Dear Friends,

We’re pleased to present Plummer Home’s FY 15 Annual Report.

Credit for this report belongs to you. Revealed in these pages is your determination to support work that is effective. Work that changes lives. Thank you.

Where we’ve been: 2010–2015

Determined to help youth thrive, we created an Intervention Model premised on our belief that to become successful adults, young people need families who are committed to them forever. Since group homes and foster families are by definition temporary, the goal must be to help every child develop permanent family connections. Our Intervention Model also recognizes that while family is primary, young people need more; they also need skills and community connections. We call our model “Permanency, Preparedness, Community.”

Determined to help young people in addition to those in our group home or apartments, we added two non-residential programs: foster care and On Point. These programs serve girls as well as boys and are located in Salem and Lowell. Adding these programs led to tremendous growth in the number of youth served, with a corresponding growth in Plummer’s staff and budget. (see page 10 for comparative data).

Determined to be effective, we designed a system to show us whether our services were working. With this information, we’ll be able to evaluate and refine our work to achieve the best possible results. This system is already up and running in our group home and apartments. Next up will be foster care and On Point.

Watch "Plummer Key of C Campaign"

Watch "Raise Your Hands Plummer Music Video"
Looking Ahead

We now know that, to create lasting change, our services must aim to get young people into permanent families. And we continue to believe that all young people need skills and connections with their community.

Building on the accomplishments of the last five years, in 2015, we set new priorities. These priorities represent an organization committed to delivering high quality, effective services that set a standard which can be shared with others.

All this work, this search for solutions, could not happen without you: talented, tireless volunteers; generous donors giving from $1 to $100,000; hearty marathon runners and stand-up paddlers; and a staff whose compassion and determination know no bounds. Our work is also dependent on foster parents, biological parents, state partners, juvenile probation staff, the Salem Police Community Impact Unit and so many more. Without them we could not do what we do.

As we said earlier, this report is yours. Thank you so very much.

James Lister
Executive Director

Paul Nightingale
Chair of the Board
**STRATEGIC PRIORITIES**

**Expand**
We know our clinical approach is working, and we know that young people are better off when they live with families. To that end we will:

- Increase the number of young people served by our foster care program
- Explore providing services that help stabilize young people in their own families whenever safe

**Evaluate**
Plummer Home is committed to providing services we know are effective. To that end, we will:

- Continue evaluating the effectiveness of our Intervention Model in the group home and apartments, refining our work to achieve the best possible results
- Implement the evaluation system in our foster care and On Point programs

**Lead**
When you know something works, you should share it. To that end, Plummer Home will:

- Add a Practice Leadership division to provide consultation and training to other agencies on a fee-for-service basis
- Continue to present at national conferences and publish articles to help advance practice throughout the field

**Sustain**
Successful organizations must have a solid infrastructure to ensure the effective and efficient delivery of high quality services. To that end we will:

- Evaluate the adequacy of our current facilities and plan for any necessary changes
- Assess operating systems and structures, updating them as prudent and necessary
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 participant.
Group Home
Located on Winter Island in Salem, the group home, which is our oldest program, serves young men between the ages of 13 and 18. It is staffed 24 hours a day, seven days a week. The young men who live here attend schools in Salem and other communities.

Supported Apartment
Located in the same building as our Group Home, this apartment houses up to 6 young men between the ages of 18 and 22. The supported apartment is staffed 24 hours a day. Young men in this apartment must be working and/or attending school.

Community Apartments
Our community apartment program consists of one-bedroom or studio apartments in various North Shore communities. It serves young men and women who turned 18 while in foster care. Participants must be working and/or attending school and can stay in this program until they turn 22.

Foster Care
Plummer Foster Care serves girls and boys from birth to 22. Our foster youth live in foster families throughout Essex and Middlesex Counties.

On Point
Our On Point program serves youth ages 10 to 18 who are at-risk of being removed from their families, as well as other youth living in Salem’s “Point” neighborhood. 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.
IMPACT

Of the **15 TEENS** who discharged from our Group Home in FY 15:

- **8** went to families committed to them forever
- **3** moved into our Supported Apartment, where they will continue to receive services that help them build family, skills and community connections
- **2** needed more intensive services than Plummer could provide
- **1** went to college, having reestablished a supportive relationship with his father
- **1** was incarcerated

**Foster Care:**
In FY 15, 85% of the young people who discharged from our foster care program left having families **COMMITTED TO THEM FOREVER.**

**On Point:**
Since opening in 2011, **85% OF YOUTH** served by On Point’s structured programming remained free from detention 12 months after completing the program.

**Number of girls and boys served in FY 15:**

- **Group Home:** **23** (young men)
- **Supported Apartment:** **6** (young men)
- **Community Apartments:** **9** (young women and men)
- **Foster Care:** **21** (girls/young women and boys/young men)
- **On Point:** **174** (young women and men)
**AUSTIN’S STORY**

**Intervention Model In Action**

When Austin was a toddler his parents were using drugs, so he was removed from their care. After several foster home placements, at least one of which involved additional trauma, he stayed with a family for 11 years.

