-level offenses or because their families have asked the Court for support. On Point also serves other youth living in Salem’s Point neighborhood. In FY 14, On Point served more than 150 young men and women.
Youth who leave the foster care system as young adults with no permanent family face daunting circumstances. By age 24:  
- Almost 4 in 10 will experience homelessness  
- 2/3 of the girls will get pregnant  
- More than 9 in 10 will not have a college degree

Plummer is determined to change things. We do this by

- **FINDING** parents, family members and other positive adults and engaging them in the goal of making sure the youth does not age out of foster care alone.  
- **PREPARING** youth for living in a family because, odd though it may sound, when you’ve bounced around the foster care system for years, you learn that family is series of temporary relationships.  
- **BUILDING** a team around each youth to help plan for his or her future. The team is guided by the youth and includes people like parents, foster parents, relatives and other caring adults.

M.P, J.P. and L.P. are a sibling group of three.  
For several years, they were in and out of foster care, sometimes placed together, sometimes separately. When they entered Plummer Foster Care, the initial goal for them was to reunify with their biological mother and their step-father. This didn’t work.

Working with Plummer, their foster mother heard a lot about the importance of permanent families, and about why allowing kids to keep bouncing around the system was so harmful. Last May, she adopted them.

Here’s the email she sent us:  

“Just wanted to thank all of you for being there for me and The Boys. Traveling with me on this journey that I thought would never end. But this is only the beginning of many adventures and journeys that The Boys and I will take together!!!”
Youth need a wide range of skills to succeed as adults – things like how to cook and do laundry as well as how to find and hold a job.

Most kids learn these things from their families. For those who don’t, Plummer helps fill in the gaps.

In FY 14, our youth worked or held internships at places such as Coffee Time Bakery, Market Basket, Center Line Machine Company, Salem YMCA, Salem Farmer’s Market, North Shore CDC and the Bowditch School.

Next year, we expect to have youth attending Marian Court College, North Shore Community College, Salem State University and UMass Boston.

Among many other things, Plummer offers a music program. In this program, which teaches youth how to read, write, record and perform music, kids learn essential skills while having fun.

Before coming to Plummer,

J was not a “center of attention” kind of kid. However, since playing the drums at the Plummer Home he has been featured on Chronicle, played at the state house, and played a song on the 2014 Plummer Christmas CD. I have seen J’s personality and confidence flourish, and I believe this is due to the Plummer Music program.

~ Social worker who has worked with J for two years
Nancy lives in public housing with a single parent. Her brothers and some other relatives are incarcerated. At 15, struggling with anger and lacking self-esteem, she often skipped school and frequently got into conflicts. Eventually the juvenile court ordered her into our On Point program.

At On Point she learned to express herself through music. She learned how to manage her feelings through groups like stress reduction. She also did some landscaping and helped at a local food bank.

_Since completing On Point last fall, Nancy has been attending school regularly and staying out of trouble. Though no longer required to, she often comes to On Point and participates in music and other activities._

At Plummer, we do whatever we can to help our young people thrive in the community. This ranges from things like teaching social skills and healthy decision-making to helping them learn to live independently.

Opened in 2011, our On Point program pays particular attention to kids who’ve made mistakes by helping them stay out of trouble that could land them in juvenile detention.

Community also refers to the tremendous support Plummer receives from volunteers who do things like:

- bake birthday cakes
- buy holiday gifts
- garden
- cook meals
- provide jobs
- help with administrative work
- volunteer at fundraising events
Recent Growth

2005
GROUP HOME for boys – in place for 160 years

2006
ADDED ON-SITE SUPPORTED APARTMENT
Teen boys / young men
STARTED SERVING FAMILIES
once boys discharged

2010
CLARIFIED 3 PRIORITIES:
Permanency, Preparedness, Community

2011
OPENED ON POINT – Community-based
program serving boys and girls

2011
STARTED COMMUNITY APARTMENT PROGRAM
Young men and women who turned 18
while in foster care

2012
OPENED foster care program – boys and girls

2005: 1 program  1 site  10 boys
2015: 5 programs  3 sites  200+ boys and girls
2014–2015 Board of Trustees

Marshall Strauss, Chair, President and CEO, Human and Civil Rights Organizations of America

Holly Jannell, Vice-Chair, Plummer Home volunteer

Kim Meader, Treasurer, Retired; former Executive Vice President, Salem Five Bank

Paul Nightingale, Clerk, Senior Vice President and General Counsel, HP Hood, LLC

Darren Ambler, Managing Director, Insight Insurance Agency

Stanley Cahill, Retired; former Executive Vice President, Salem State University

Richard L. Cormier, Customer Service Engineer, Hosokawa Alpine American; Former Plummer Home resident

David Guilbeault, Controller, Group 1 Automotive, South Carolina; Former Plummer Home resident

Sarah M. Hayes, Retired; former Retirement Analyst, City of Salem

Erin Heiskell, Family Physician, Beacon Family Medicine

Kathleen Kenahan, Student, Harvard University Extension School

Stephen G. Manning, Retired; former Senior Finance and Operations Executive, Fidelity Investments

Kevin McCarthy, Associate, Century Capital Management; former mentor at Plummer Home

Kathleen Truscott

Brendan R. Walsh, Ph.D., Educator; retired School Principal; Salem School Committee member

BOARD & FINANCIALS

FY 2014 Revenue – $3,267,116*

- Individual, Corporate and Foundation Support: $1,010,132 • 31%
- Investment Income: $201,707 • 6%
- Program Service Revenue: $2,049,715 • 62%
- Miscellaneous: $5,562 • <1%

* Revenue includes some pledges that will be paid in future years; thus, not all revenue was available for spending in FY 14.

FY 2014 Expenses – $2,877,699

- Program Expenses: $2,414,469 • 84%
- Fundraising: $287,555 • 10%
- Management & General: $175,675 • 6%

Plummer Home 2014 Annual Report
Recently one of the young men in our Community Apartment Program completed training enabling him to drive commercial trucks. He could not have done it without the help of two dedicated volunteers, who for several months transported him to and from North Andover for classes. Here’s what he said:

“It means a lot to me that people I didn’t know came out of the blue and helped me in a time of need that was definitely needed. The reason I went was to better my life knowing I had limited time in the system. I wanted to make sure the chance I got wasn’t ruined. I was determined, I wanted to prove that hard work pays off.”