In his early teens, the effects of his childhood trauma emerged and the family with whom he was living could not meet his needs. So at 13 he started bouncing around the foster care system once again. He lived in 3 different group homes before coming to Plummer at age 17. At risk of not graduating from high school and having no apparent safety network, Austin’s path forward was unclear.

**Permanency**

From the start, Austin was clear about one thing: he wanted a family. Plummer social workers went right to work. Austin was 17 and there was no time to spare. It became clear that the family with whom he had grown up were no longer able to parent Austin, so we had to look elsewhere.

Prior to coming to Plummer, Austin had used social media to locate his biological family, so we reached out, not knowing what we’d find. We spoke with his mother and his father, discovering that both had been clean and sober for years.

Though living separately, they were both immediately interested in Austin’s well-being. They attended meetings here at Plummer, and the relationships started to build. Austin started visiting them at their respective homes, and the path became clearer. The current plan is for Austin to move out of Plummer and in with his Dad in the next few months. His parents have made clear to him that he will never be homeless.
Preparedness and Community

Hampered by social anxiety and the effects of his early childhood trauma, Austin had little self-confidence when he arrived at Plummer. He had trouble interacting with peers, staff and teachers. With a little patience, however, it was easy to see a determined, kind young man trying to find his way. Without some coaching, he’d struggle.

Austin worked hard. Overcoming his belief that he would never graduate high school, and with a lot of encouragement from Plummer staff, he worked with a tutor and graduated last year. Determined to get a job, he practiced his interview skills with Plummer staff over and over. Overcoming the disappointment of getting turned down repeatedly, he secured a job in a large retail establishment where he is working 25 hours a week. Pushing past some of his social fears, he has gone stand up paddling and camping with others.

We are proud of Austin and everything he’s accomplished since coming to Plummer. His determination and hard work, coupled with Plummer’s Intervention Model, have given him skills he can use and a family he can count on.

KAYLEE’S STORY

Champion is the word that comes to mind for 19-year-old Kaylee when she thinks of her music.

Three years ago, when Kaylee was 16, she felt nothing like a champion. Uncertain of herself, anxious to fit in with others, she made some bad decisions that landed her in Juvenile Court. The judge ordered her to attend Plummer’s On Point program. “I remember the day Kaylee arrived at On point,” says Keith Willa, Plummer On Point Director. “Hoodie up, eyes down, wringing her hands and saying little. I had no idea music would be the key.”

Kaylee credits Plummer Home music instructor Callie Lipton with helping her tremendously. One of Kaylee’s proudest moments was on a stage in downtown Salem during October, Salem’s busiest tourist season. “I performed my own set – four songs back to back, not stopping. My family was there too, and that was really cool.”

Even though Kaylee completed her court-ordered time at On Point, she comes back every week to make music, talk with friends and encourage others. “I love it,” she says. Keith says she is a joy to have around. Always smiling, always laughing. “Nothing like when she first arrived. Today we can’t keep her quiet. And who would want to? Her laughter and compassion are contagious – she lights up the room. And she’s a terrific role model for kids who are struggling.”
**Board of Trustees (Current and FY 2015)**

Paul Nightingale, *Chair*  *(FY 15 Clerk)*
Kathleen Truscott, *Vice-Chair*
Kim Meader, *Treasurer*
Marshall Strauss, *Clerk*  *(FY 15 Chair)*
Darren Ambler
Stanley Cahill  *(FY 15 only)*
Richard L. Cormier,  
*Former Plummer Home resident*
David Guilbeault,  
*Former Plummer Home resident*
Sarah M. Hayes
Erin Heiskell, MD
Holly Jannell  *(FY 15 Vice Chair)*
Kathleen Kenahan
Stephen G. Manning
Kevin McCarthy
Brendan R. Walsh, Ph.D.
Robert Wentworth  *(FY 16 only)*

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**FINANCIALS & BOARD**

### FY 2015 Revenue $2,950,171

#### Assets

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<td>$ 659,628</td>
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#### Liabilities

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<td>Total Liabilities</td>
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<td>111,136</td>
<td>182,924</td>
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#### Net Assets

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#### Number of Employees

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**FY 2015 Expenses $3,127,913**

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<td>Foster Care</td>
<td>On Point</td>
<td>Community Apartments</td>
<td>Supported Apartment</td>
<td>Group Home</td>
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<td>Supported Apartment 9.6%</td>
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<td>Philanthropic 27.7%</td>
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<td>Other 1.1%</td>
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Presentations


Publications
Redefining Residential: Strategic Interventions to Advance Youth Permanency. Paper authored by Plummer on behalf of the American Association of Children’s Residential Centers.
VISION
Every young person has a family unconditionally committed to nurture, protect and guide them to successful adulthood.

MISSION
Young people who leave the foster care or juvenile justice system without safe, stable & permanent family connections face grim outcomes, including high rates of homelessness, unemployment, early parenting and lack of education.

Plummer is changing that by deeply and effectively engaging families for each young person we serve while building their skills and community connections, and by sharing our knowledge with others.